

City of Tempe Employee Survey

Findings Report

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since 1982*

2020

Submitted to the City of Tempe, AZ

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Contents

Executive Summary	i
Section 1: Charts and Graphs	1
Section 2: Gap Analysis	52
Section 3: Quadrant Priorities	57
Section 4: Tabular Data	66
Section 5: Crosstabulations by Department	108
Section 6: Survey Instrument	167

City of Tempe Employee Survey

Executive Summary

Purpose and Methodology

ETC Institute administered an employee survey for the City of Tempe during the summer of 2020. This is the third employee survey ETC Institute has administered for the City of Tempe, the first was administered in 2016. The survey was designed to objectively assess a number of important areas at the City and to gather input from employees about issues in seven major areas:

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

Participation in the survey was voluntary and employees were allowed to complete the survey during work hours or at home. A total of 780 of 1,626 employees completed the survey, this provided a response rate of 48%. The overall results have a 95% level of confidence with a precision of at least 2.5%. The table to the right shows the number of responses by department.

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 4 of this report. When the “don’t know”

In which department do you work?		
Department	Number	Percent
Police	175	22.4%
Municipal Utilities	123	15.8%
Fire Medical Rescue Department	107	13.7%
Internal Services	86	11.0%
Community Services	67	8.6%
None Chosen	65	8.3%
Human Services	40	5.1%
Community Development	35	4.5%
Engineering & Transportation Department	31	4.0%
City Manager's Office	20	2.6%
City Court	15	1.9%
Municipal Budget Office, City Clerk's Office, Strategic Management and Diversity Office, Sustainability Office, Economic Development, or Internal Audit	9	1.2%
City Attorney's Office	7	0.9%
Total	780	100.0%

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

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

- Charts depicting overall results for most questions on the survey, and trends with the 2018 and 2016 survey data where available (Section 1)
- Gap analysis that shows differences between employees who are satisfied and those who are not satisfied with their employment at the City (Section 2)
- Quadrant Priorities Analysis (Section 3)
- Tabular data for all survey questions, and open-ended comments (Section 4)
- Crosstabulations by department (Section 5)
- Copy of the survey instrument (Section 6)

General Findings

Most Employees Are Proud to Work for the City of Tempe

Nearly all (95%) of the employees surveyed indicated they are proud to work for the City of Tempe, this is the same percentage of employees as 2018. This figure coincides with how satisfied employees are with their current job, 86% of employees surveyed indicated they were either “very satisfied” (39%) or “satisfied” (47%) with their current job.

Quality of Work Environment

Forty-nine percent (49%) of employees surveyed indicated the quality of the work environment in their department was “much better” (21%) or “somewhat better” (28%) since they started working for the City. Twenty-four percent (24%) of respondents indicated the work environment had “stayed the same” since they started working for the City, and only 27% indicated the environment was worse.

Specific Findings

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

- **Professional Development and Career Mobility.** Eighty-one percent (81%) 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; 7% disagreed (2/1), and 12% gave a neutral rating. Other statements employees were most in agreement with include: I receive training to do my job effectively (71%), there is someone at work who encourages my career development (63%), and I have been mentored at work (56%).

- **Organizational Support (Departments).** Seventy-one percent (71%) 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; 11% disagreed (2/1), and 19% gave a neutral rating. Other departments most employees indicated adequately support their work-related needs include: Human Resources (68%) and Risk Management/Worker’s Compensation (58%).
- **Organizational Support (Programs/Services).** Seventy-three percent (73%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that the City supports those with a disability; 3% disagreed (2/1), and 25% gave a neutral rating. Other programs most employees indicated adequately support their work-related needs include: my physical work environment (building) is safe, clean and maintained in good operating order (72%), overall, I am satisfied with the support that is provided to employees by the City of Tempe (68%), and the wellness program (62%).
- **Supervision and Working Environment.** Eighty-seven (87%) 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; 7% disagreed (2/1), and 6% gave a neutral rating. Other statements employees were most in agreement with include: my immediate supervisor treats me with respect (86%), I feel physically safe in my work unit (84%), I have materials and equipment needed to do my job effectively (80%), and my direct reports treat me with respect (80%).
- **Compensation and Benefits.** Eighty-one percent (81%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that the City does a good job of informing me about my benefits; 6% disagreed (2/1), and 14% gave a neutral rating. Other statements employees were most in agreement with include: I am satisfied with the City’s deferred compensation benefits (77%), and the amount of leave that I receive each year meets my needs (77%).
- **Employee Engagement.** Eighty-seven percent (87%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that they are aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity); 5% disagreed (2/1), and 9% gave a neutral rating. Other statements employees were most in agreement with include: I receive information that affects my work in a timely manner from my immediate supervisor (75%), and I am encouraged to be innovative and come up with better ways to do things at work (64%).
- **Peer Relationships.** Eighty-six percent (87%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that their co-workers treat them with respect; 6% disagreed (2/1), and 8% gave a neutral rating.

Trends

Trends 2020-2018. ETC Institute compared the 2020 and 2018 results to better understand how overall perceptions in the organization have changed over the past two years. City leaders can study and utilize trends to determine how their actions have impacted overall employee perceptions. The tables below show the sum of “strongly agree” and “agree” ratings from 2020 and how they compare to the sum of “strongly agree” and “agree” ratings from 2018 in the seven major areas that were assessed on the survey. Significant changes are considered any changes of +/-4%. Sixty-one items, out of the 63 items assessed, increased from 2018 to 2020.

Professional Development/Career Mobility	2020	2018	Difference
I have been mentored at work	56%	50%	6%
There is someone at work who encourages my career development	63%	59%	4%
I am aware of City's educational partnerships, Tempe Professional Development Network, The Mentoring Program, & other programs	81%	78%	3%
City's programs related to professional development & career mobility are useful to me	41%	40%	1%
Overall, I am satisfied with professional development opportunities that are available to me at City	55%	54%	1%
I have received fair consideration for advancement & promotion, when available, within City of Tempe	53%	52%	1%
I receive training to do my job effectively	71%	70%	1%

Department Support	2020	2018	Difference
City Manager's Office	54%	43%	11%
Human Resources	68%	60%	8%
Risk Management/Worker's Compensation	58%	51%	7%
Information Technology	71%	65%	6%
Strategic Management & Diversity	47%	42%	5%

Program/Service Support	2020	2018	Difference
Tempe Employee View/Internal Audit reporting program	31%	26%	5%
My physical work environment (building) is safe, clean, & maintained in good operating order	72%	67%	5%
City mediation services	31%	26%	5%
Overall, I am satisfied with support that is provided to employees by City of Tempe	68%	64%	4%
The Safe Haven process	30%	27%	3%
The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values	61%	59%	2%
The wellness program	63%	62%	1%
City supports employees with a disability	73%	73%	0%

Supervision/Working Environment	2020	2018	Difference
As a supervisor, I am supported when addressing staff issues (if applicable)	71%	63%	8%
I receive constructive feedback on my job performance from my immediate supervisor	73%	65%	8%
I feel physically safe in my work unit	84%	76%	8%
Within last 30 days, I have received feedback on my job performance from my supervisor	69%	61%	8%
Conflict in my work area is resolved effectively	56%	48%	8%
I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	59%	52%	7%
My immediate supervisor knows my career/job goals	72%	65%	7%
As a supervisor, I have been given the training, tools, & resources to lead my work unit	68%	62%	6%
My immediate supervisor has the skills to deal with conflict	72%	66%	6%
I am comfortable expressing my opinions about work related issues to my immediate supervisor	77%	72%	5%
The work I perform is evaluated fairly	73%	67%	6%
My immediate supervisor supports me in achieving my career/job goals	70%	64%	6%
My immediate supervisor gives me clear expectations for work assignments	77%	72%	5%
I believe my opinions matter at work	59%	54%	5%
I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	41%	36%	5%
Overall, I am satisfied with the working environment in my department	70%	65%	5%
I am able to discuss physical & emotional safety with my supervisor	75%	70%	5%
My immediate supervisor treats me with respect	86%	81%	5%
My immediate supervisor makes good use of my time	75%	71%	4%
My work is appreciated by my immediate supervisor	80%	76%	4%
I know what is expected of me at work	87%	84%	3%
I believe the Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	65%	62%	3%
I have materials & equipment I need to do my job effectively	80%	77%	3%
The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	57%	55%	2%
When I request training, my supervisor is open to working with me to ensure I can attend	77%	75%	2%
I believe assignments in my department are distributed fairly	55%	54%	1%

Compensation and Benefits	2020	2018	Difference
The amount that I pay for health care benefits is reasonable	67%	61%	6%
The City does a good job of informing me about my benefits	81%	76%	5%
The City's health care plan meets my needs	77%	73%	4%
The amount I am paid is fair for the work I do	63%	60%	3%
The amount of leave that I receive each year meets my needs	76%	74%	2%
Overall, I am reasonably compensated in pay & benefits for the work I do	69%	68%	1%
I am satisfied with the City's deferred compensation benefits	77%	76%	1%

Employee Engagement	2020	2018	Difference
I receive information that affects my work in a timely manner from my immediate supervisor	75%	68%	7%
Generally, communication between work units/divisions inside my department is good	59%	52%	7%
Generally, communication between my work unit/division & work units/divisions outside my department is good	56%	50%	6%
With respect to my job, communication between departments is good	62%	56%	6%
Overall, I am satisfied with the level of employee engagement in my department	60%	54%	6%
Employees in my department are highly motivated about accomplishing our goals	56%	50%	6%
I feel the City practices these values	63%	58%	5%
Employees in my department take personal accountability for their actions & work performance	60%	55%	5%
I am encouraged to be innovative & come up with better ways to do things at work	64%	60%	4%
I have adequate input on decisions affecting my work	60%	56%	4%
The Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	51%	48%	3%
I am aware of the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	87%	85%	2%
I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	57%	57%	0%

Peer Relationships	2020	2018	Difference
Conflict between co-workers is resolved effectively	67%	61%	6%
Overall, I am very satisfied with the quality of peer relationships among City employees	78%	75%	3%
My co-workers treat me with respect	87%	85%	2%

Trends 2020-2016. ETC Institute compared the 2020 and 2016 results to better understand how overall perceptions in the organization have changed over the past four years. City leaders can study and utilize trends to determine how their actions have impacted overall employee perceptions. The tables below show the sum of “strongly agree” and “agree” ratings from 2020 and how they compare to the sum of “strongly agree” and “agree” ratings from 2016 in the seven major areas that were assessed on the survey. Significant changes are considered any changes of +/-4%. Three out of the 63 items assessed decreased in the level of agreement since 2016.

Professional Development/Career Mobility	2020	2016	Difference
I have been mentored at work	56%	52%	4%
There is someone at work who encourages my career development	63%	61%	2%
I receive training to do my job effectively	71%	70%	1%
Overall, I am satisfied with professional development opportunities that are available to me at City	55%	55%	0%
I have received fair consideration for advancement & promotion, when available, within City of Tempe	53%	53%	0%
I am aware of City's educational partnerships, Tempe Professional Development Network, The Mentoring Program, & other programs	81%	82%	-1%
City's programs related to professional development & career mobility are useful to me	41%	44%	-3%

Department Support	2020	2016	Difference
Human Resources	68%	57%	11%
City Manager's Office	54%	44%	10%
Strategic Management & Diversity	47%	38%	9%
Risk Management/Worker's Compensation	58%	50%	8%
Information Technology	71%	64%	7%

Program/Service Support	2020	2016	Difference
Overall, I am satisfied with support that is provided to employees by City of Tempe	68%	60%	8%
My physical work environment (building) is safe, clean, & maintained in good operating order	72%	64%	8%
The wellness program	63%	56%	7%
The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values	61%	56%	5%
The Safe Haven process	30%	26%	4%
City mediation services	31%	27%	4%

Supervision/Working Environment	2020	2016	Difference
As a supervisor, I am supported when addressing staff issues (if applicable)	71%	52%	19%
As a supervisor, I have been given the training, tools, & resources to lead my work unit	68%	57%	11%
I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	59%	49%	10%
Within last 30 days, I have received feedback on my job performance from my supervisor	69%	59%	10%
I feel physically safe in my work unit	84%	76%	8%
My immediate supervisor knows my career/job goals	72%	65%	7%
My immediate supervisor gives me clear expectations for work assignments	77%	70%	7%
I believe the Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	65%	58%	7%
I receive constructive feedback on my job performance from my immediate supervisor	73%	67%	6%
My immediate supervisor makes good use of my time	75%	70%	5%
The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	57%	52%	5%
I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	41%	36%	5%
The work I perform is evaluated fairly	73%	68%	5%
My immediate supervisor supports me in achieving my career/job goals	70%	65%	5%
My work is appreciated by my immediate supervisor	80%	75%	5%
My immediate supervisor has the skills to deal with conflict	72%	67%	5%
I am comfortable expressing my opinions about work related issues to my immediate supervisor	77%	73%	4%
Conflict in my work area is resolved effectively	56%	52%	4%
I have materials & equipment I need to do my job effectively	80%	76%	4%
My immediate supervisor treats me with respect	86%	82%	4%
I believe my opinions matter at work	59%	56%	3%
Overall, I am satisfied with the working environment in my department	70%	67%	3%
I know what is expected of me at work	87%	85%	2%
I believe assignments in my department are distributed fairly	55%	53%	2%
When I request training, my supervisor is open to working with me to ensure I can attend	77%	76%	1%

Compensation and Benefits	2020	2016	Difference
The City's health care plan meets my needs	77%	64%	13%
The amount I am paid is fair for the work I do	63%	51%	12%
The amount that I pay for health care benefits is reasonable	67%	56%	11%
The City does a good job of informing me about my benefits	81%	71%	10%
Overall, I am reasonably compensated in pay & benefits for the work I do	69%	61%	8%
I am satisfied with the City's deferred compensation benefits	77%	69%	8%
The amount of leave that I receive each year meets my needs	76%	74%	2%

Employee Engagement	2020	2016	Difference
Generally, communication between work units/divisions inside my department is good	59%	49%	10%
Generally, communication between my work unit/division & work units/divisions outside my department is good	56%	46%	10%
Overall, I am satisfied with the level of employee engagement in my department	60%	51%	9%
The Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	51%	43%	8%
I am encouraged to be innovative & come up with better ways to do things at work	64%	57%	7%
With respect to my job, communication between departments is good	62%	55%	7%
I receive information that affects my work in a timely manner from my immediate supervisor	75%	69%	6%
I have adequate input on decisions affecting my work	60%	54%	6%
Employees in my department are highly motivated about accomplishing our goals	56%	50%	6%
I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	57%	60%	-3%

Peer Relationships	2020	2016	Difference
Conflict between co-workers is resolved effectively	67%	64%	3%
Overall, I am very satisfied with the quality of peer relationships among City employees	78%	76%	2%
My co-workers treat me with respect	87%	86%	1%

Recommendations

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

Gap Analysis. ETC Institute developed Gap Analysis as a means of identifying ways of increasing satisfaction among employees by pinpointing factors that contribute to the differences in satisfaction levels. ETC Institute performed a Gap Analysis on all 70 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 70 statements the top 10 gaps were found in the following statements:

- Overall, I am satisfied with working environment in my department (Gap = 2.00)
- I believe my opinions matter at work (Gap=1.99)
- I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit (Gap = 1.86)
- I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs (Gap=1.78)
- The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me (Gap=1.73)
- I have adequate input on decisions affecting my work (Gap=1.71)
- There is someone at work who encourages my career development (Gap=1.69)
- I am encouraged to be innovative and come up with better ways to do things at work (Gap=1.67)
- Overall, I am satisfied with the level of employee engagement in my department (Gap=1.64)
- Employees in my department are highly motivated about accomplishing our goals (Gap=1.62)

The focus of most of these items is with work environment. Ensuring employees feel senior leadership is listening and acting on their input will help close the gap between these items, thus improving the overall level of employee satisfaction. Senior leadership should work with managers to develop a plan of action that focuses on 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, being heard, recognized, and an inclusive environment is the greatest indicator of overall satisfaction with their position at the City of Tempe.

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

- **Professional Development and Career Mobility:** There is someone at work who encourages my career development and the City's programs related to professional development and career mobility are useful to me. Employees thrive in an environment where they feel they can learn and grow. Creating this type of environment, where there are career development and mobility opportunities, will increase employee satisfaction.
- **Program and Service Support:** Director/Chief and Deputy Directors/Assistant Chiefs in my department are demonstrating and communicating the same values that are expected of me and the City supports employees with a disability were the two most important statements to respondents. To ensure employees remain satisfied in this area leaders should continue to demonstrate the core values of the organization and special attention should be paid to making sure the organization is supportive of those with disabilities.
- **Supervision and Working Environment:** I believe exceptional job performance is recognized appropriately by managers/supervisors in my department and I believe my opinions matter at work. These statements are important to employees and saw high levels of agreement. To ensure employees remain satisfied with supervision and their working environment senior leadership and managers should focus on ensuring employees believe their opinions count and job performance is recognized.
- **Compensation and Benefits:** I think the amount I am paid is adequate for the work I do. The survey responses suggest employees see an opportunity for improvement in this category.
- **Employee Engagement:** Employees in my department are highly motivated about accomplishing our goals. The City should continue to encourage motivation within all departments.

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

Next Steps

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

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

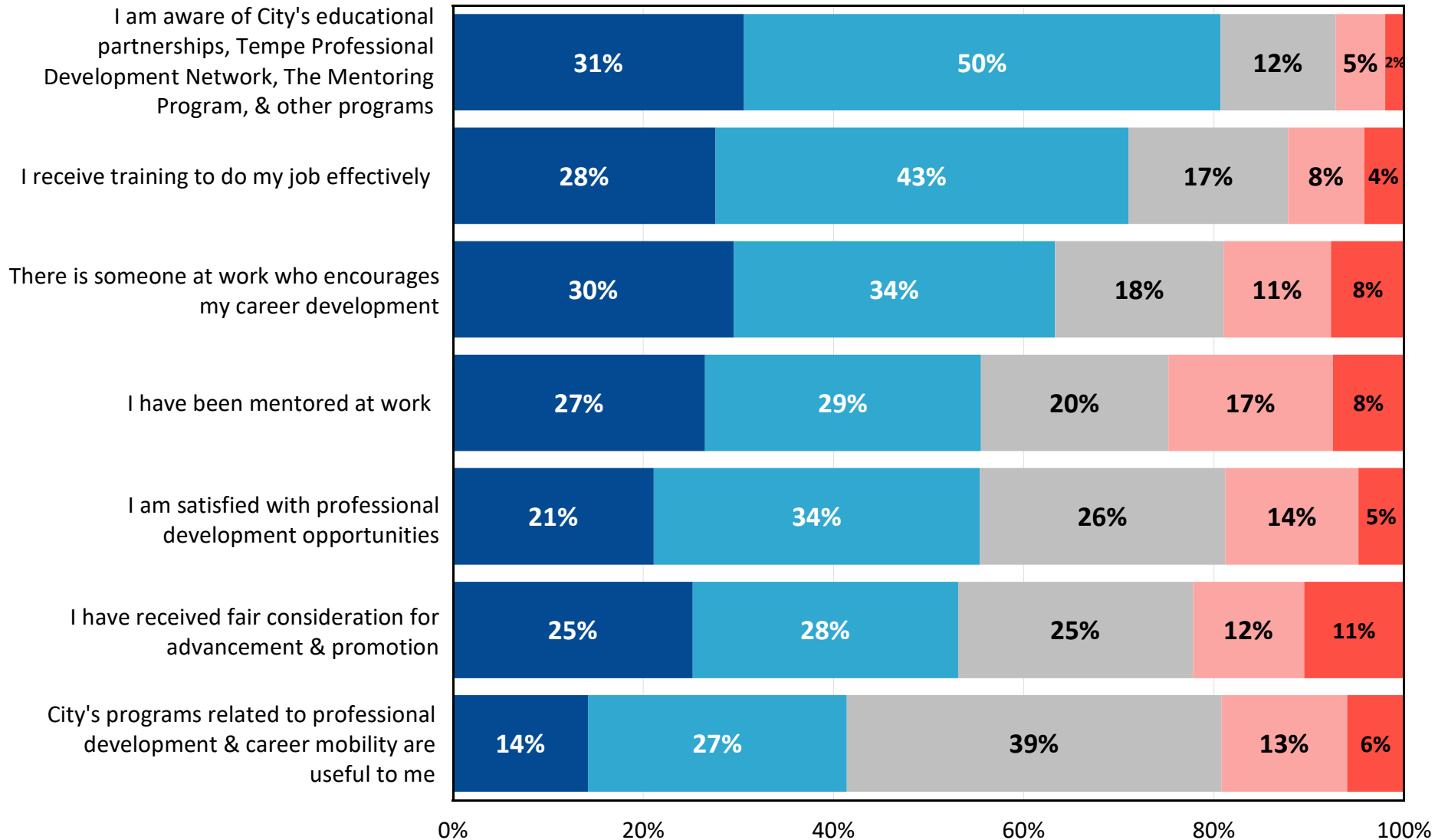
- Ensuring senior managers encourage career development.
 - Ensuring senior managers and supervisors are demonstrating and communicating all of the same values.
 - Ensuring employees are receiving recognition from managers/supervisors when they have done an exceptional job performance.
 - Ensuring employees feel like they are adequately paid for the work they do.
 - Encouraging employees to stay motivated and accomplish departmental goals.
 - Creating a work environment where everyone is treated with respect.
- The City should hold managers and employees at all levels accountable for future performance by conducting another employee survey in 2022.

Section 1

Charts and Graphs

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

by percentage of respondents using a 5-point scale where 5 means "strongly agree" and 1 means "strongly disagree" (without "don't know/NA")

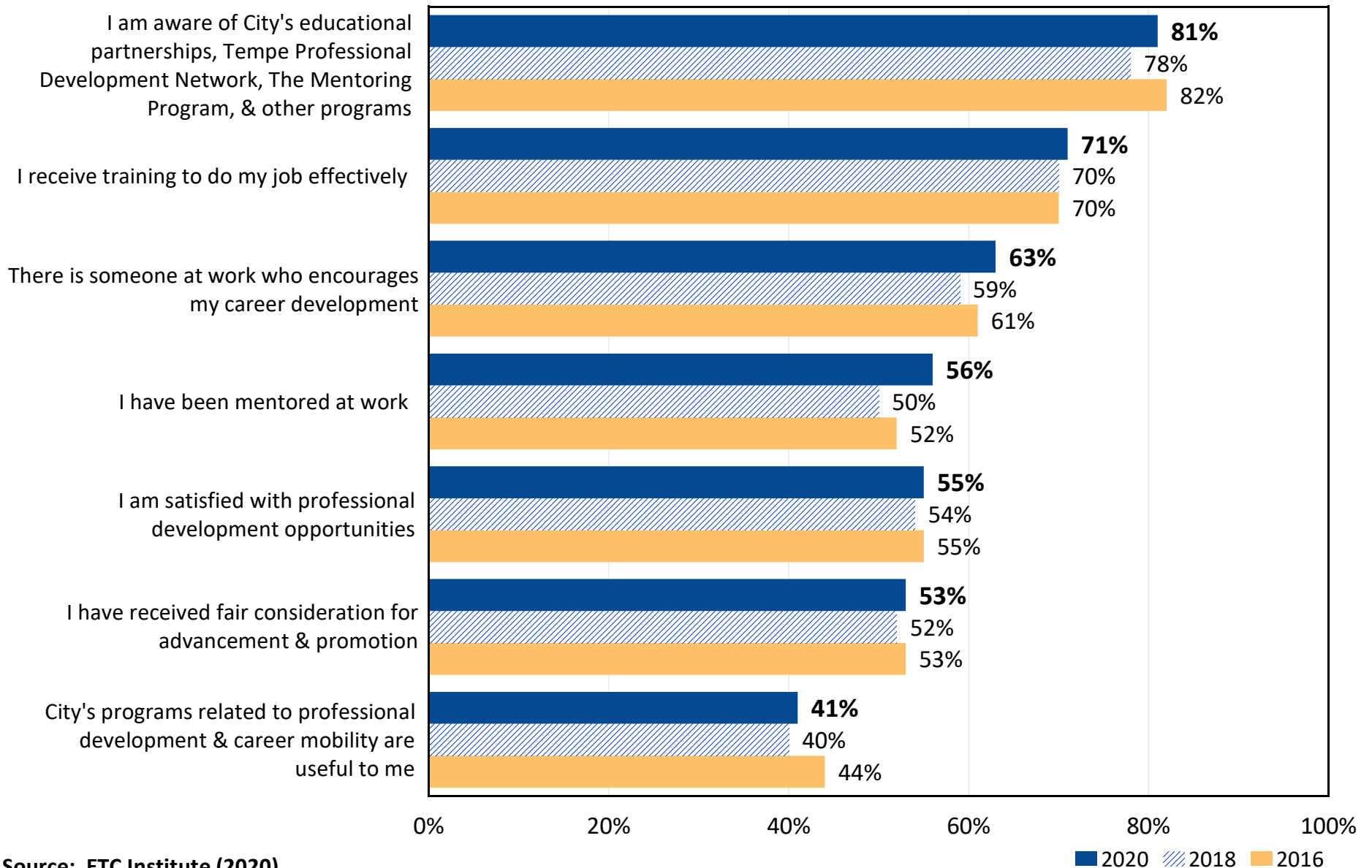


Source: ETC Institute (2020)

Strongly Agree Agree Neutral Disagree Strongly Disagree

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

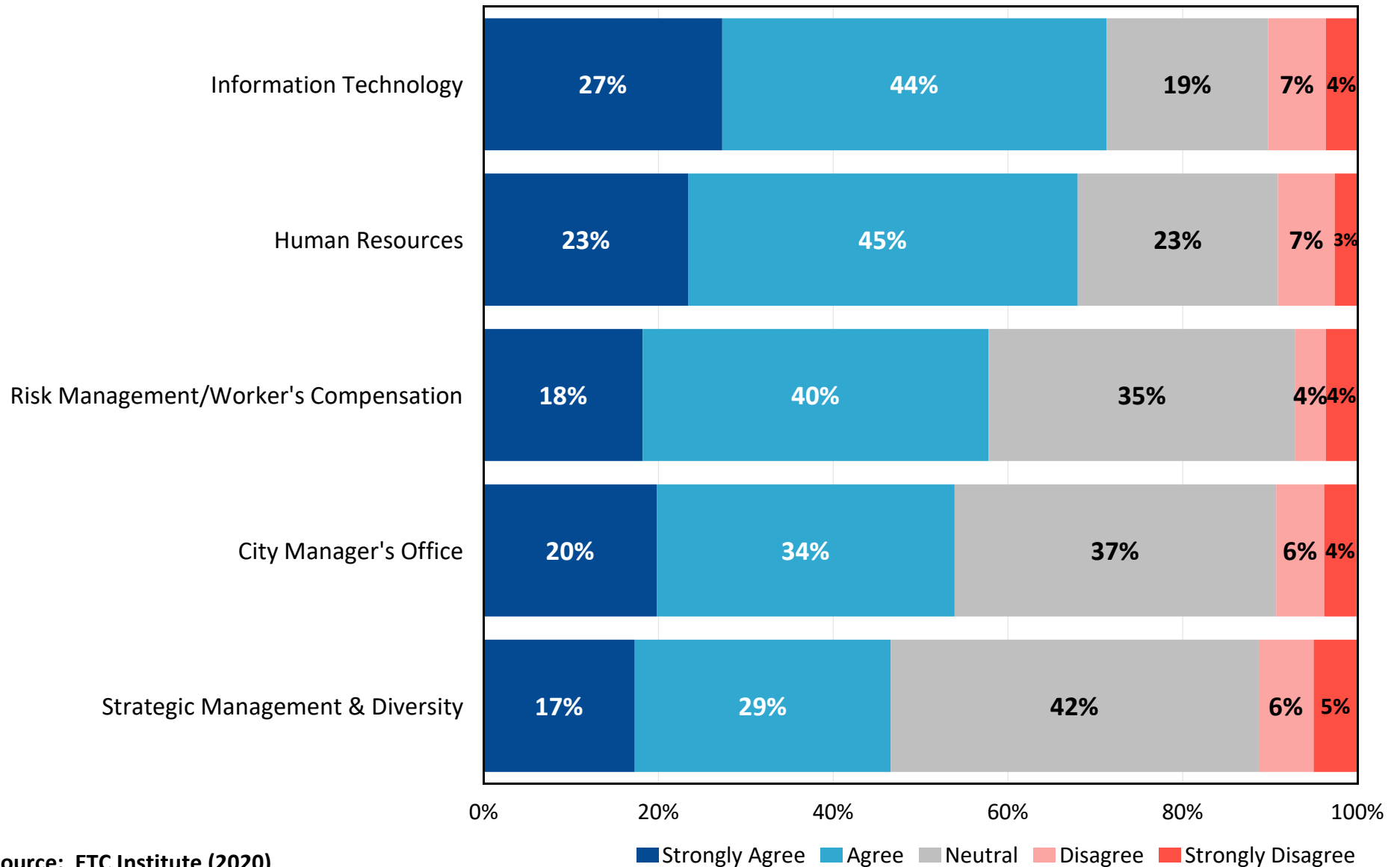
by percentage of respondents who gave "strongly agree" and "agree" ratings (without don't know/NA")



Source: ETC Institute (2020)

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

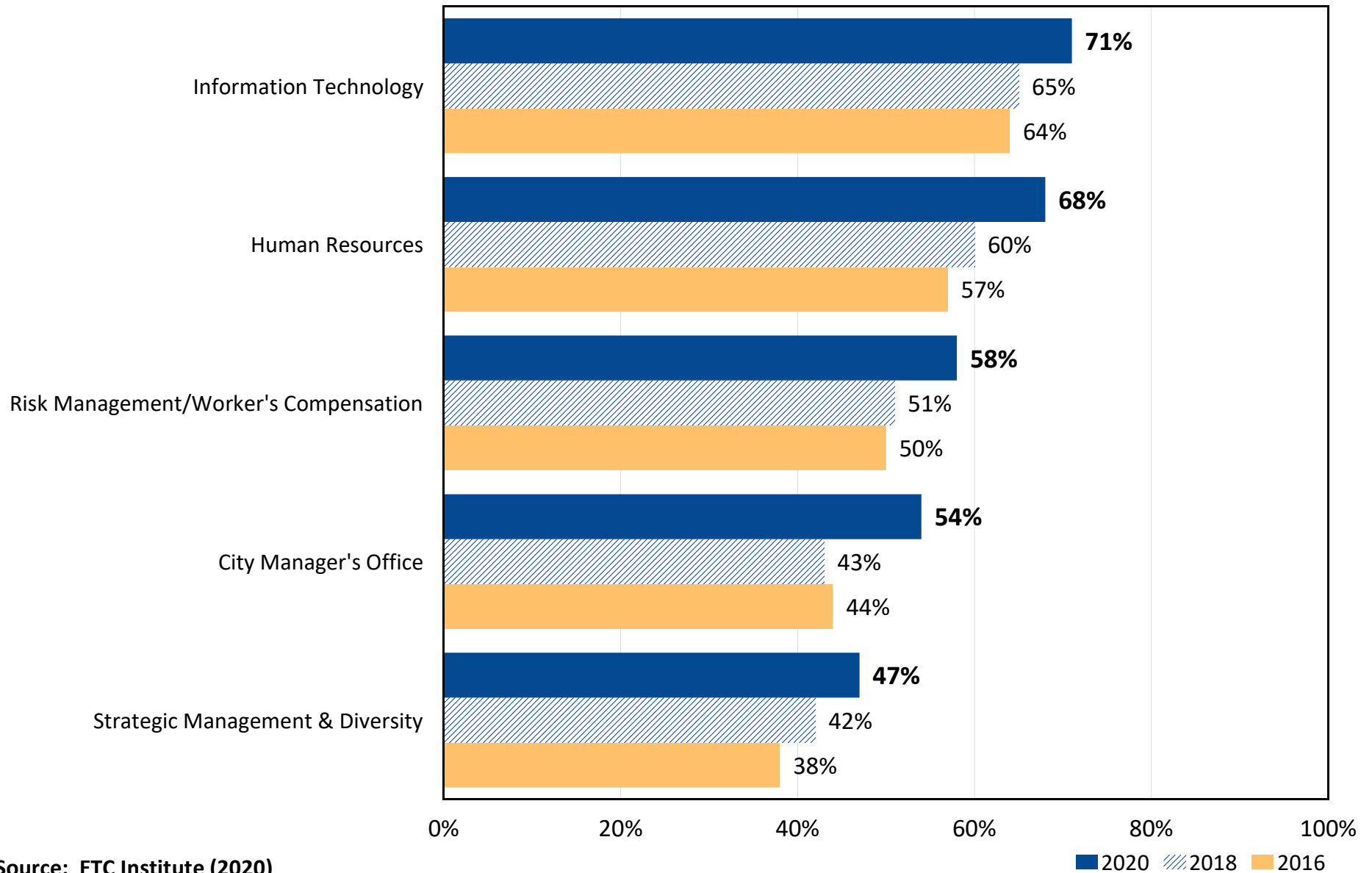
by percentage of respondents using a 5-point scale where 5 means "strongly agree" and 1 means "strongly disagree" (without "don't know/NA")



Source: ETC Institute (2020)

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

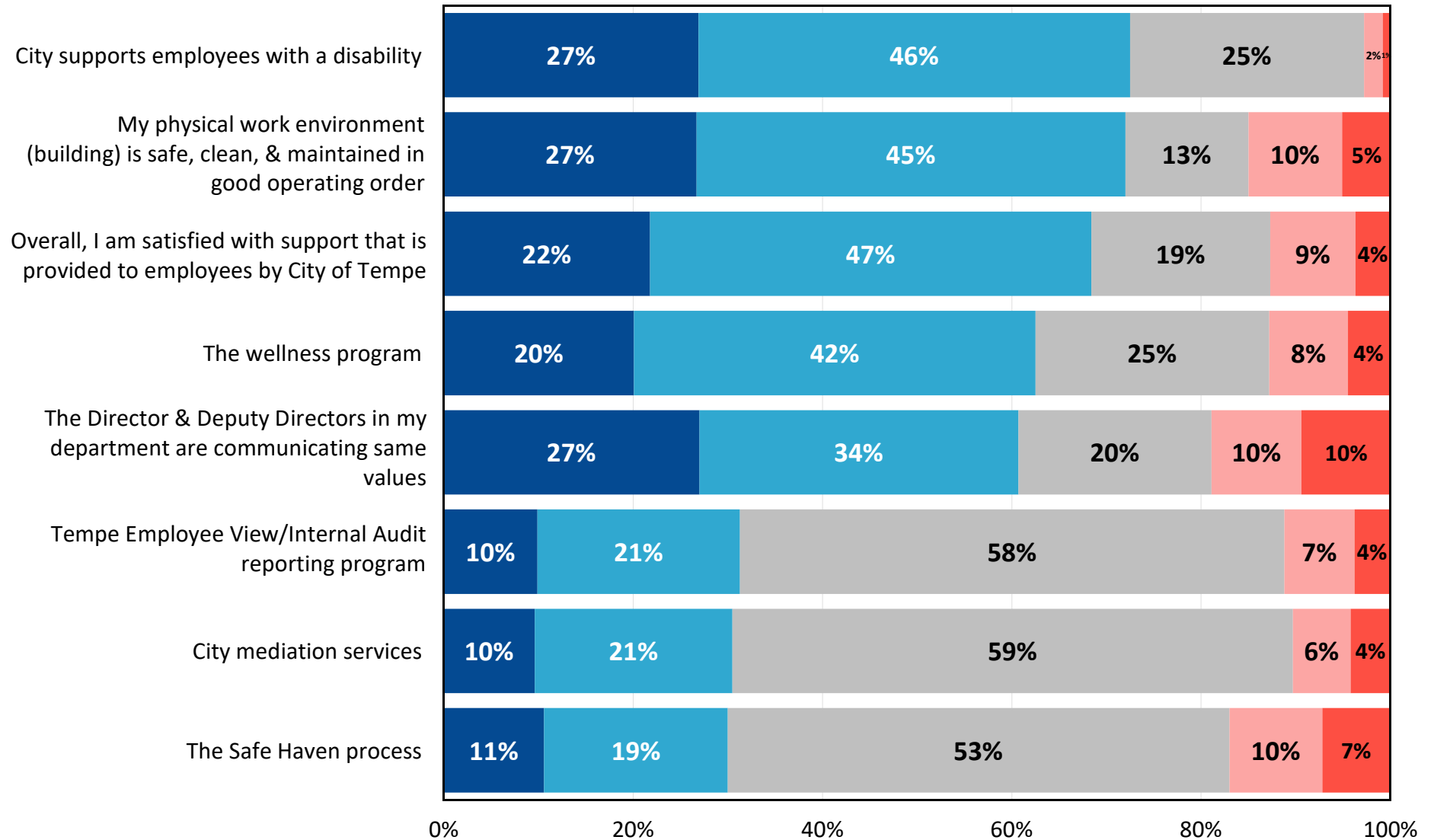
by percentage of respondents who gave "strongly agree" and "agree" ratings (without don't know/NA")



Source: ETC Institute (2020)

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

by percentage of respondents using a 5-point scale where 5 means "strongly agree" and 1 means "strongly disagree" (without "don't know/NA")

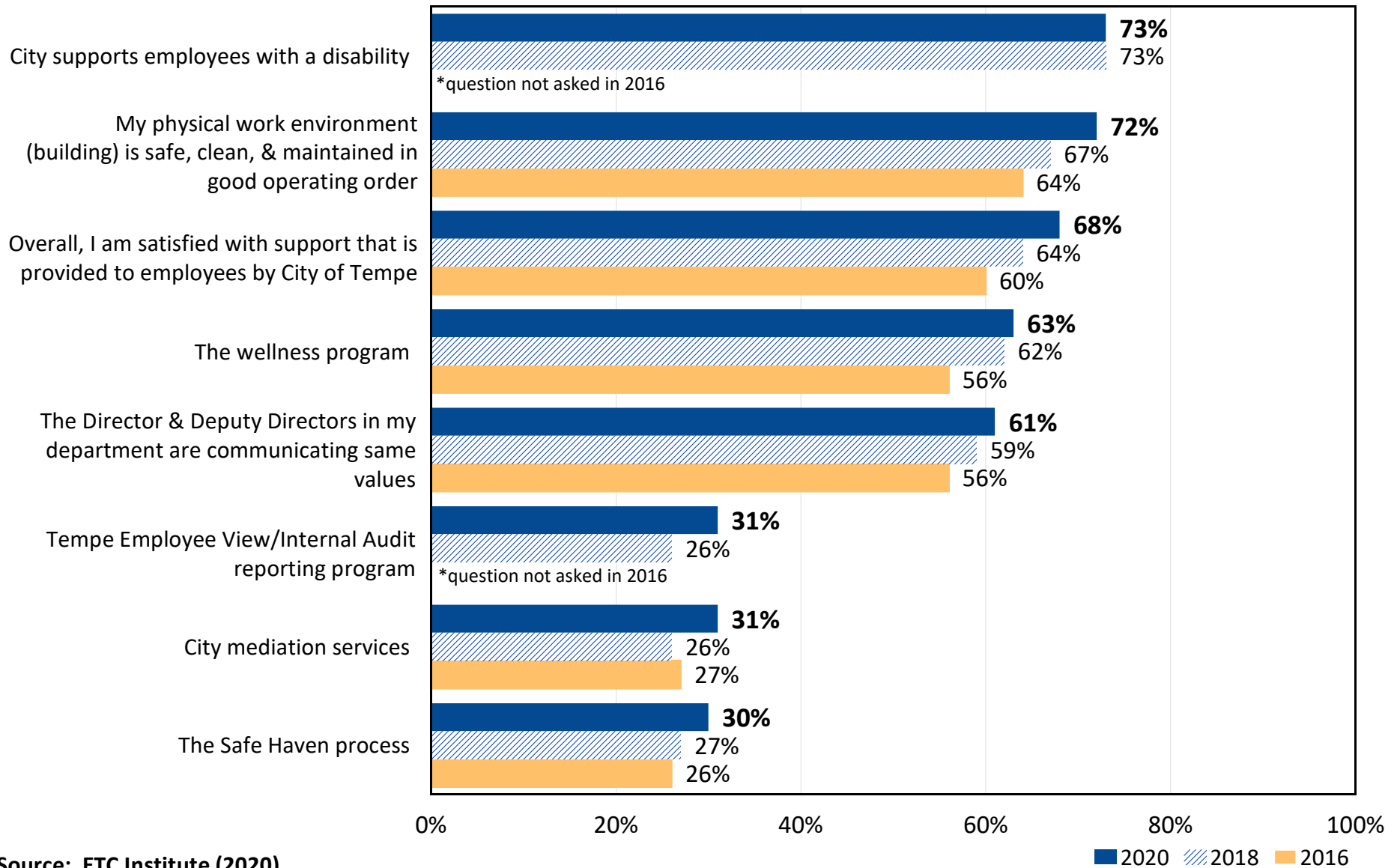


Source: ETC Institute (2020)

Strongly Agree Agree Neutral Disagree Strongly Disagree

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

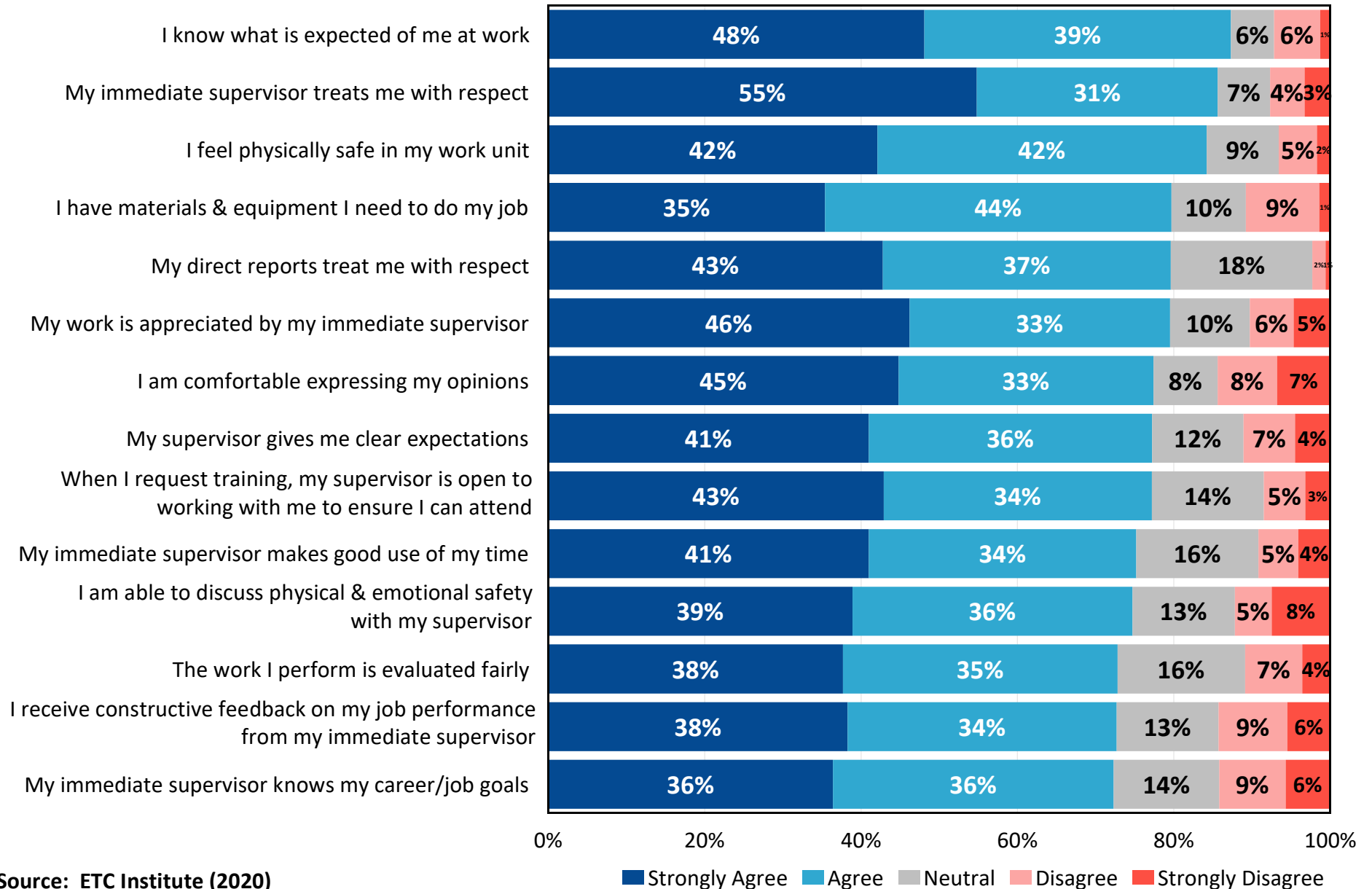
by percentage of respondents who gave "strongly agree" and "agree" ratings (without don't know/NA")



Source: ETC Institute (2020)

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

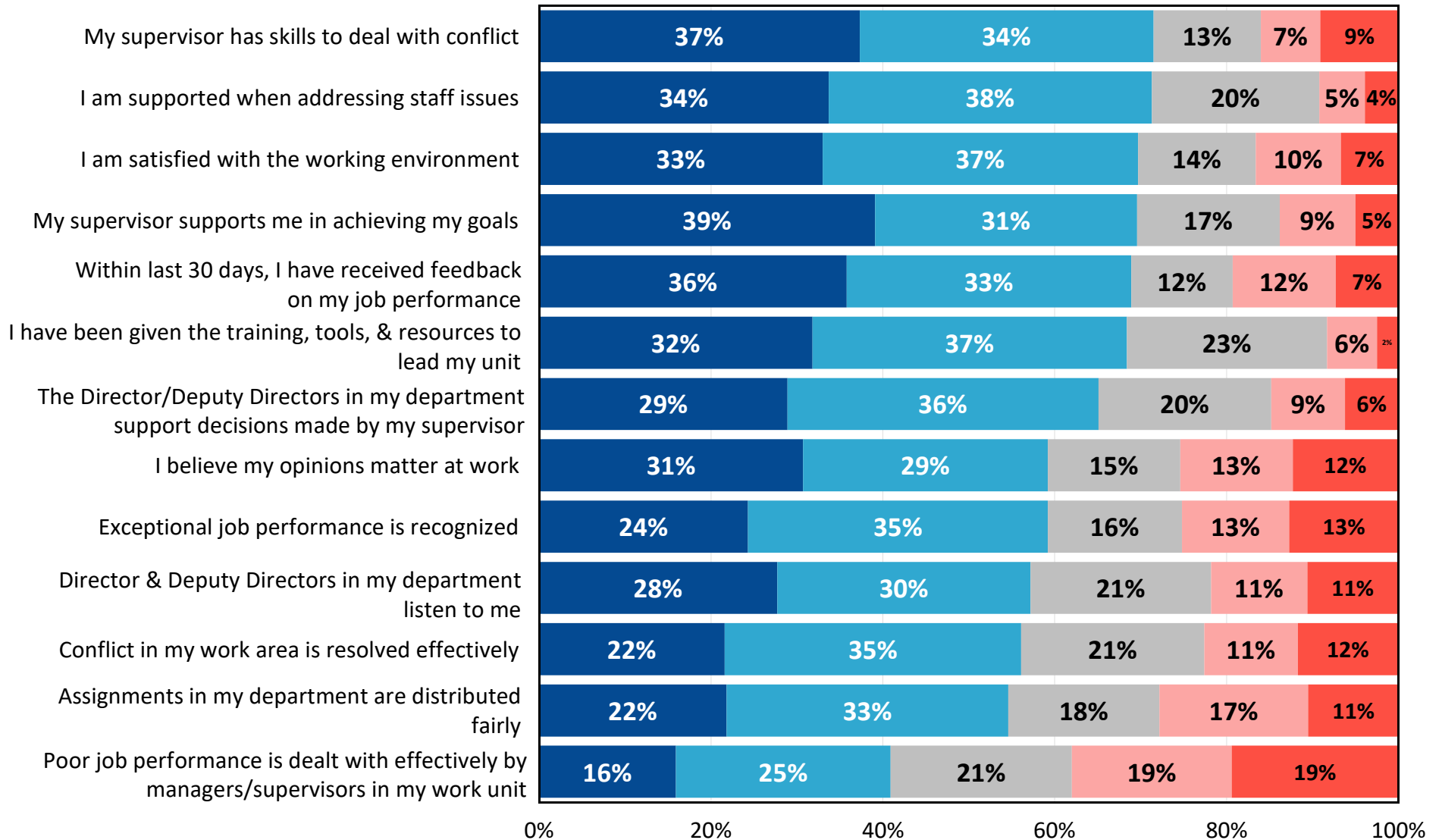
by percentage of respondents (without "don't know/NA")



Source: ETC Institute (2020)

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

by percentage of respondents (without "don't know/NA")

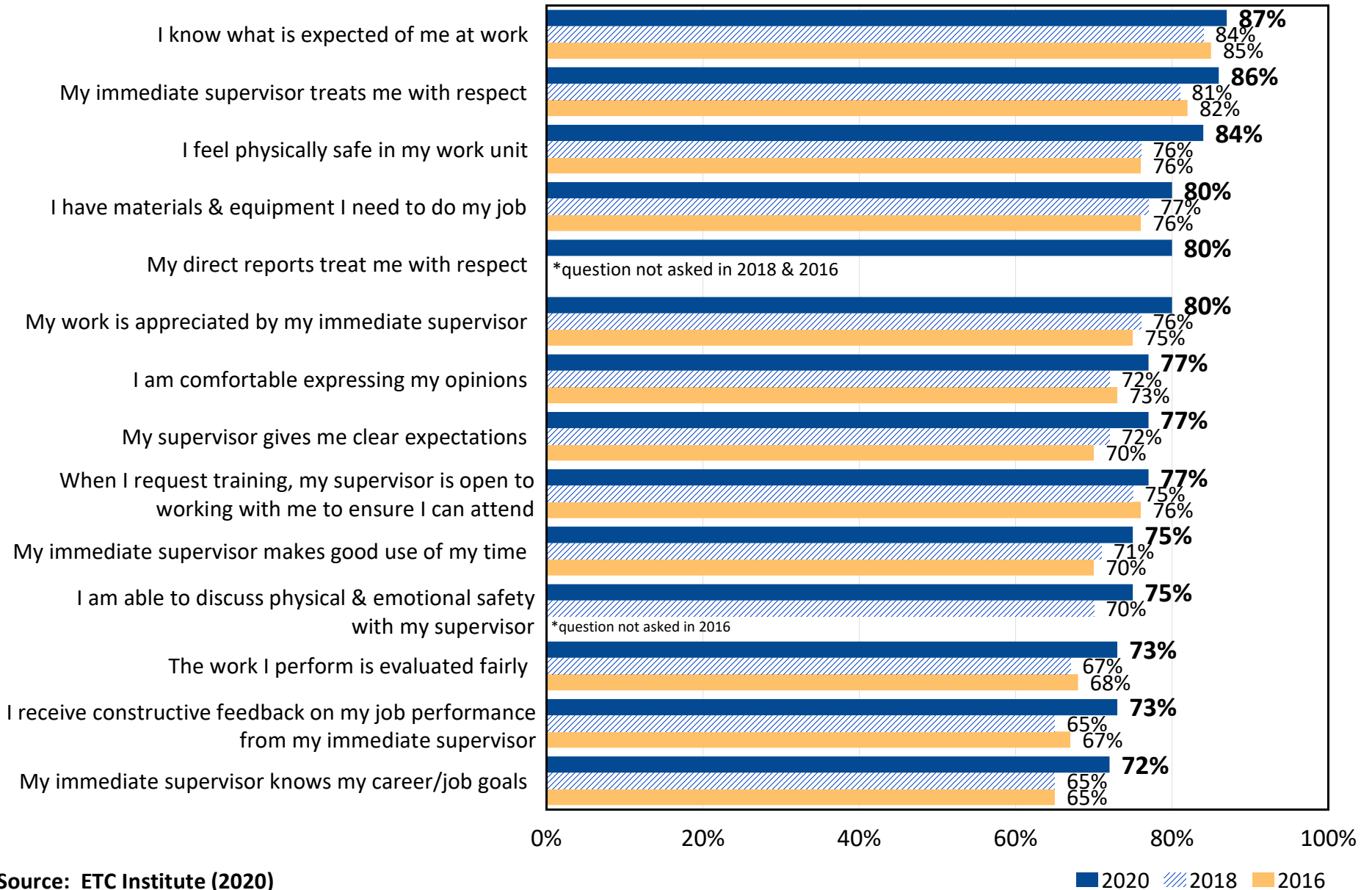


Source: ETC Institute (2020)

Strongly Agree Agree Neutral Disagree Strongly Disagree

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

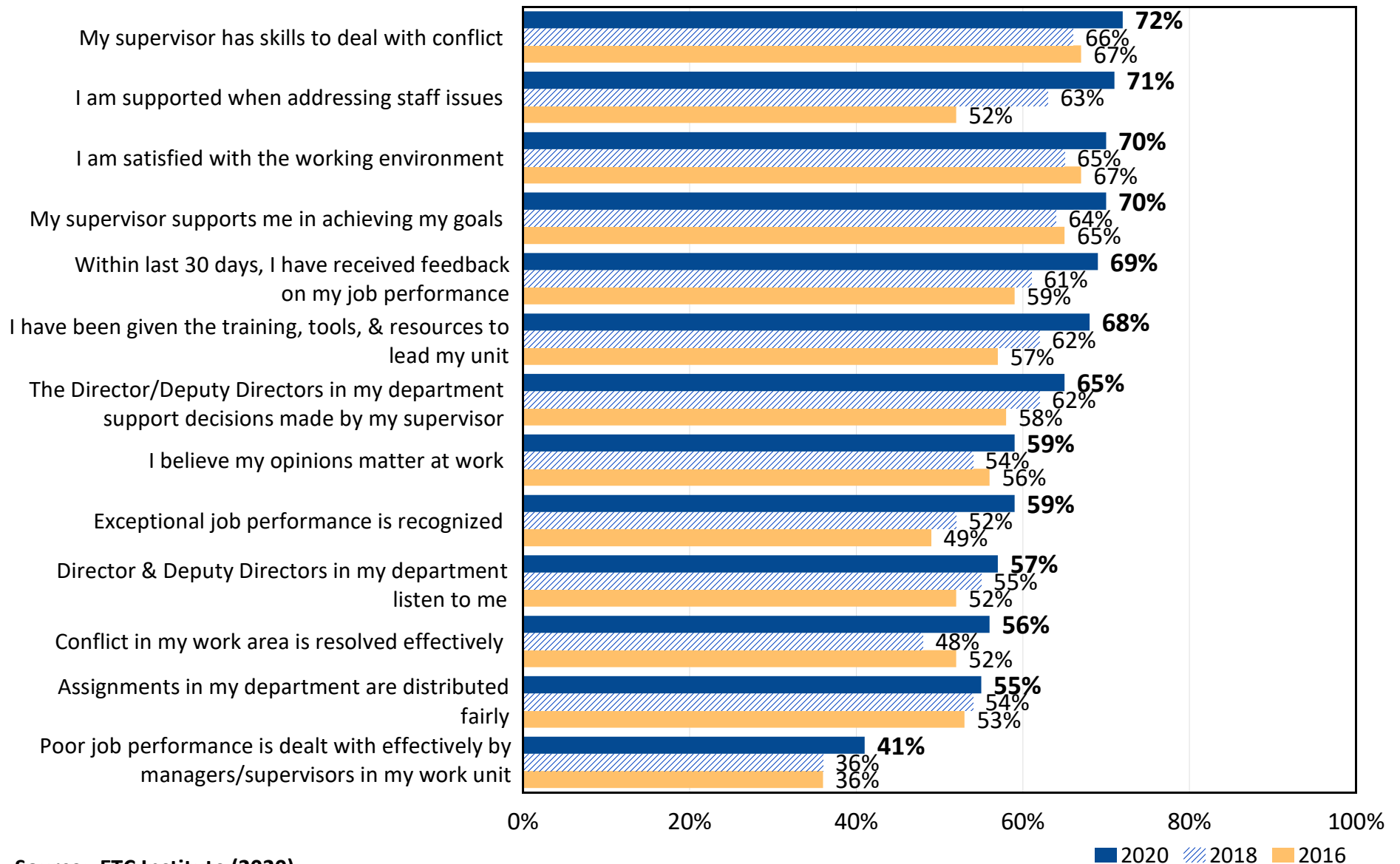
by percentage of respondents who gave "strongly agree" and "agree" ratings (without "don't know/NA")



Source: ETC Institute (2020)

(Trends) Q4'cont. Level of Agreement with Various Aspects of Supervision/Working Environment

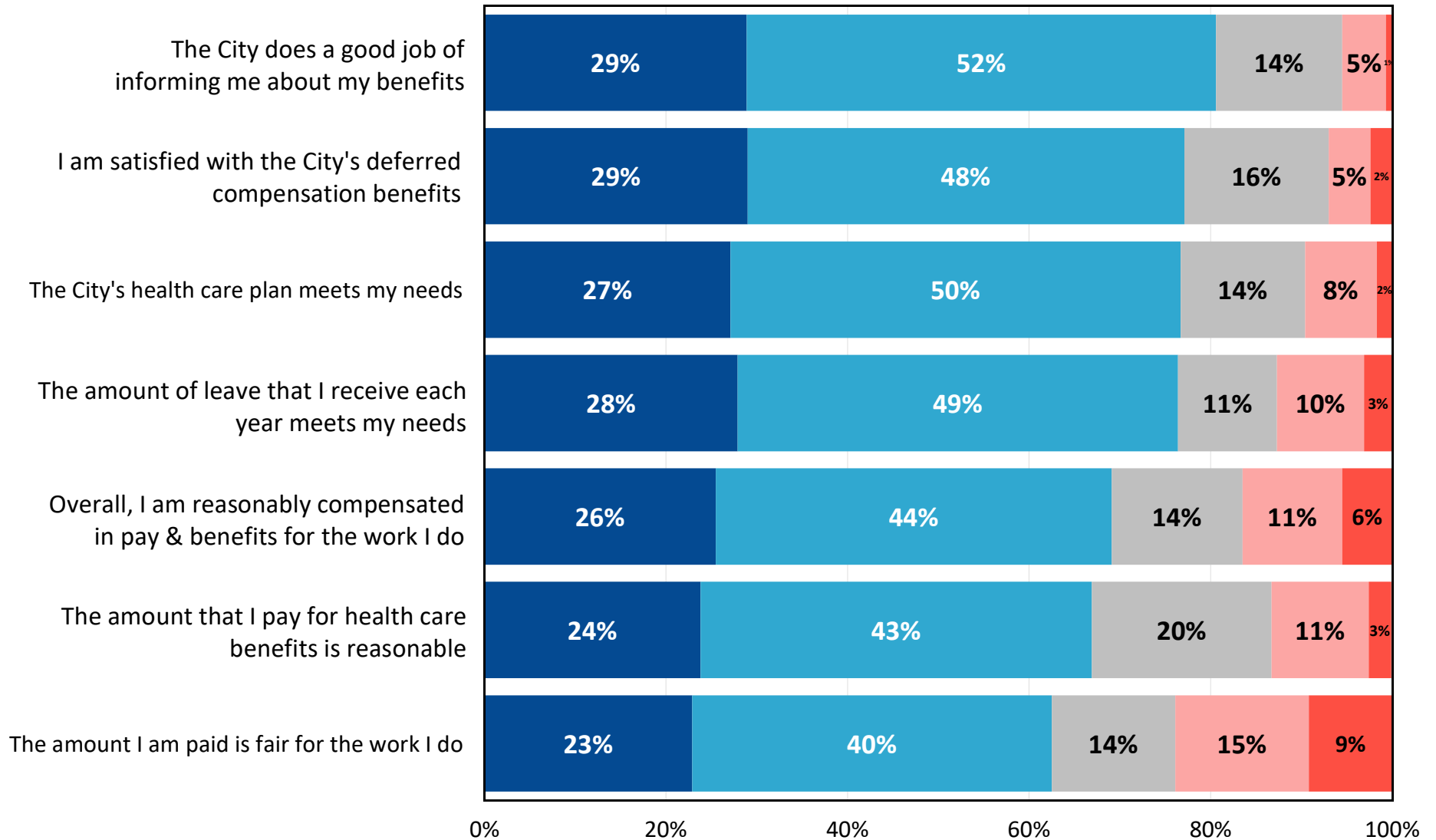
by percentage of respondents who gave "strongly agree" and "agree" ratings (without "don't know/NA")



Source: ETC Institute (2020)

Q5. Level of Agreement with Statements Regarding Compensation and Benefits

by percentage of respondents using a 5-point scale where 5 means "strongly agree" and 1 means "strongly disagree" (without don't know/NA")

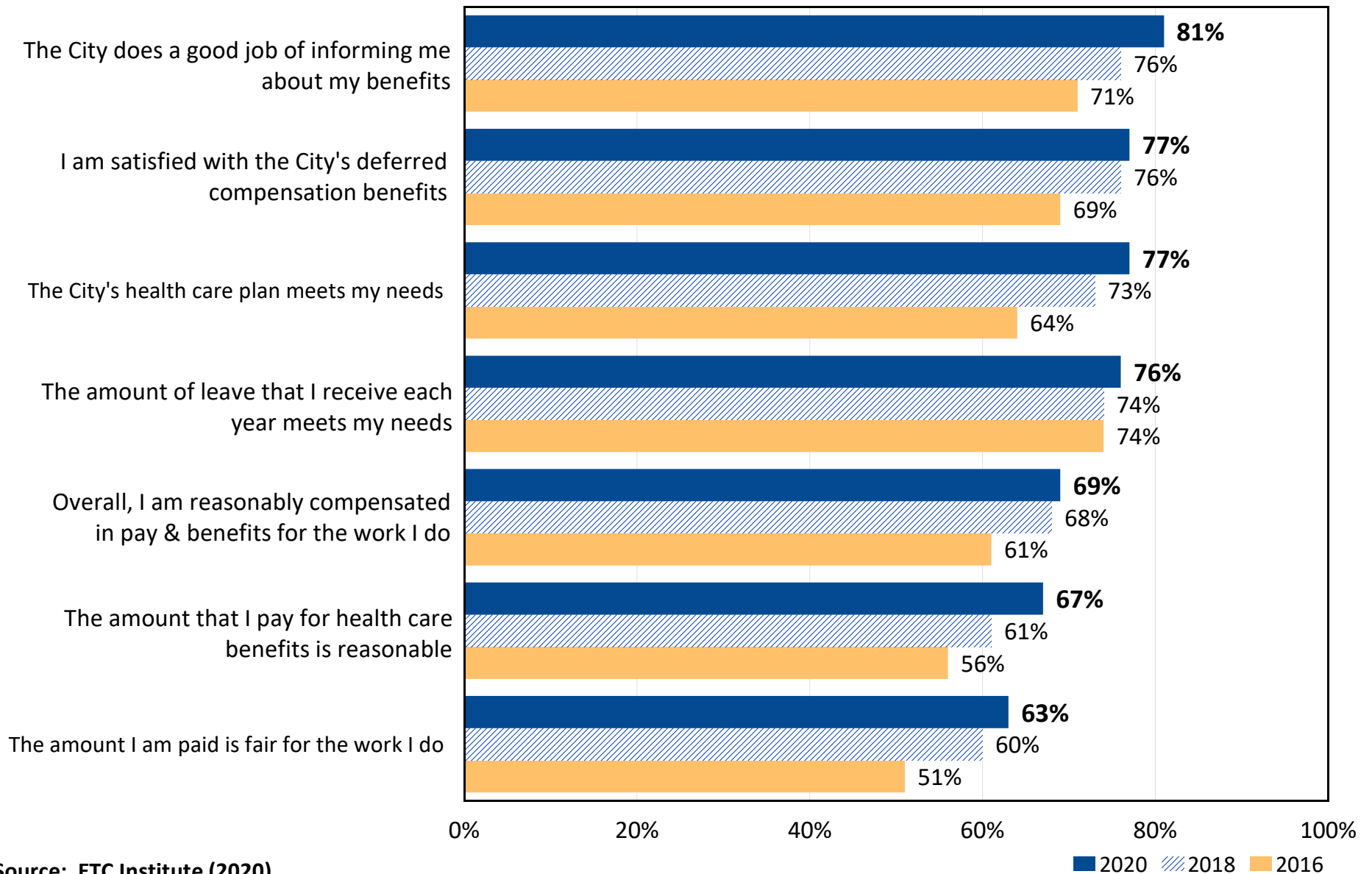


Source: ETC Institute (2020)

Strongly Agree Agree Neutral Disagree Strongly Disagree

(Trends) Q5. Level of Agreement with Statements Regarding Compensation and Benefits

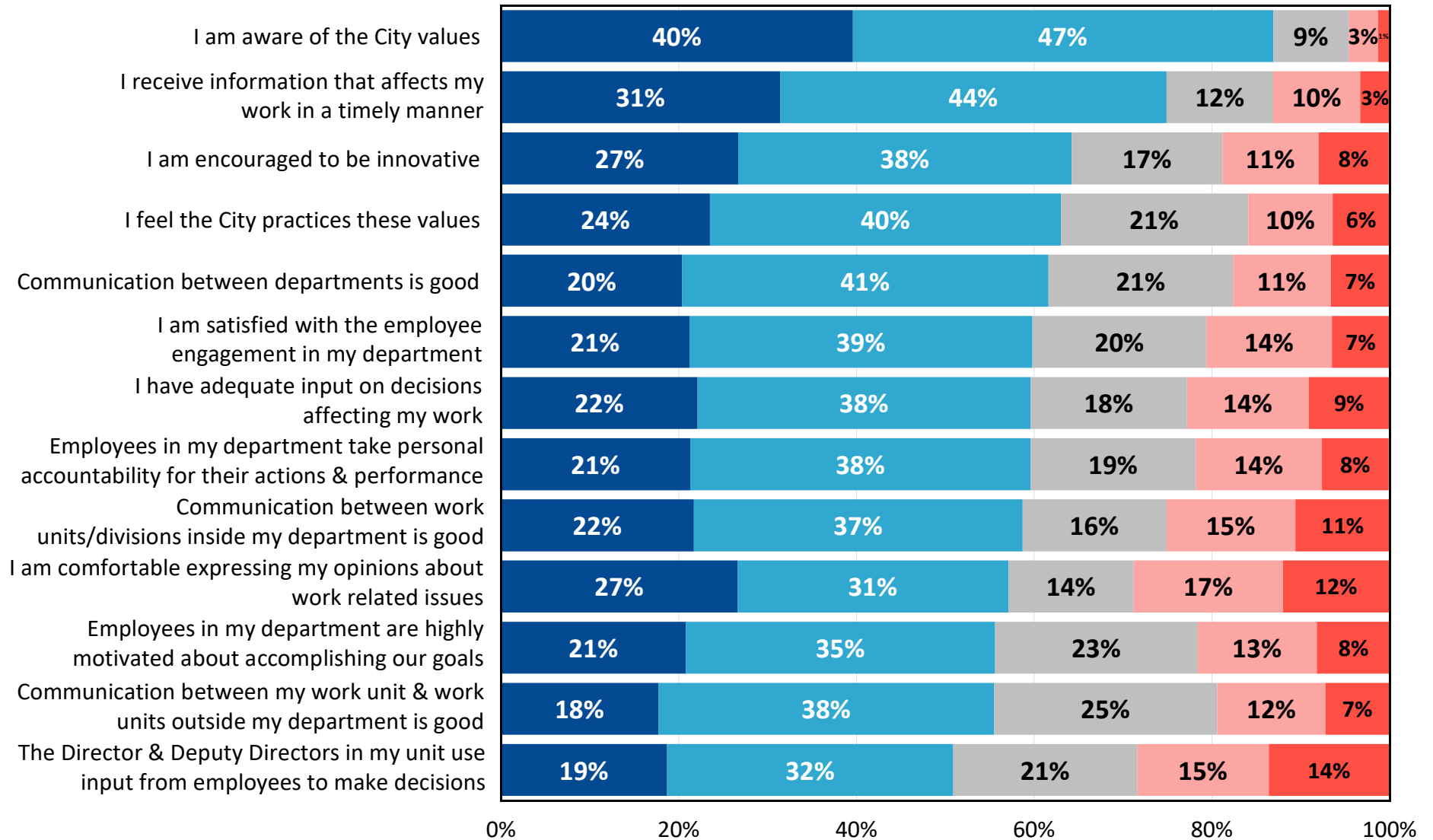
by percentage of respondents with "strongly agree" and "agree" ratings (without "don't know/NA")



Source: ETC Institute (2020)

Q6. Level of Agreement with Statements Regarding Employee Engagement

by percentage of respondents using a 5-point scale where 1 means “strongly agree” and 5 means “strongly disagree” (without “don’t know/NA”)

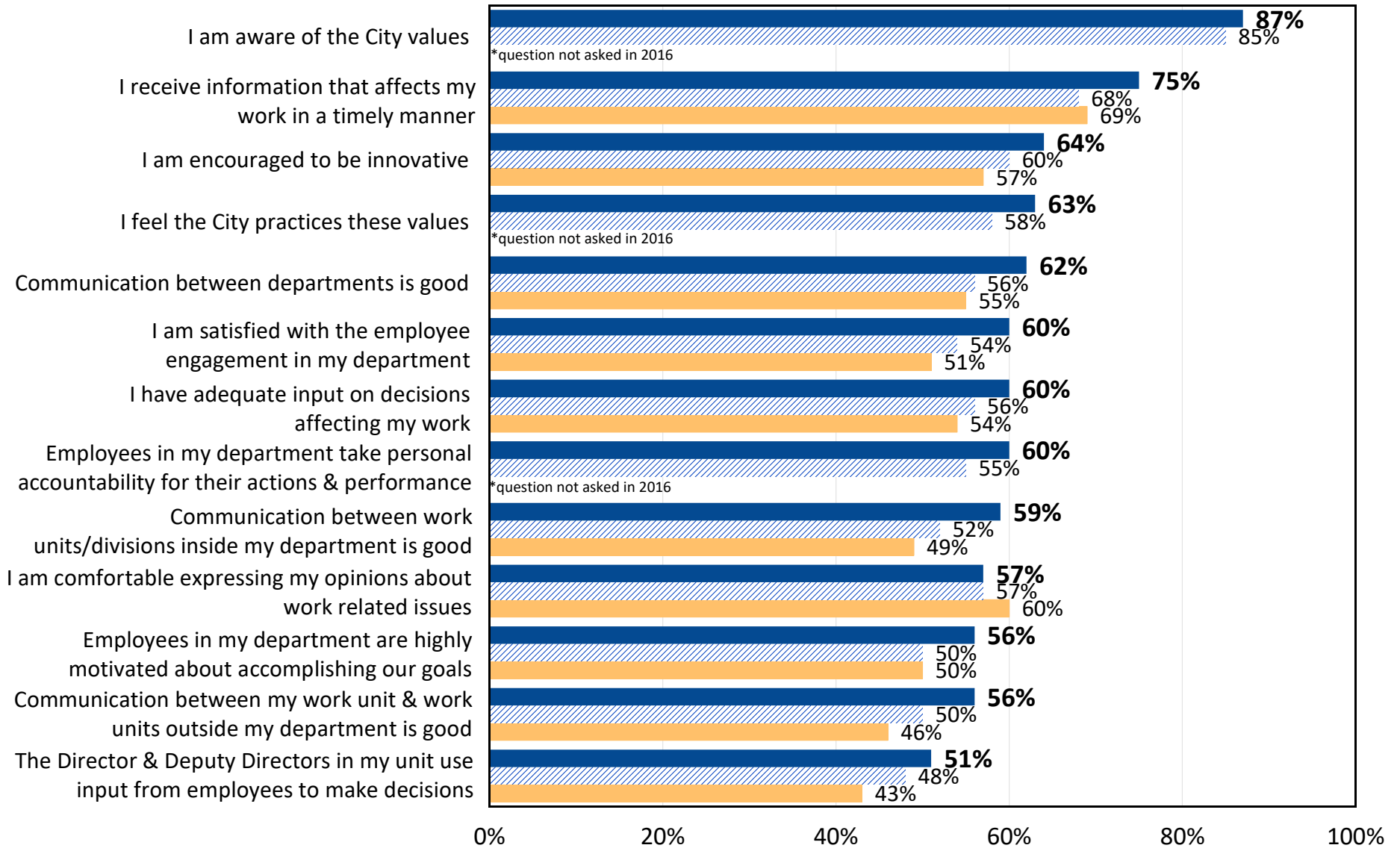


Source: ETC Institute (2020)

Strongly Agree Agree Neutral Disagree Strongly Disagree

(Trends) Q6. Level of Agreement with Statements Regarding Employee Engagement

by percentage of respondents who gave "strongly agree" and "agree" ratings (without "don't know/NA")

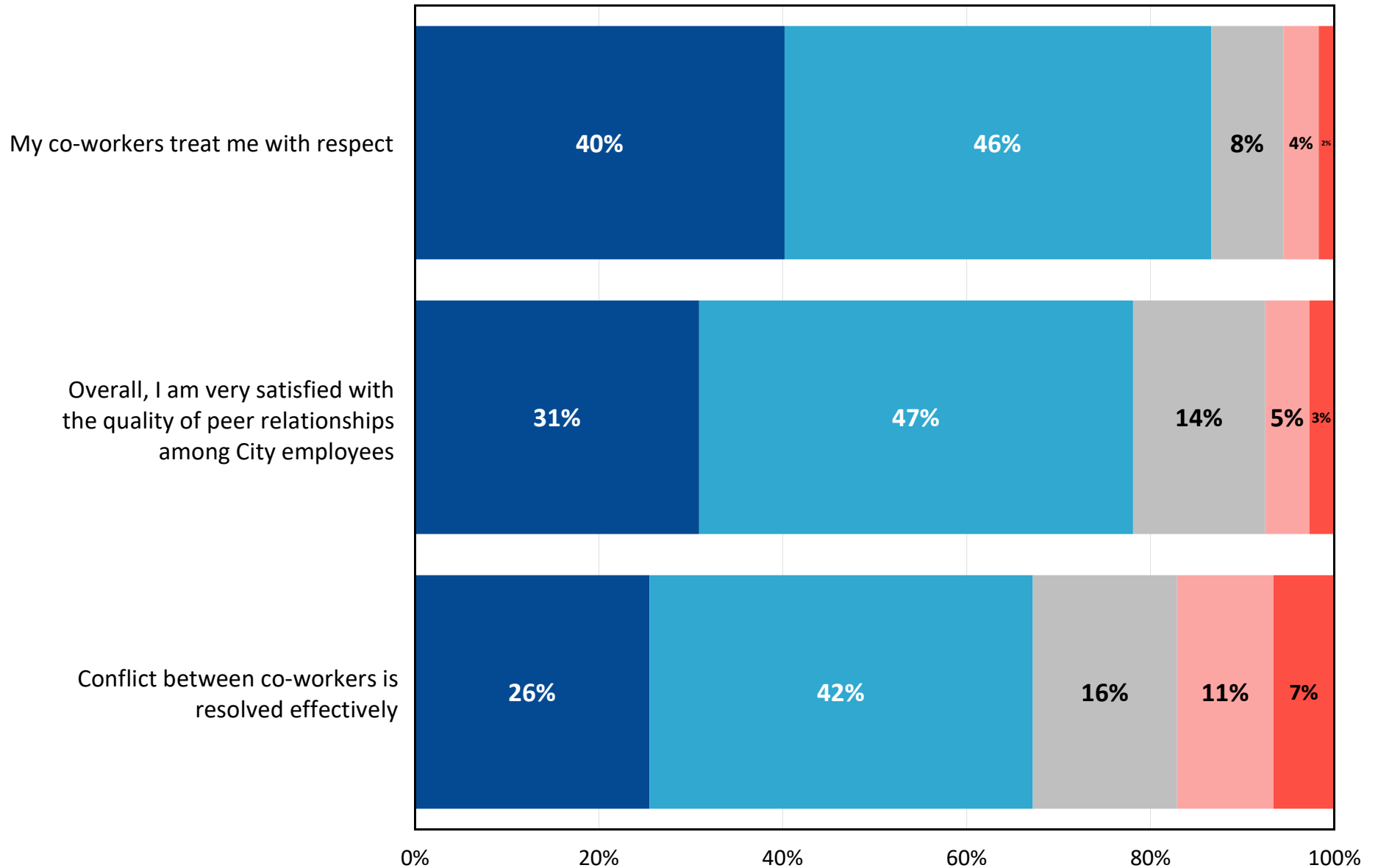


Source: ETC Institute (2020)

■ 2020 ▨ 2018 ■ 2016

Q7. Level of Agreement with Statements Regarding Peer Relationships

by percentage of respondents using a 5-point scale where 1 means "strongly agree" and 5 means "strongly disagree" (without "don't know/NA")

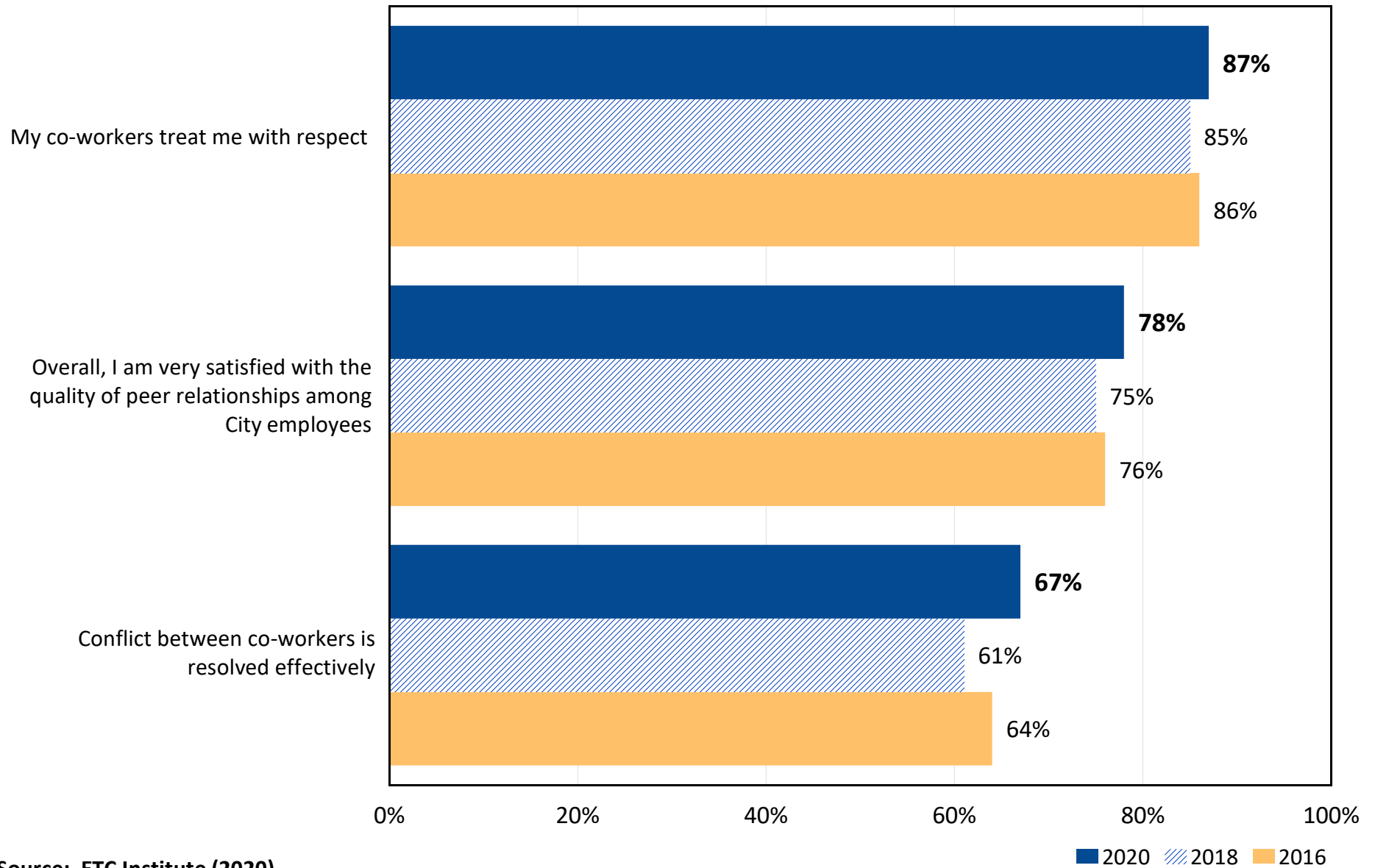


Source: ETC Institute (2020)

Strongly Agree Agree Neutral Disagree Strongly Disagree

(Trends) Q7. Level of Agreement with Statements Regarding Peer Relationships

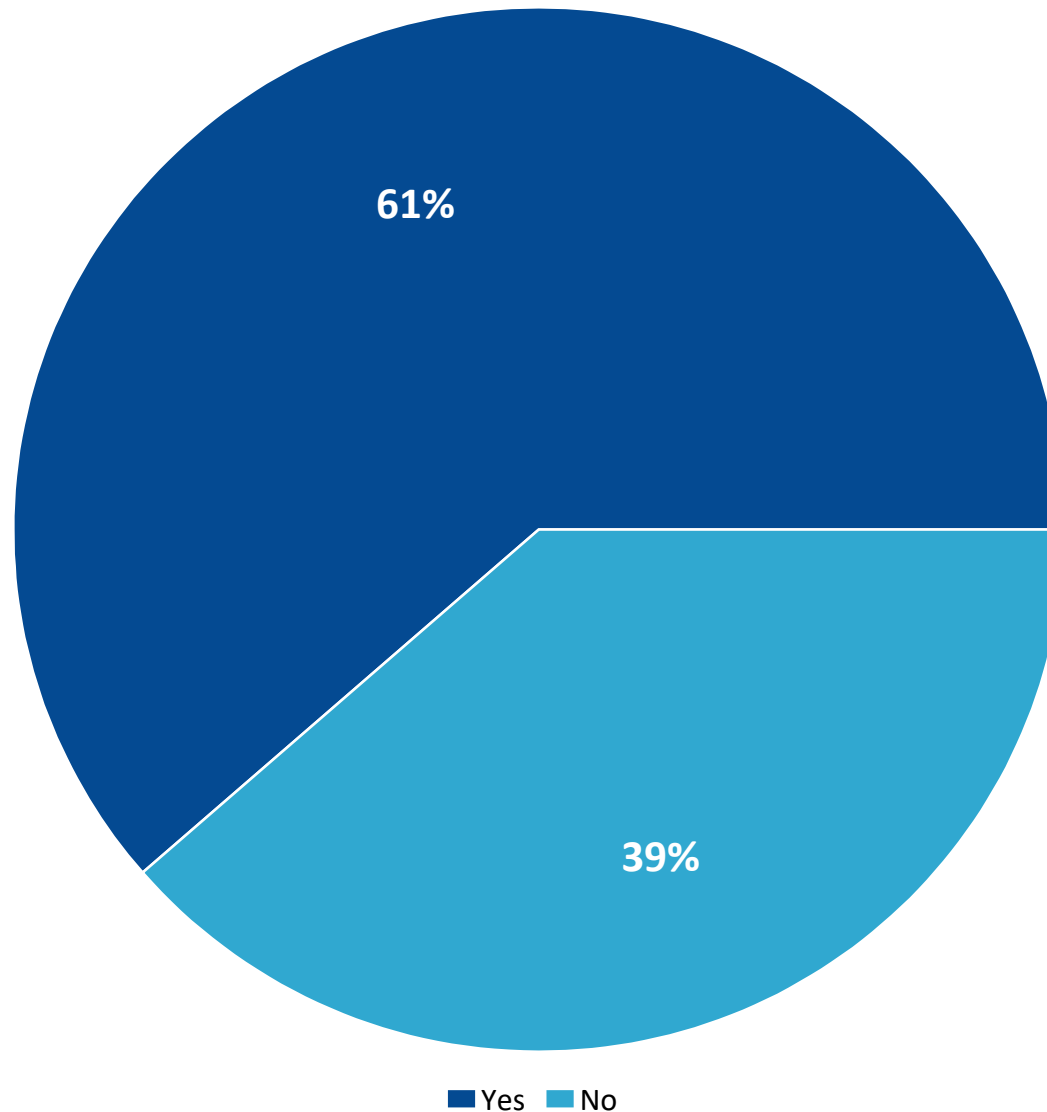
by percentage of respondents who gave "strongly agree" and "agree" ratings (without "don't know/NA")



Source: ETC Institute (2020)

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

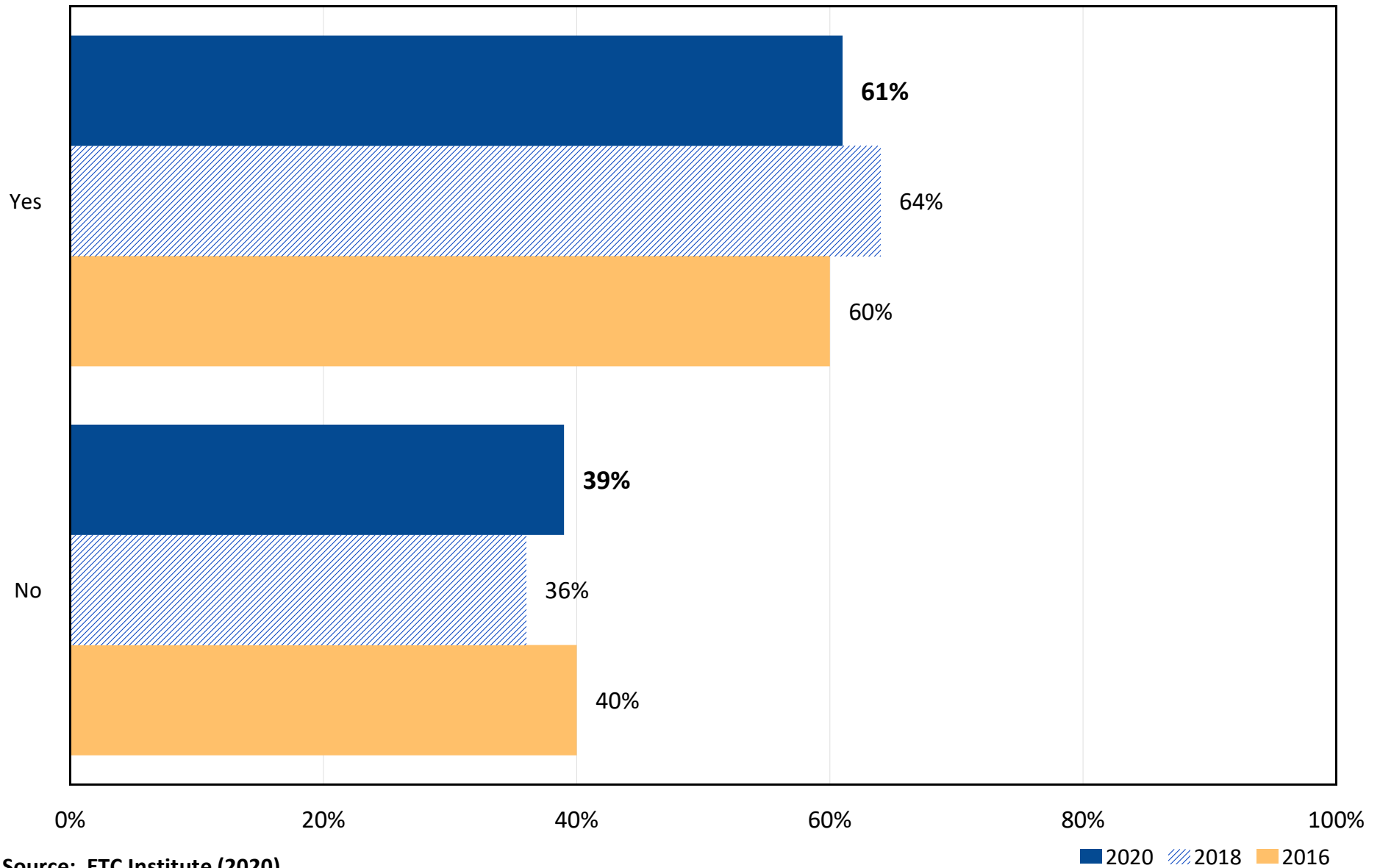
by percentage of respondents (without "not provided")



Source: ETC Institute (2020)

(Trends) Q8. Are you aware of the Council priorities and the City's strategic plan?

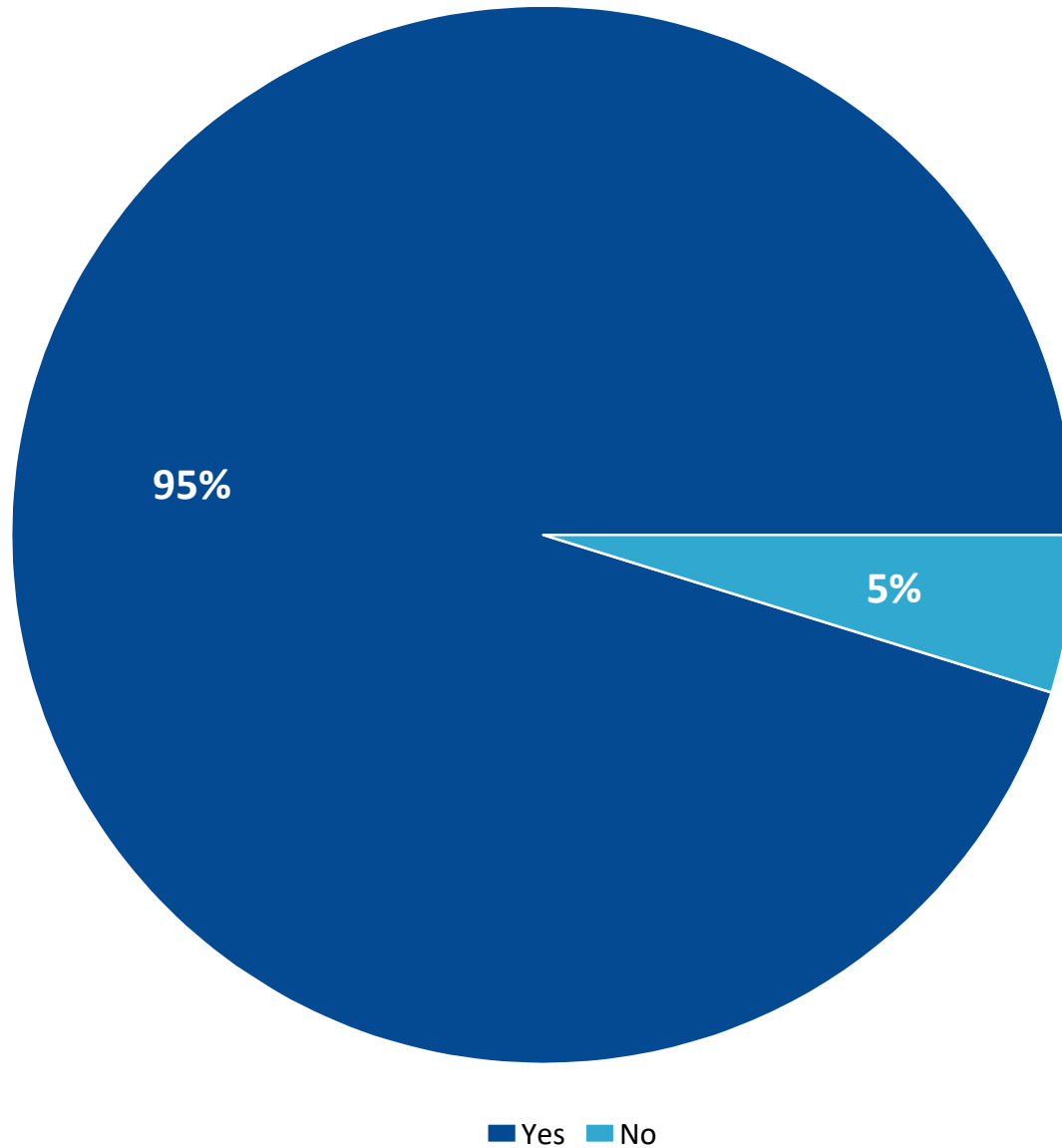
by percentage of respondents (without "not provided")



Source: ETC Institute (2020)

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

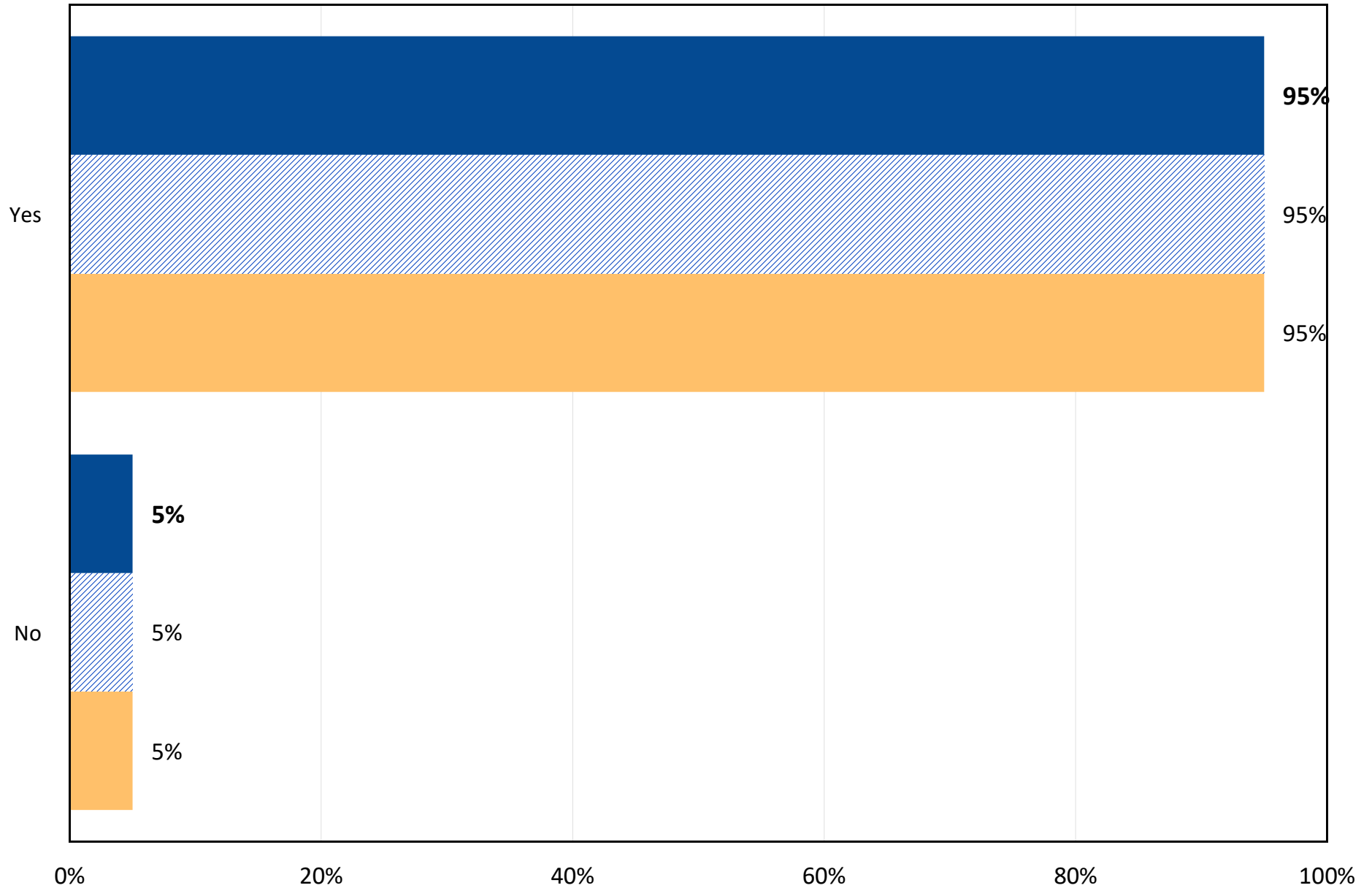
by percentage of respondents (without “don’t know”)



Source: ETC Institute (2020)

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

by percentage of respondents (without "don't know")

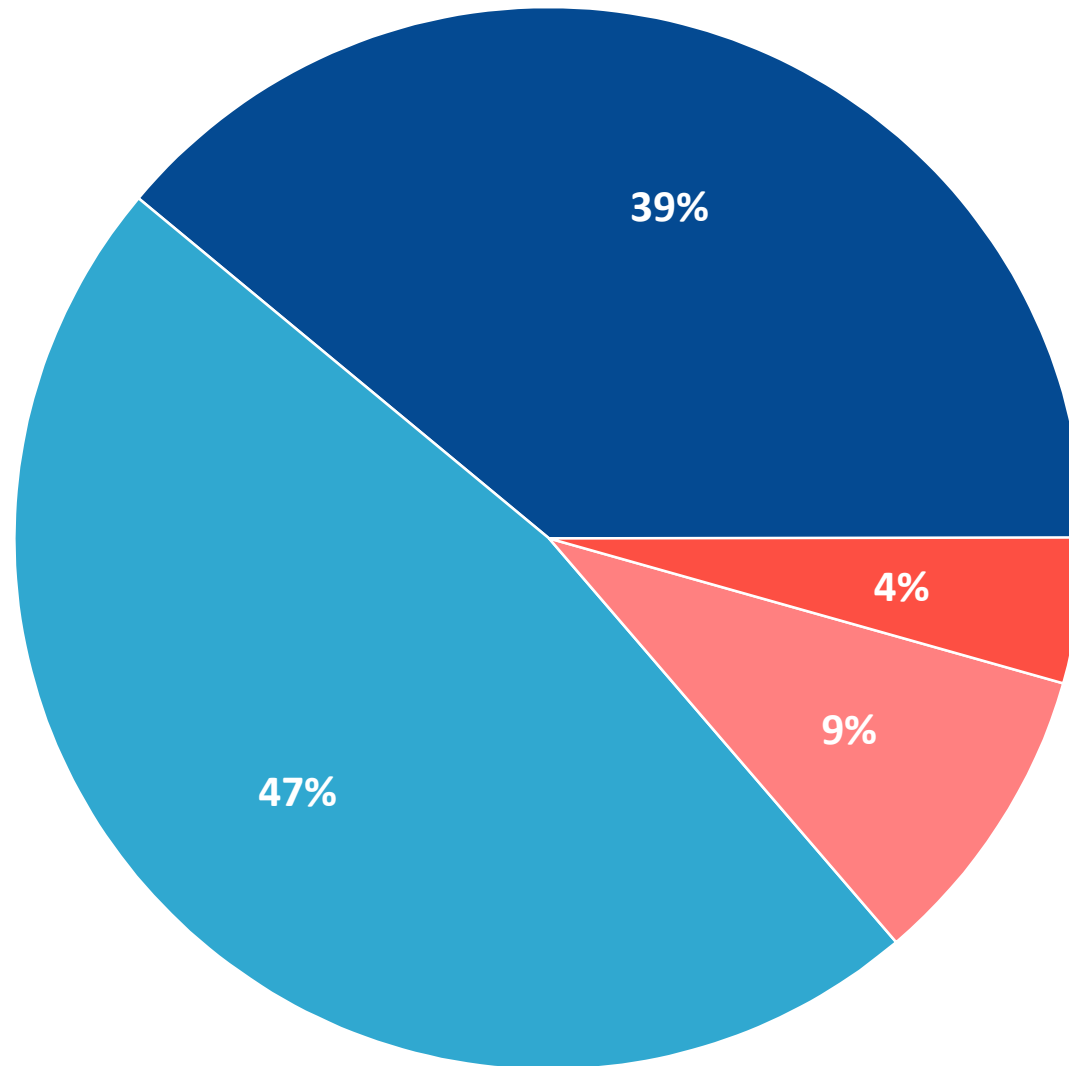


Source: ETC Institute (2020)

2020 2018 2016

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

by percentage of respondents (without "don't know")

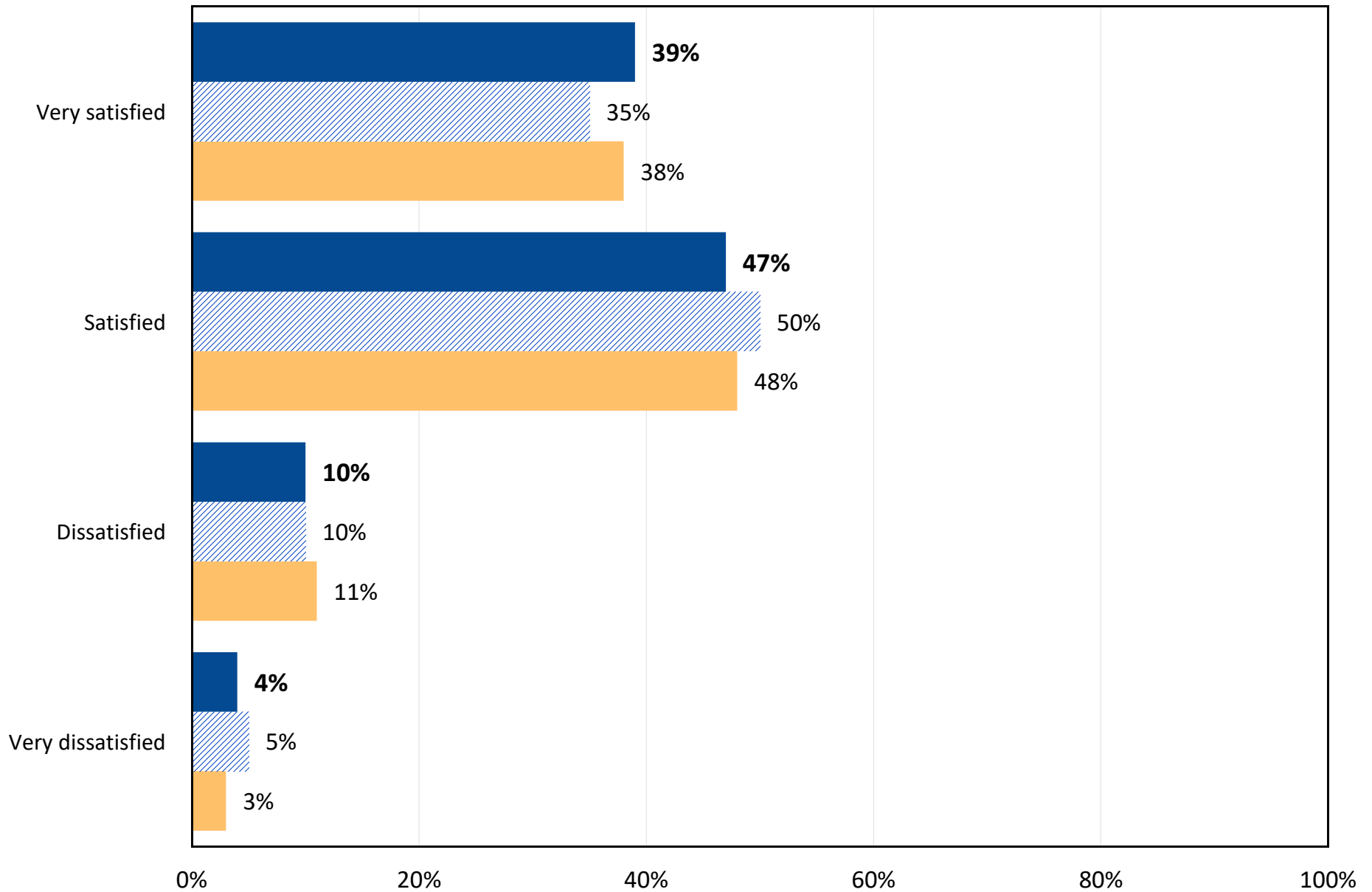


■ Very satisfied ■ Satisfied
■ Dissatisfied ■ Very dissatisfied

Source: ETC Institute (2020)

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

by percentage of respondents (without "don't know")

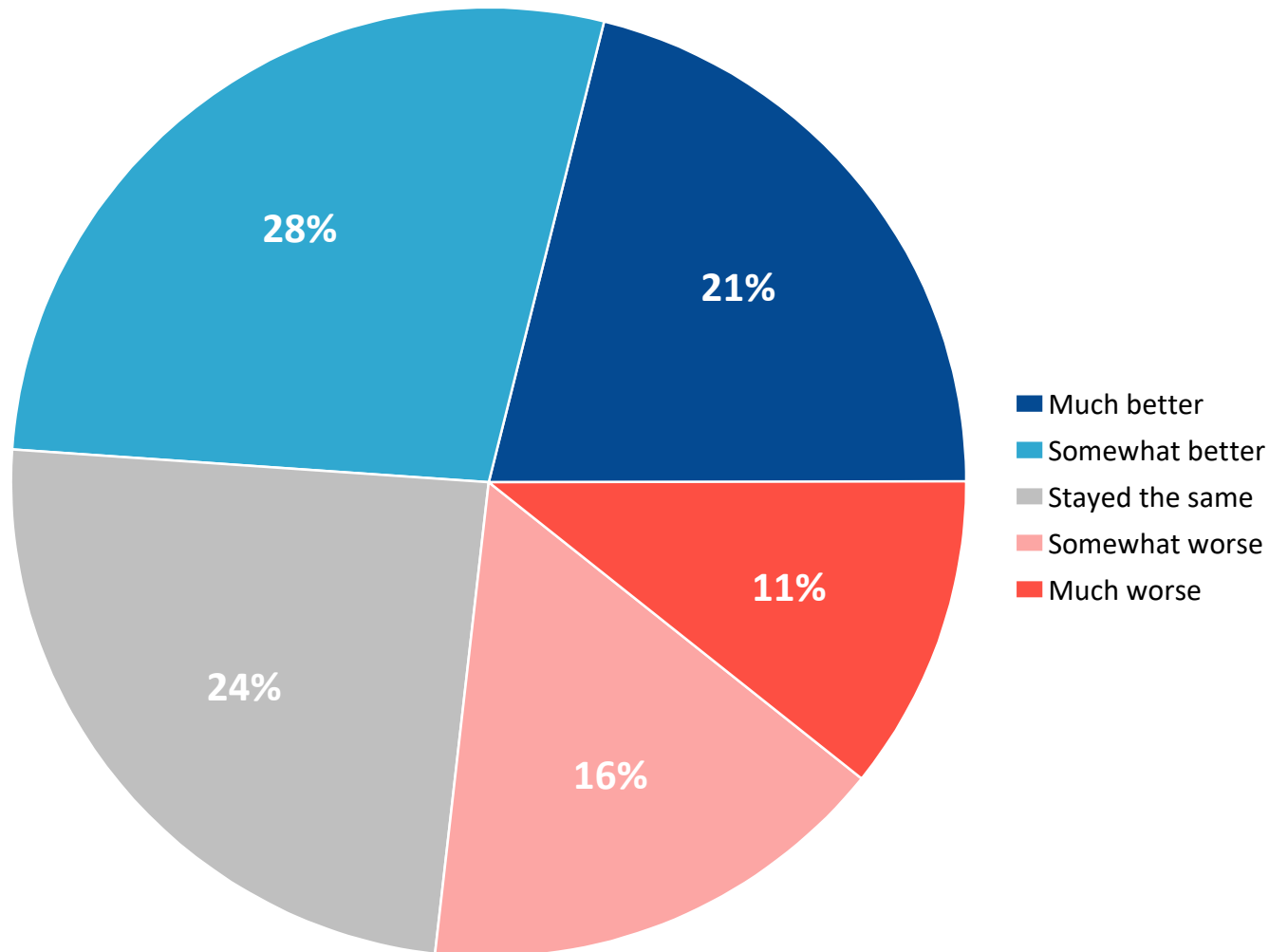


Source: ETC Institute (2020)

■ 2020 ▨ 2018 ■ 2016

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

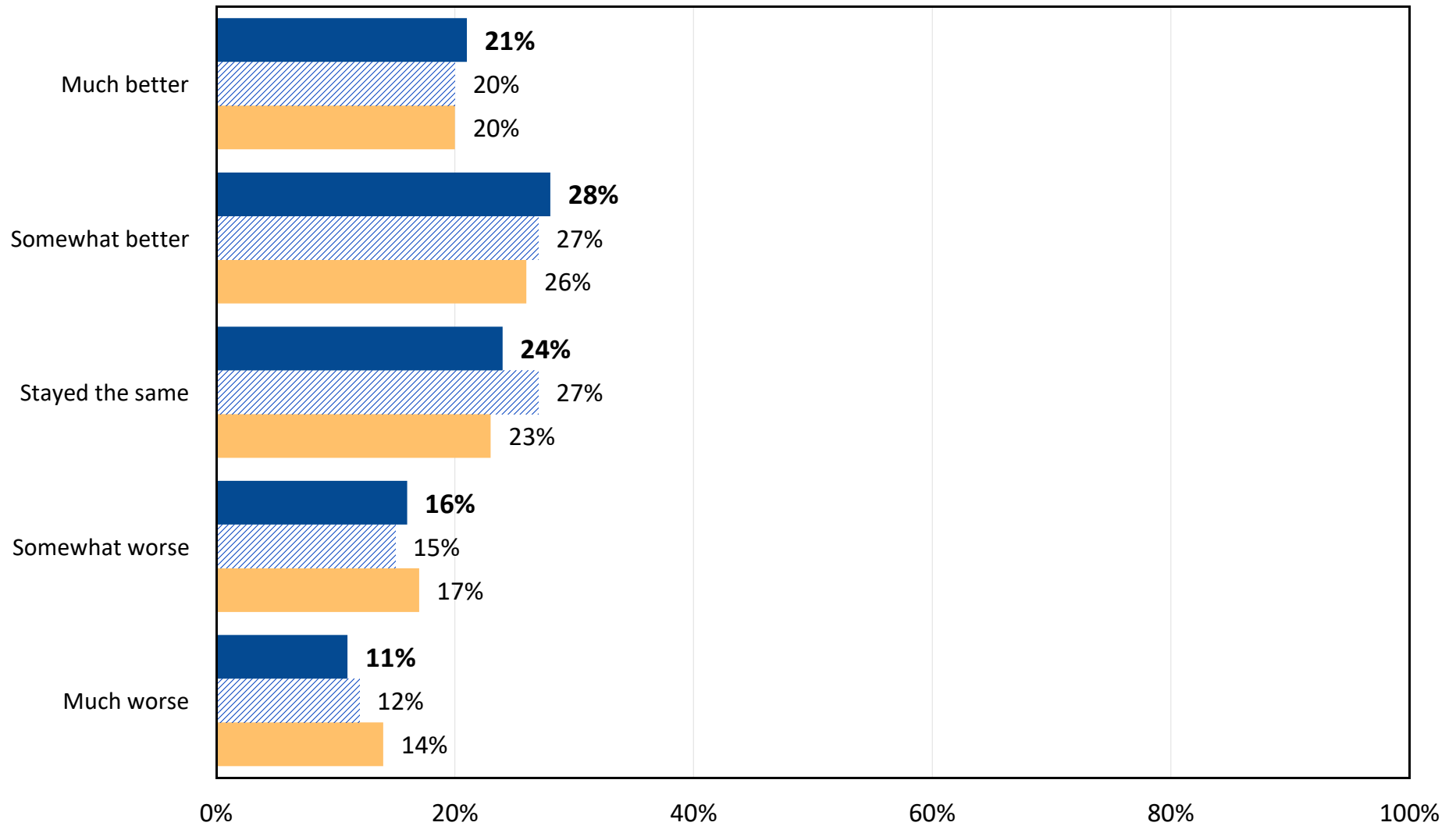
by percentage of respondents (without “don’t know”)



Source: ETC Institute (2020)

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

by percentage of respondents (without "don't know")

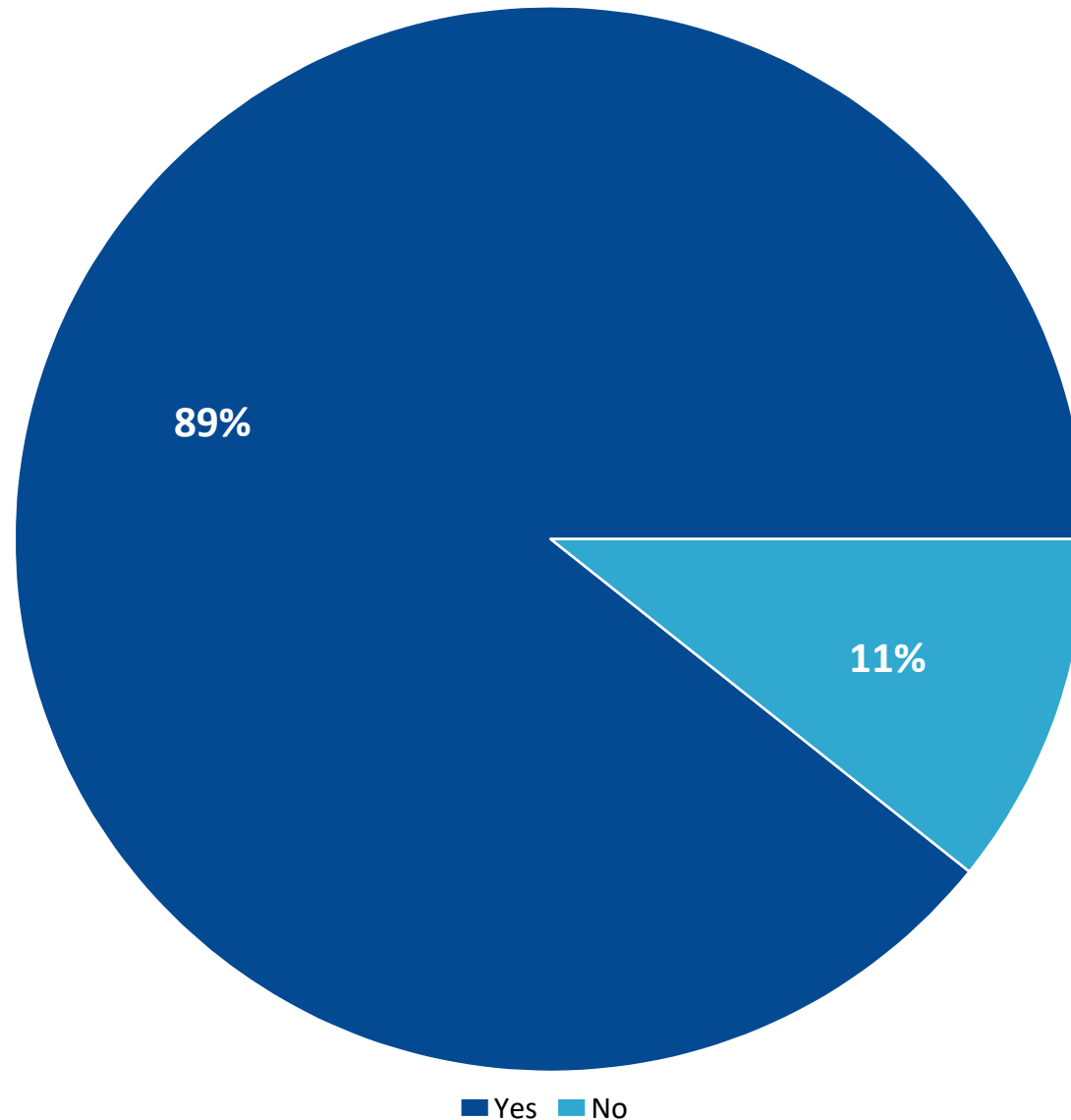


Source: ETC Institute (2020)

■ 2020 ▨ 2018 ■ 2016

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

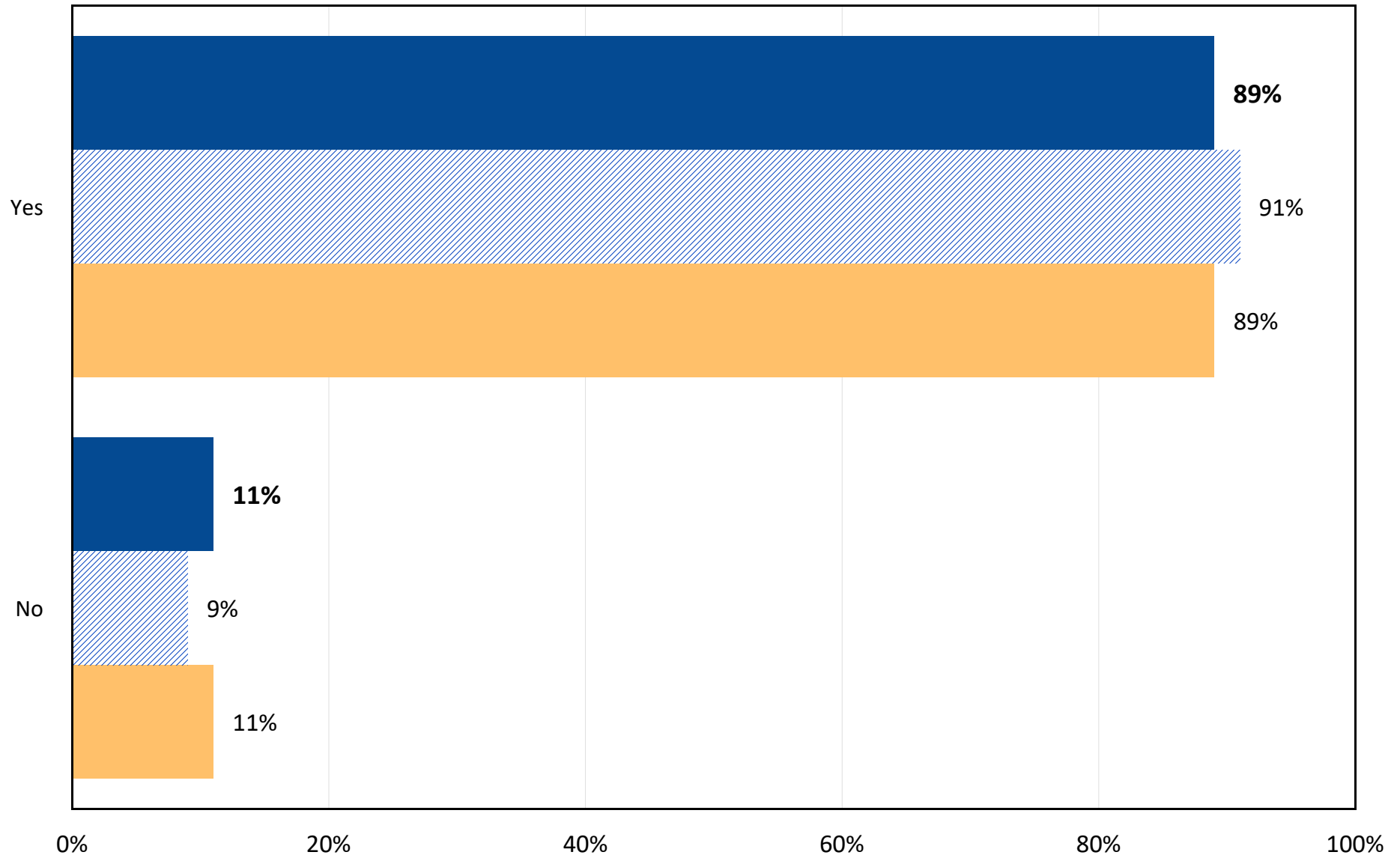
by percentage of respondents (without “don’t know”)



Source: ETC Institute (2020)

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

by percentage of respondents (without "don't know")

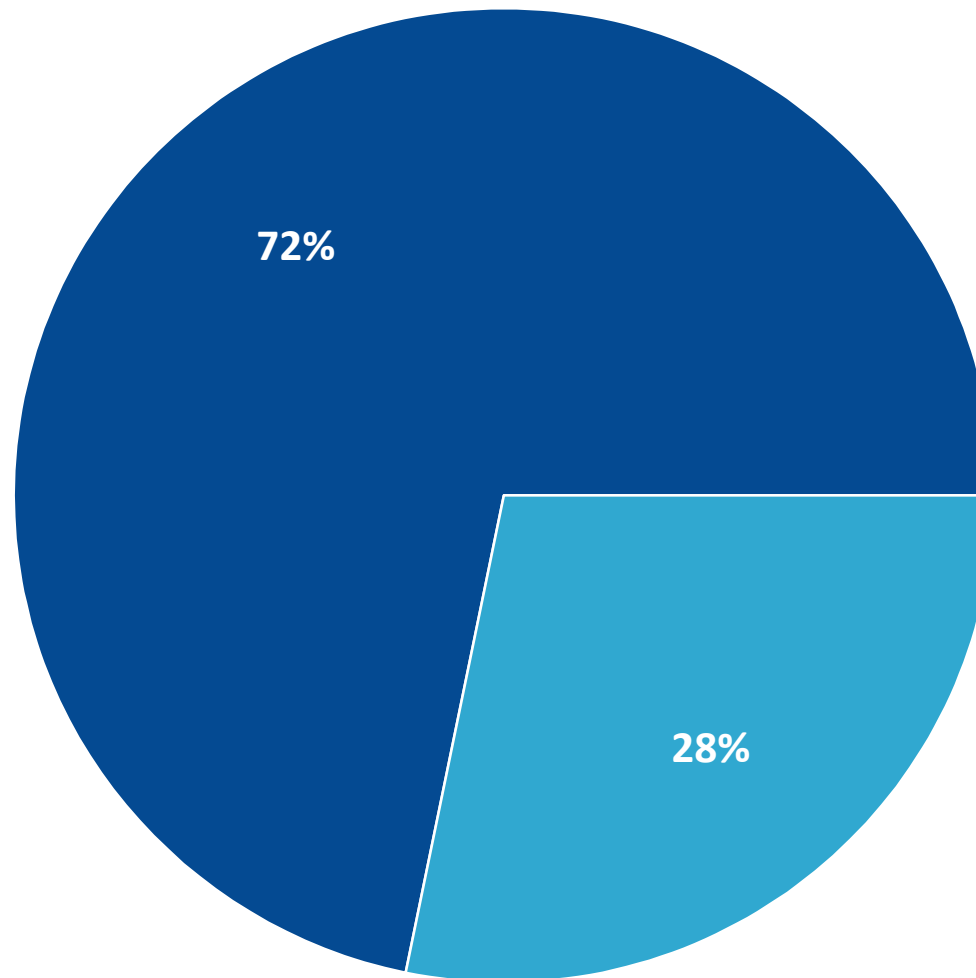


Source: ETC Institute (2020)

■ 2020 ▨ 2018 ■ 2016

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

by percentage of respondents (without "don't know")

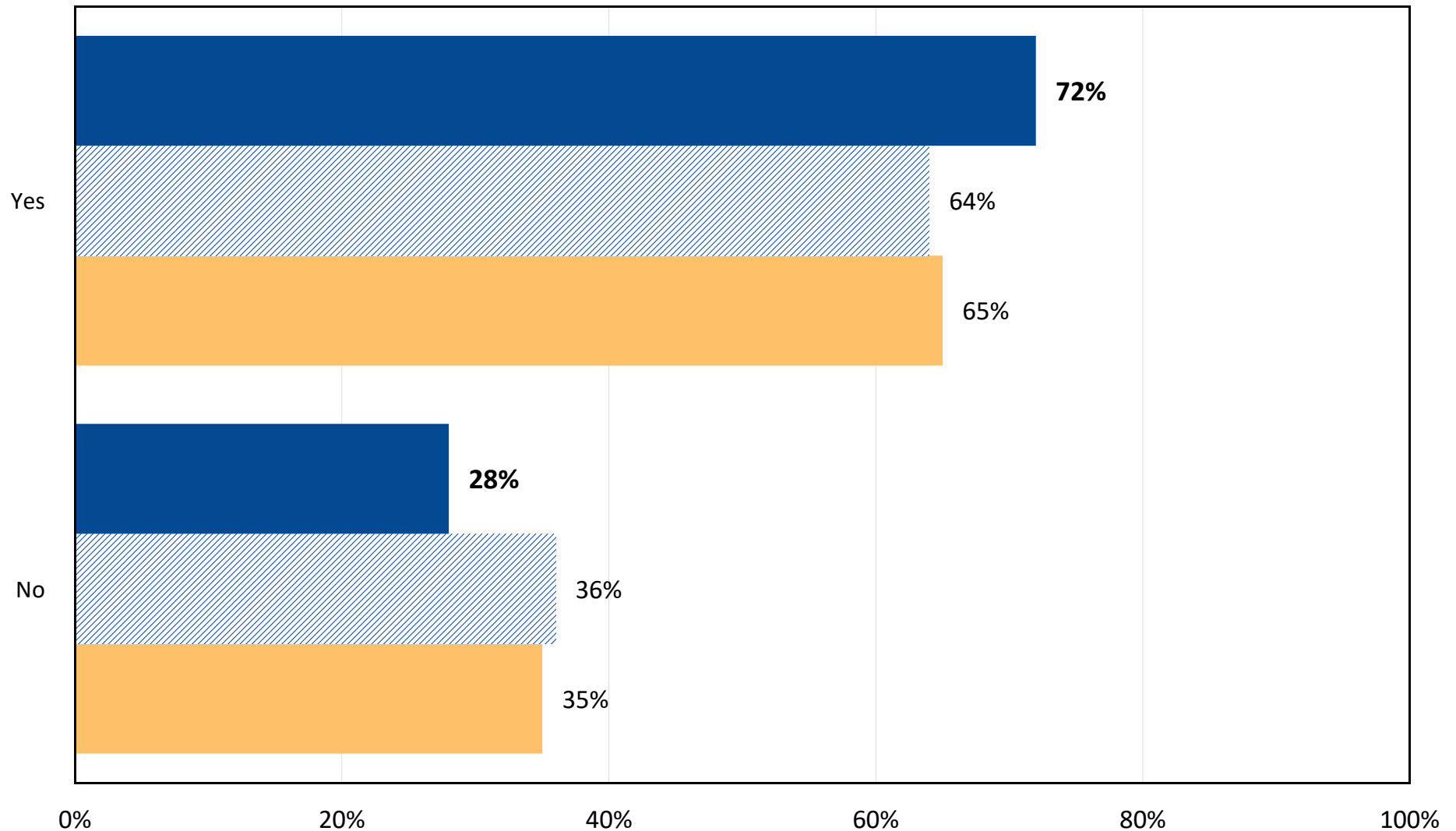


■ Yes ■ No

Source: ETC Institute (2020)

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

by percentage of respondents (without "don't know")

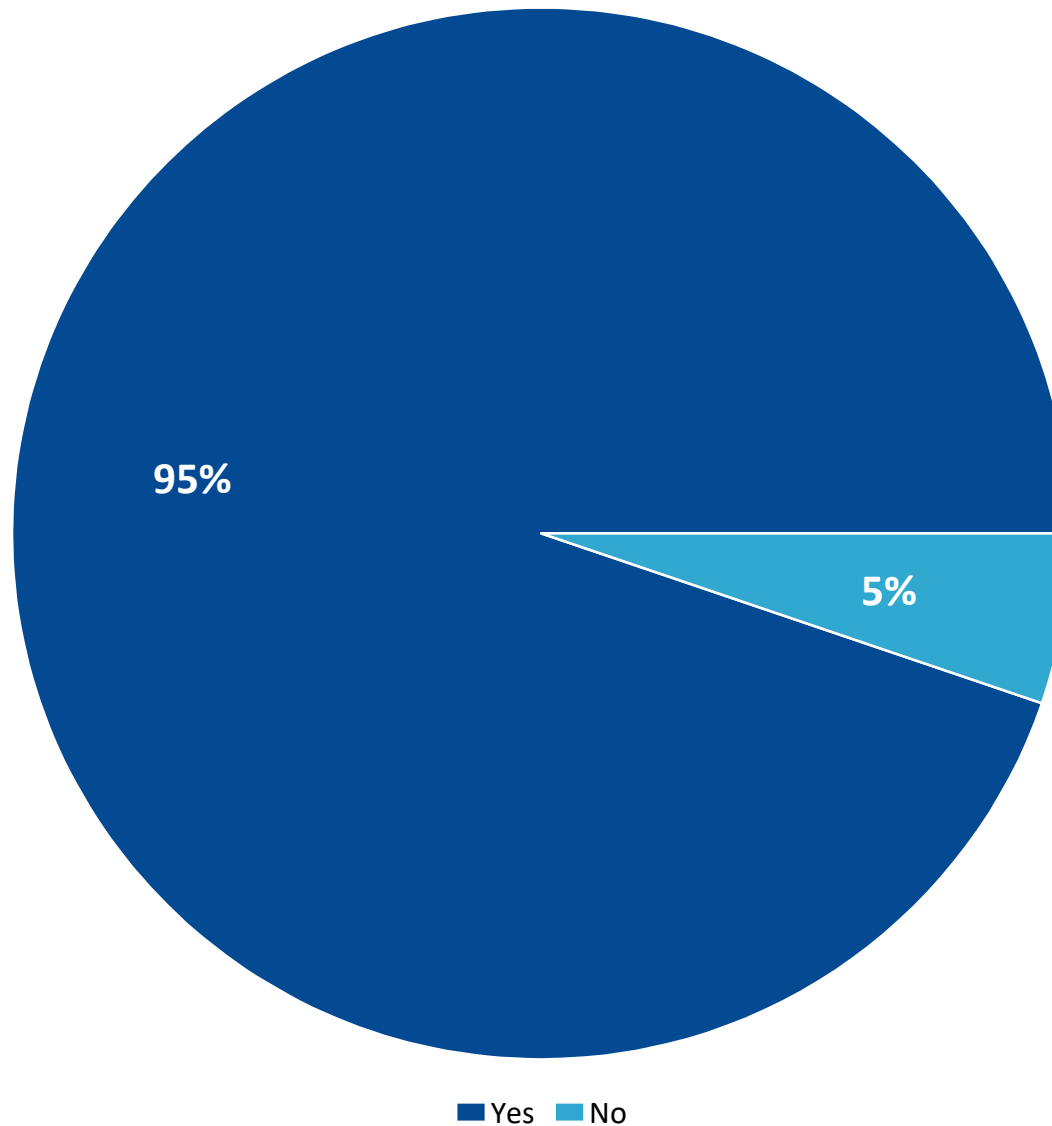


Source: ETC Institute (2020)

■ 2020 ▨ 2018 ■ 2016

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

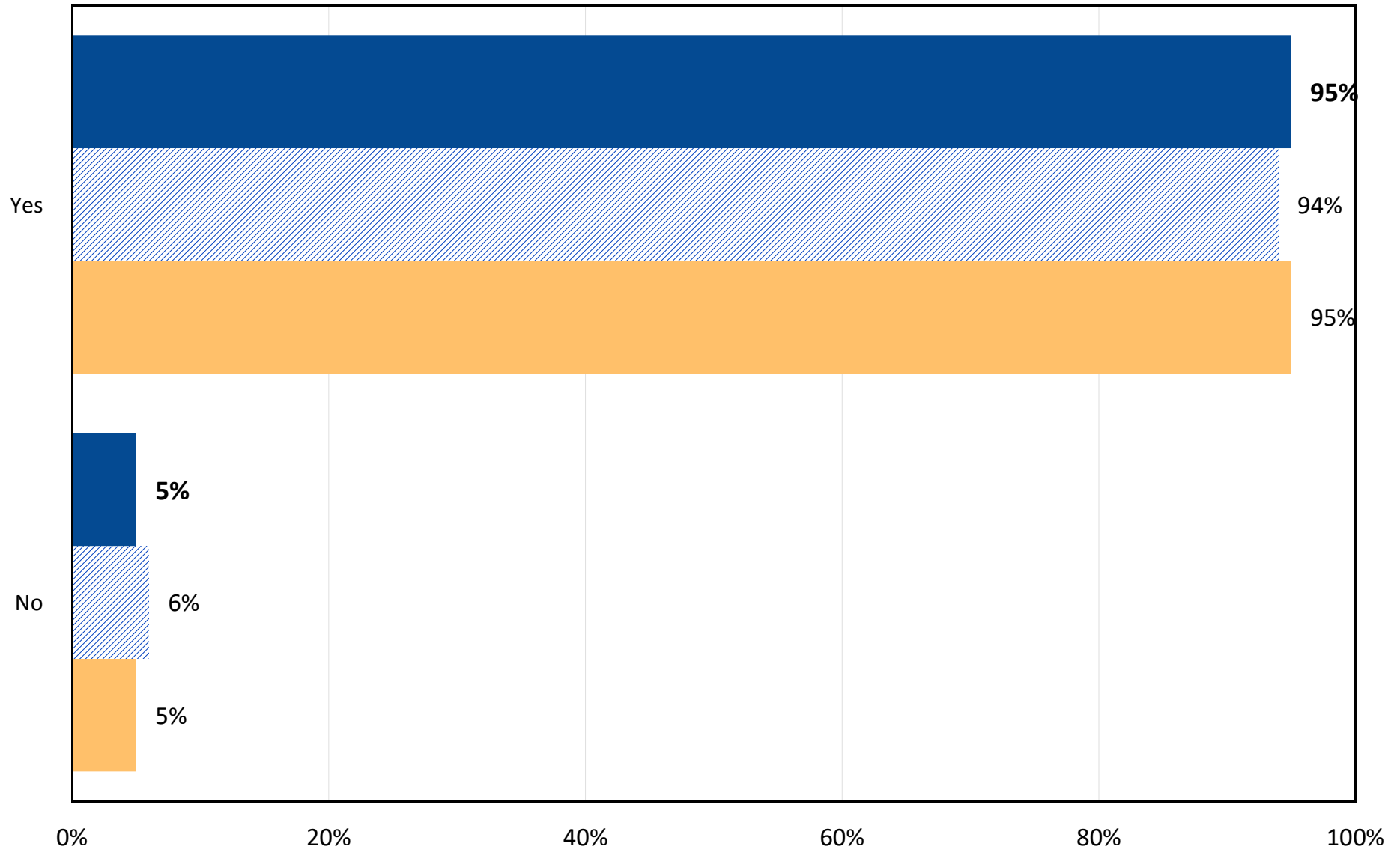
by percentage of respondents (without "don't know")



Source: ETC Institute (2020)

(Trends) Q14. Would you like to finish your career with the City of Tempe?

by percentage of respondents (without "don't know")

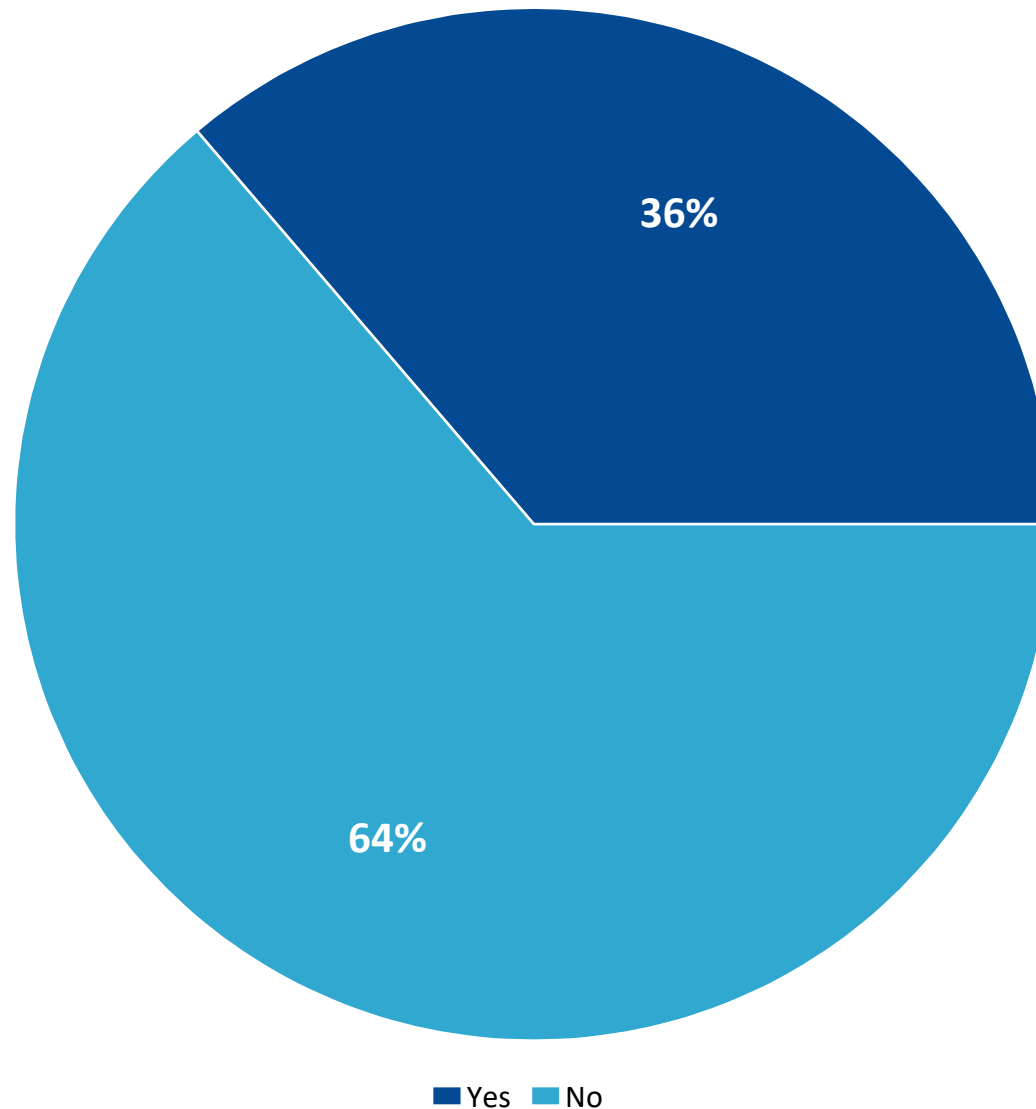


Source: ETC Institute (2020)

■ 2020 ■ 2018 ■ 2016

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

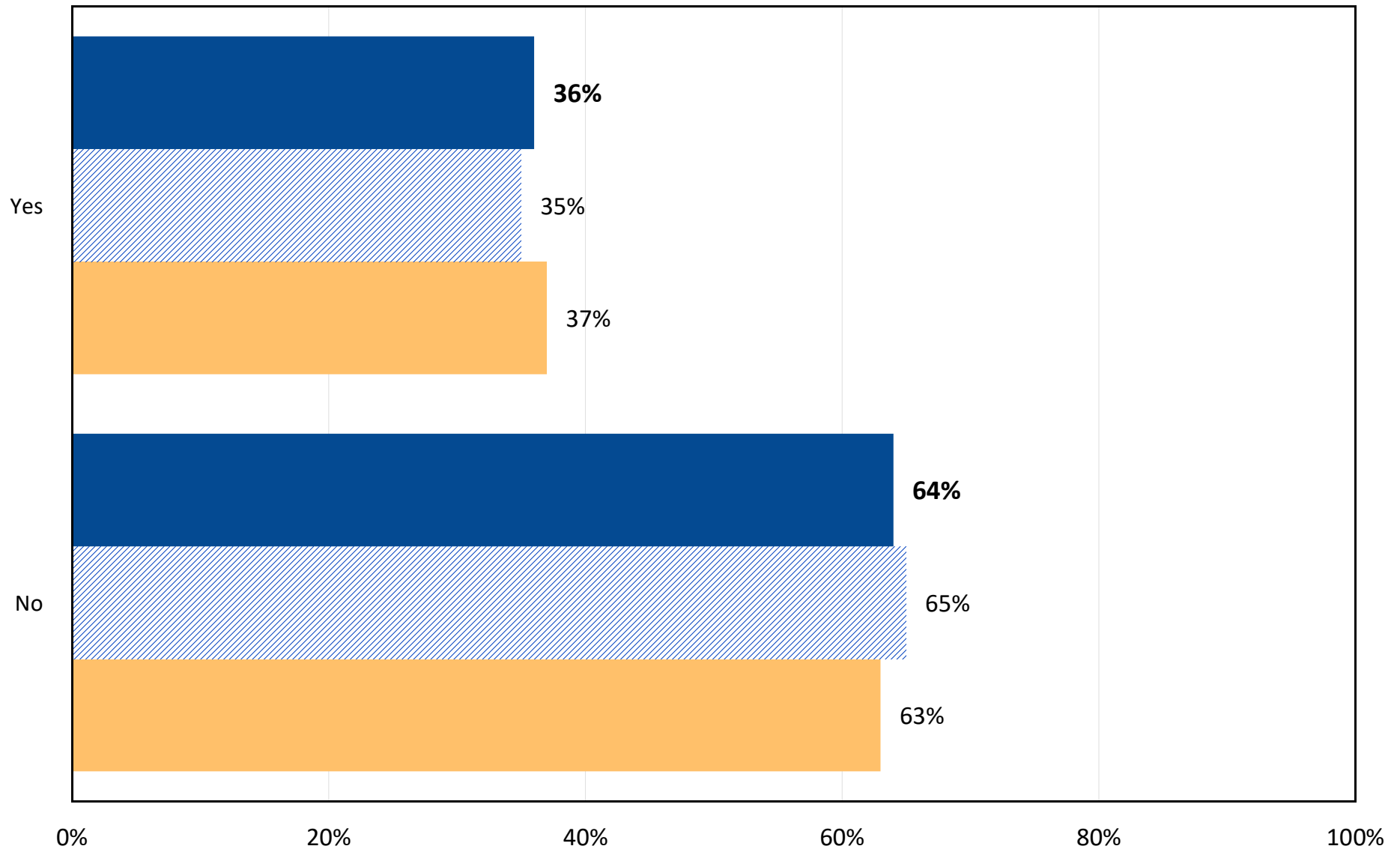
by percentage of respondents (without "not provided")



Source: ETC Institute (2020)

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

by percentage of respondents (without "not provided")

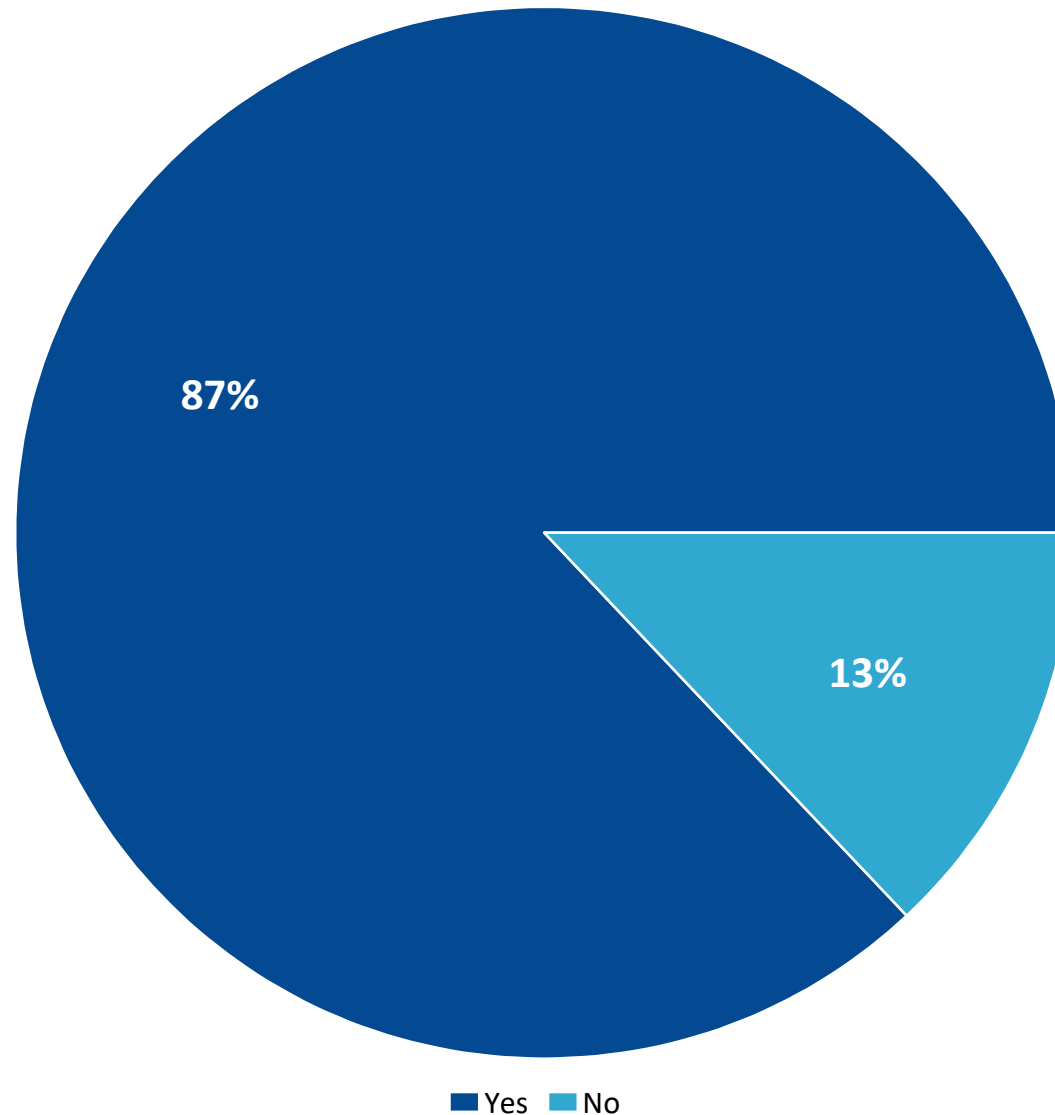


Source: ETC Institute (2020)

■ 2020 ■ 2018 ■ 2016

Q16. Overall, do you think the City has done a good job taking care of its employees during the COVID-19 pandemic?

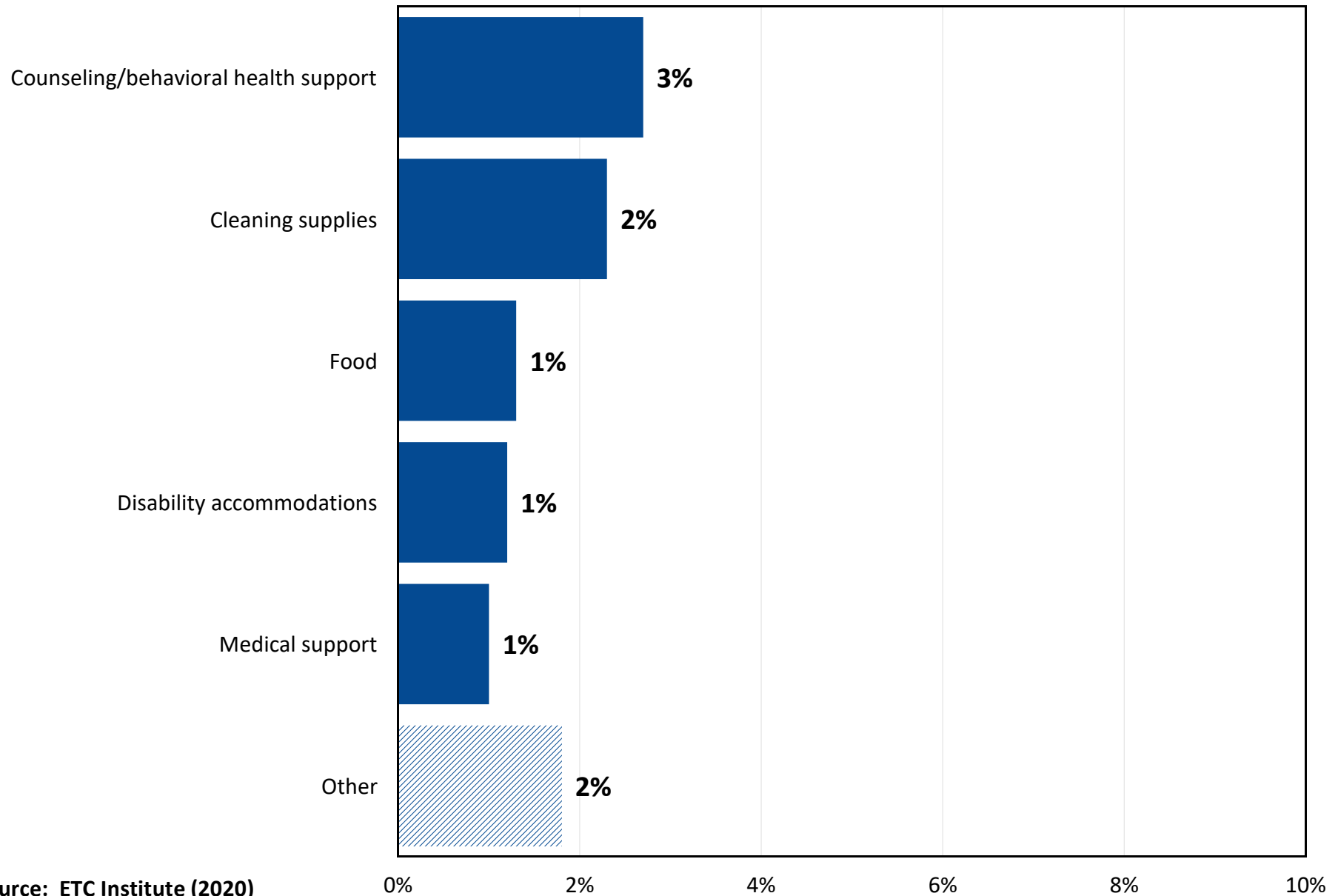
by percentage of respondents (without "don't know")



Source: ETC Institute (2020)

Q17. Do you have any unmet basic needs at this time? Our CARE7 team is available for confidential assistance.

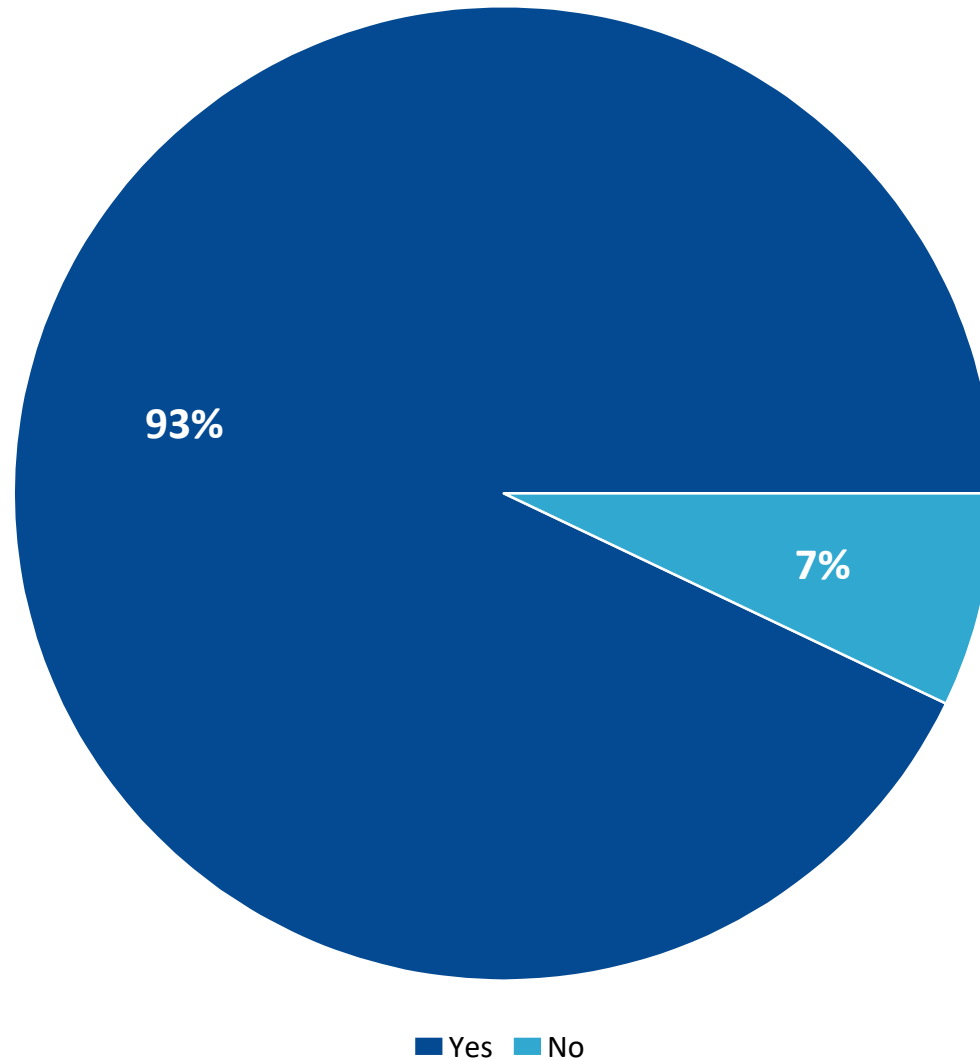
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2020)

Q18. Do you feel the City is currently providing you with the adequate personal protective equipment to ensure your safety during the COVID-19 pandemic?

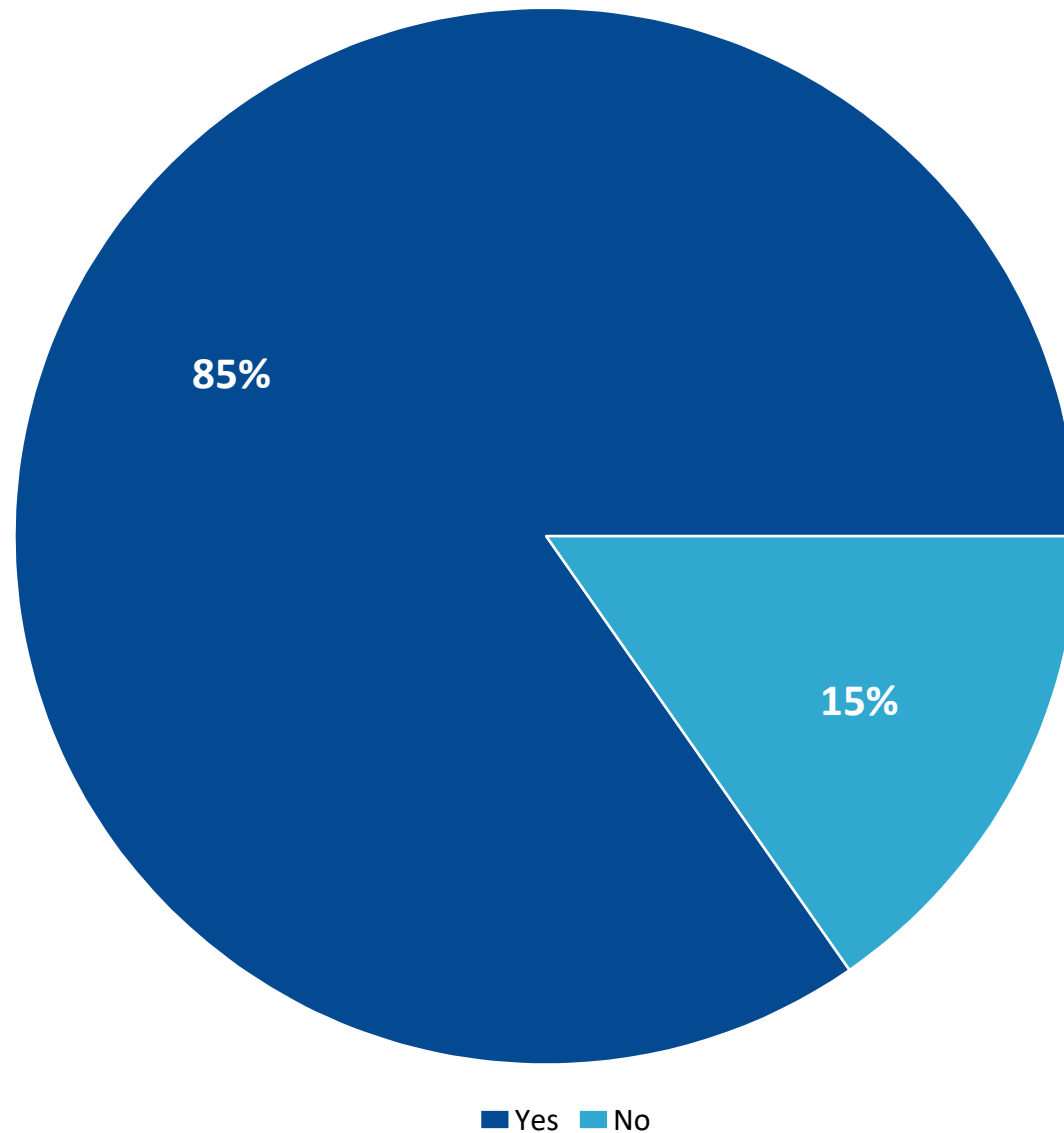
by percentage of respondents (without "don't know/NA")



Source: ETC Institute (2020)

Q19. Do you feel the City values your work during the COVID-19 pandemic?

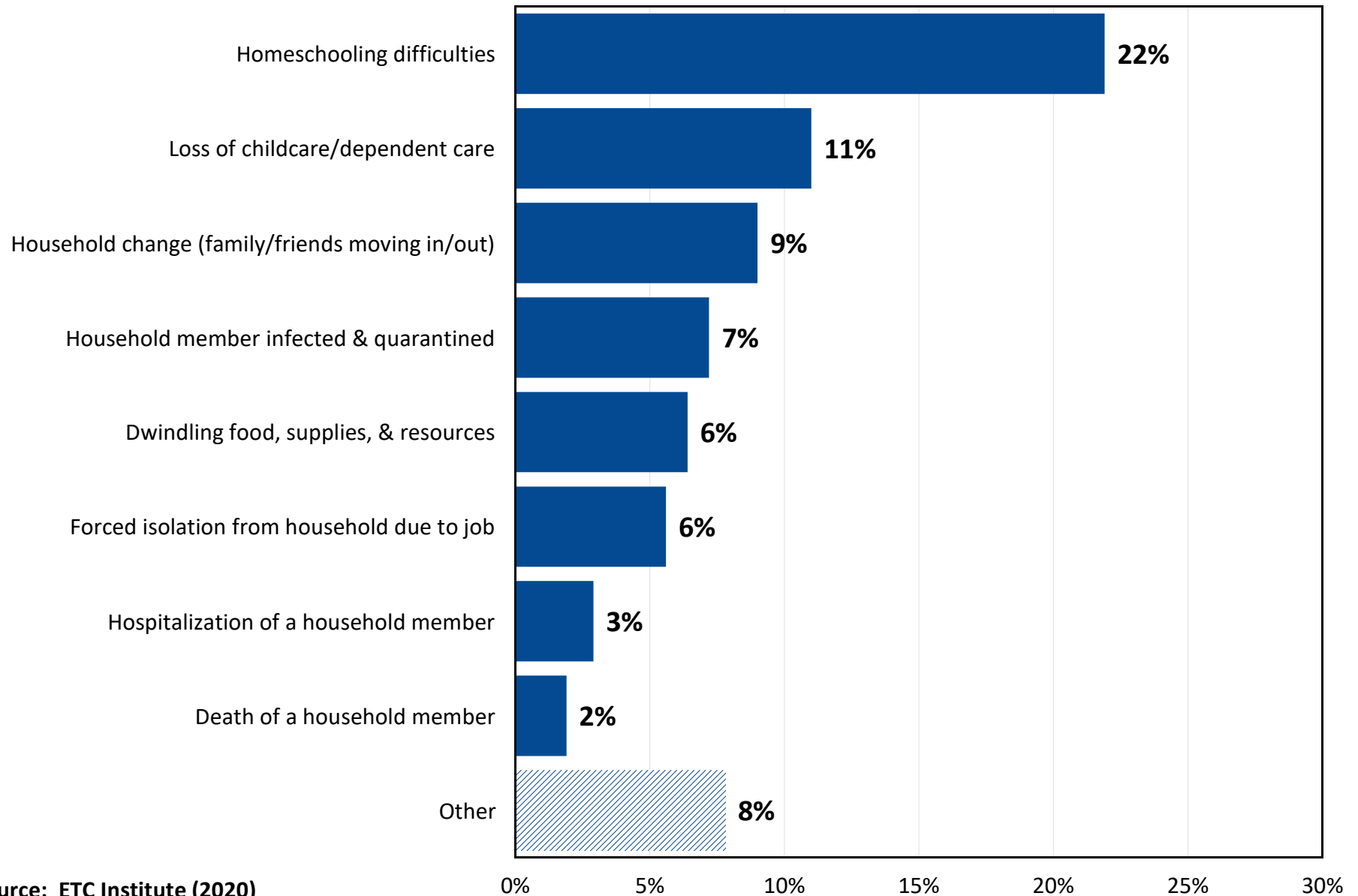
by percentage of respondents (without "don't know")



Source: ETC Institute (2020)

Q20. Did your household suffer any of the following setbacks during the COVID-19 pandemic?

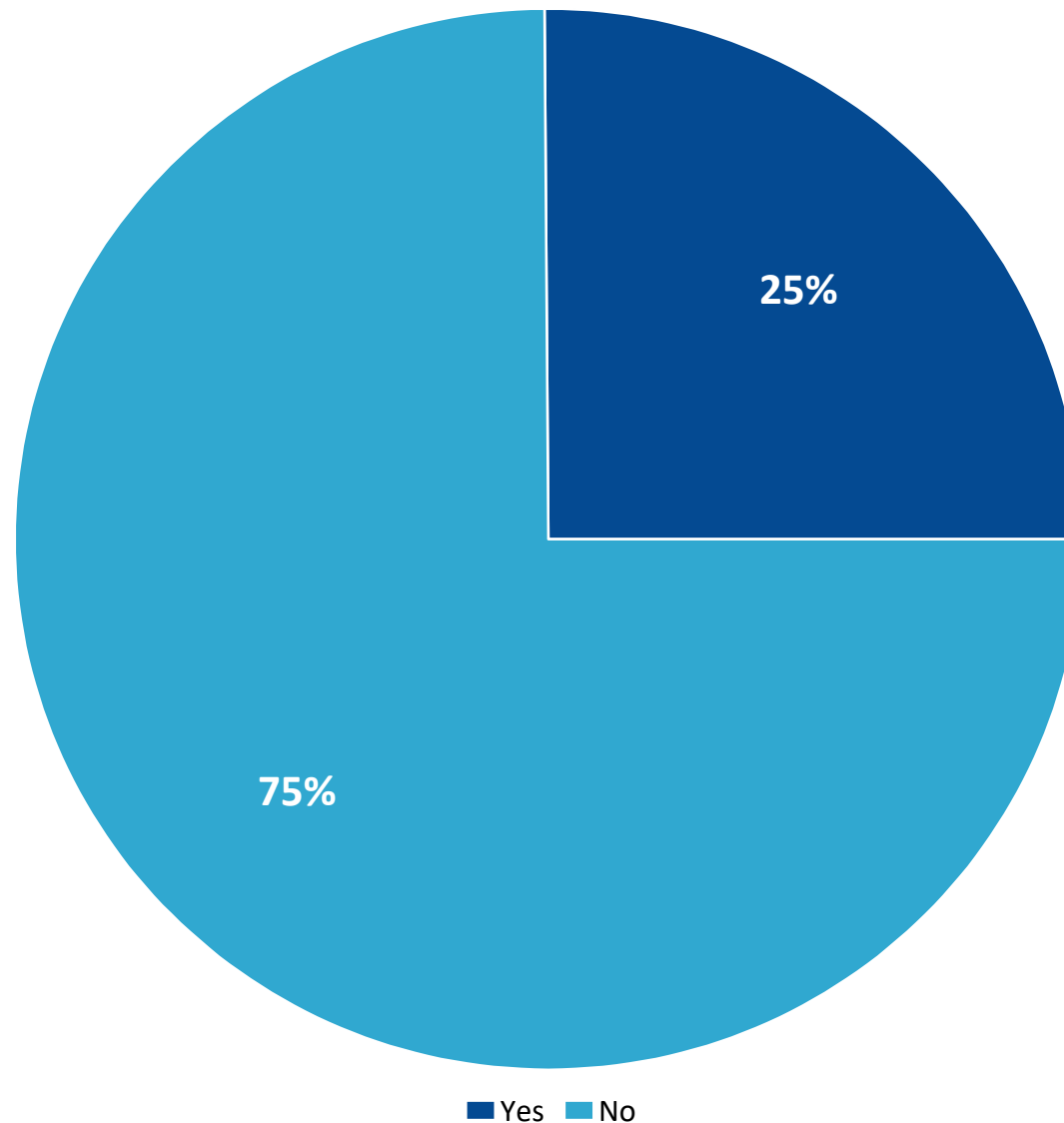
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2020)

Q21. Has your financial situation gotten worse as a result of the COVID-19 pandemic?

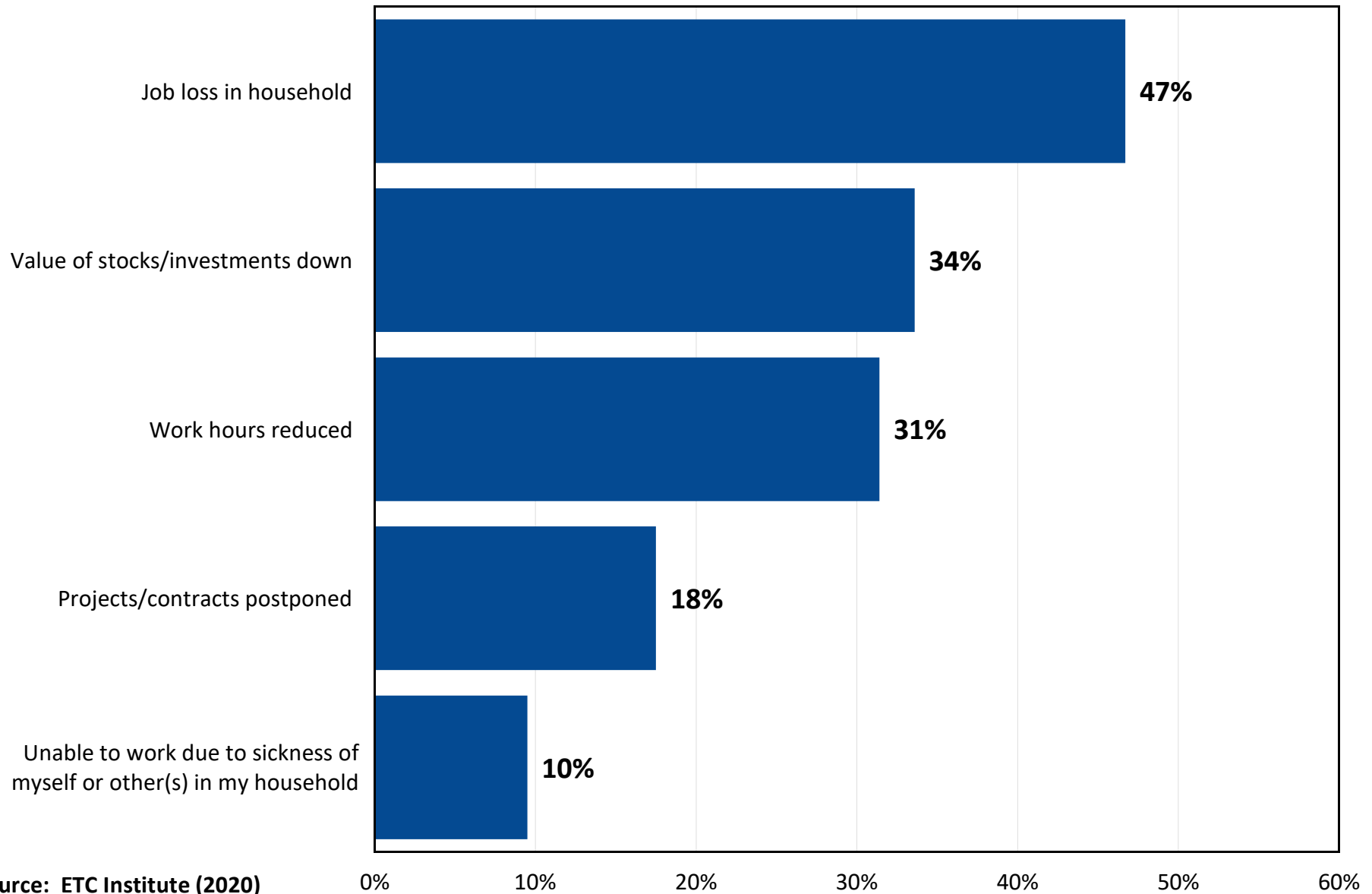
by percentage of respondents (without "don't know")



Source: ETC Institute (2020)

Q21a. Please indicate how your financial situation has gotten worse as a result of the COVID-19 pandemic.

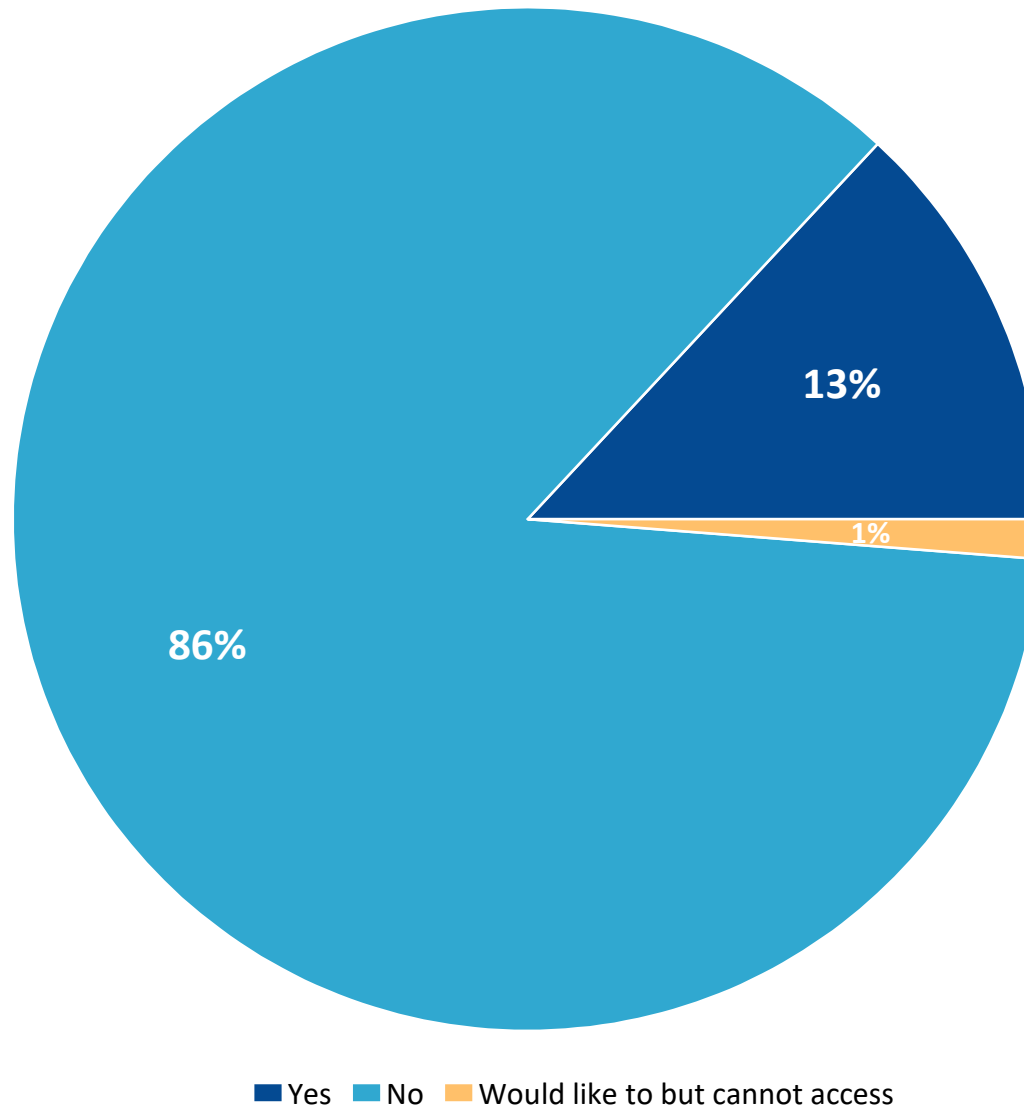
by percentage of respondents (multiple choices could be made) (without “none of these”)



Source: ETC Institute (2020)

Q22. Have you or someone in your household filed for unemployment during the COVID-19 pandemic?

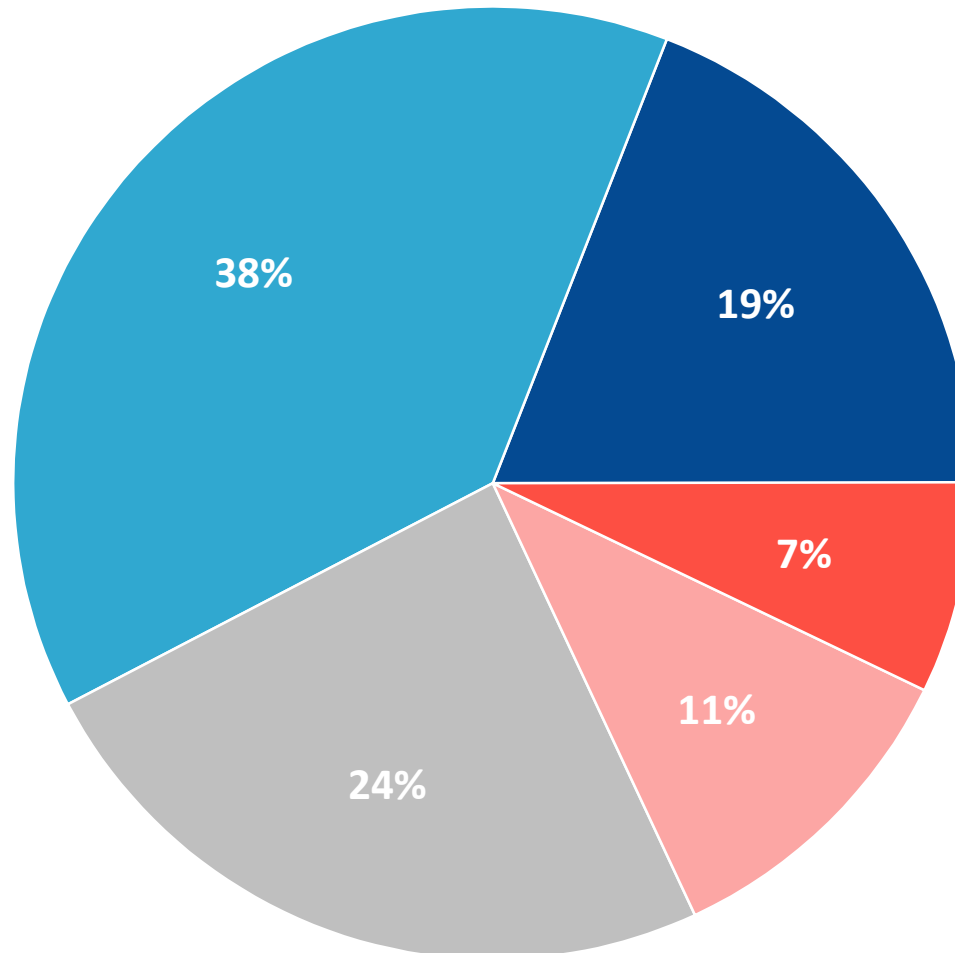
by percentage of respondents (without “not provided”)



Source: ETC Institute (2020)

Q23. Please rate your level of agreement with the following statement: My level of stress, anxiety, and/or depression is high during this time.

by percentage of respondents (without "don't know")

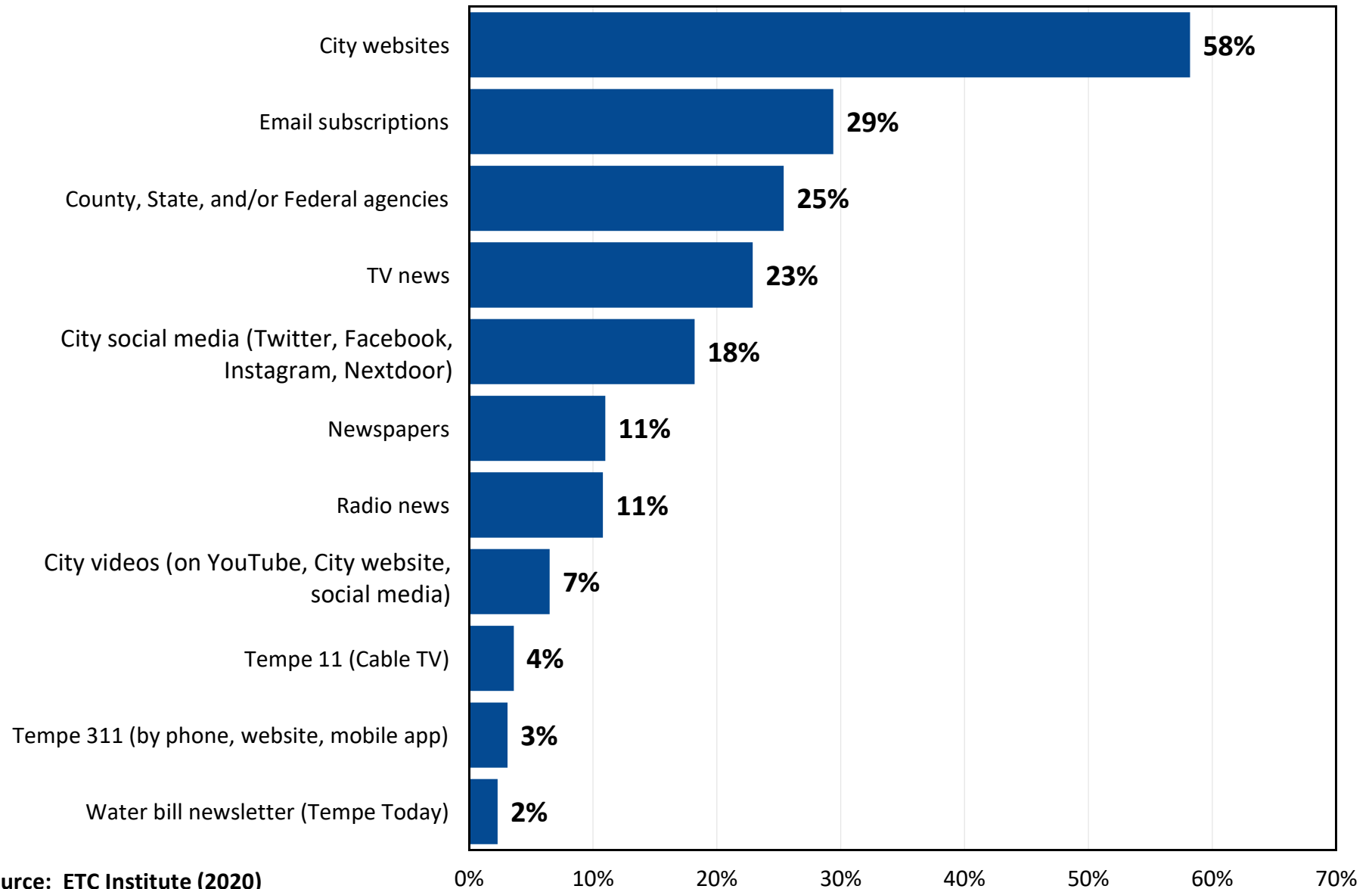


Strongly agree Agree Neutral
Disagree Strongly disagree

Source: ETC Institute (2020)

Q24. What are your primary sources of City-specific information about COVID-19?

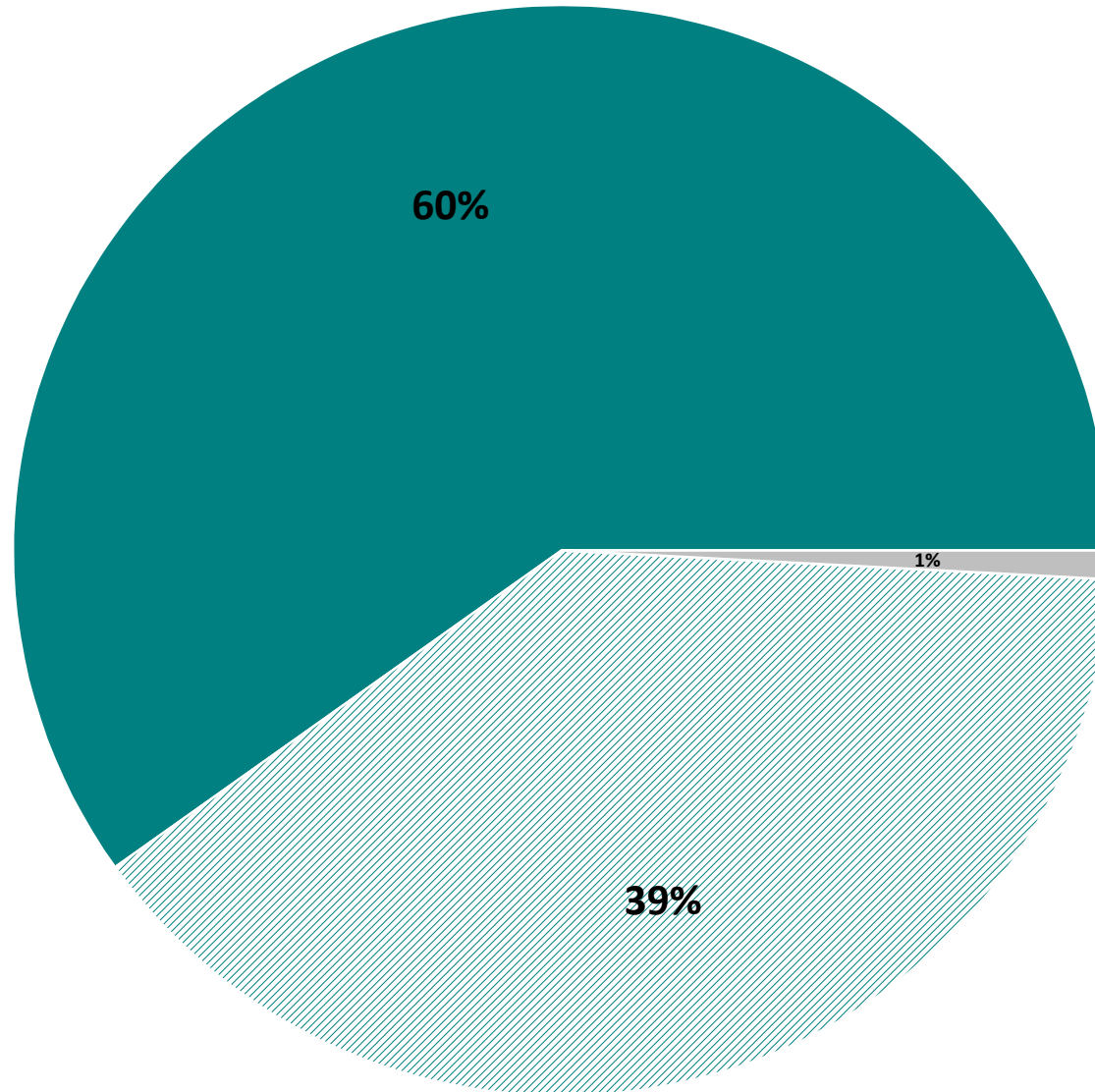
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2020)

Q25. What gender do you identify with?

by percentage of respondents (without “prefer not to answer”)

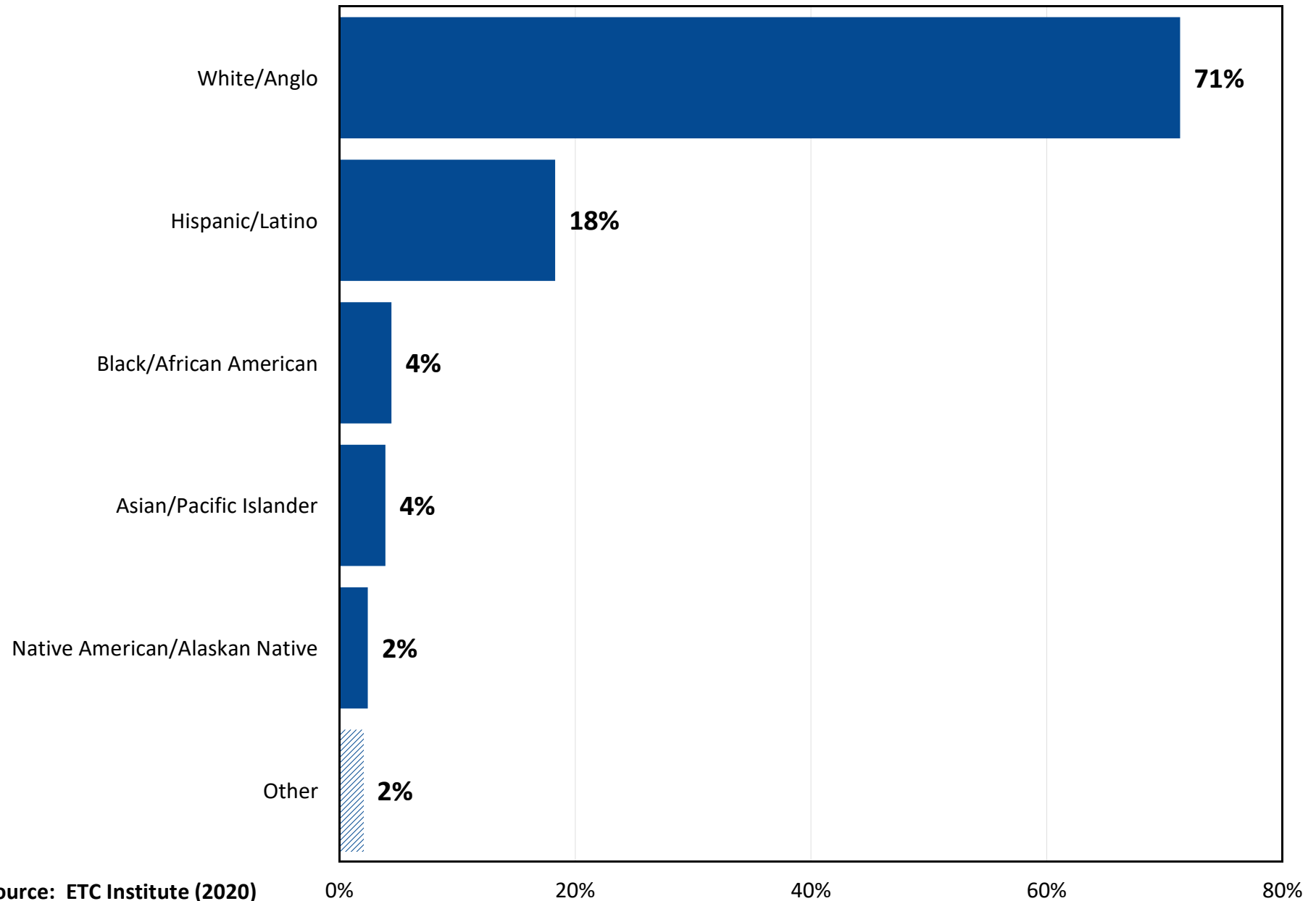


■ Male ▨ Female ■ Non-conforming

Source: ETC Institute (2020)

Q26. What do you feel best describes your race?

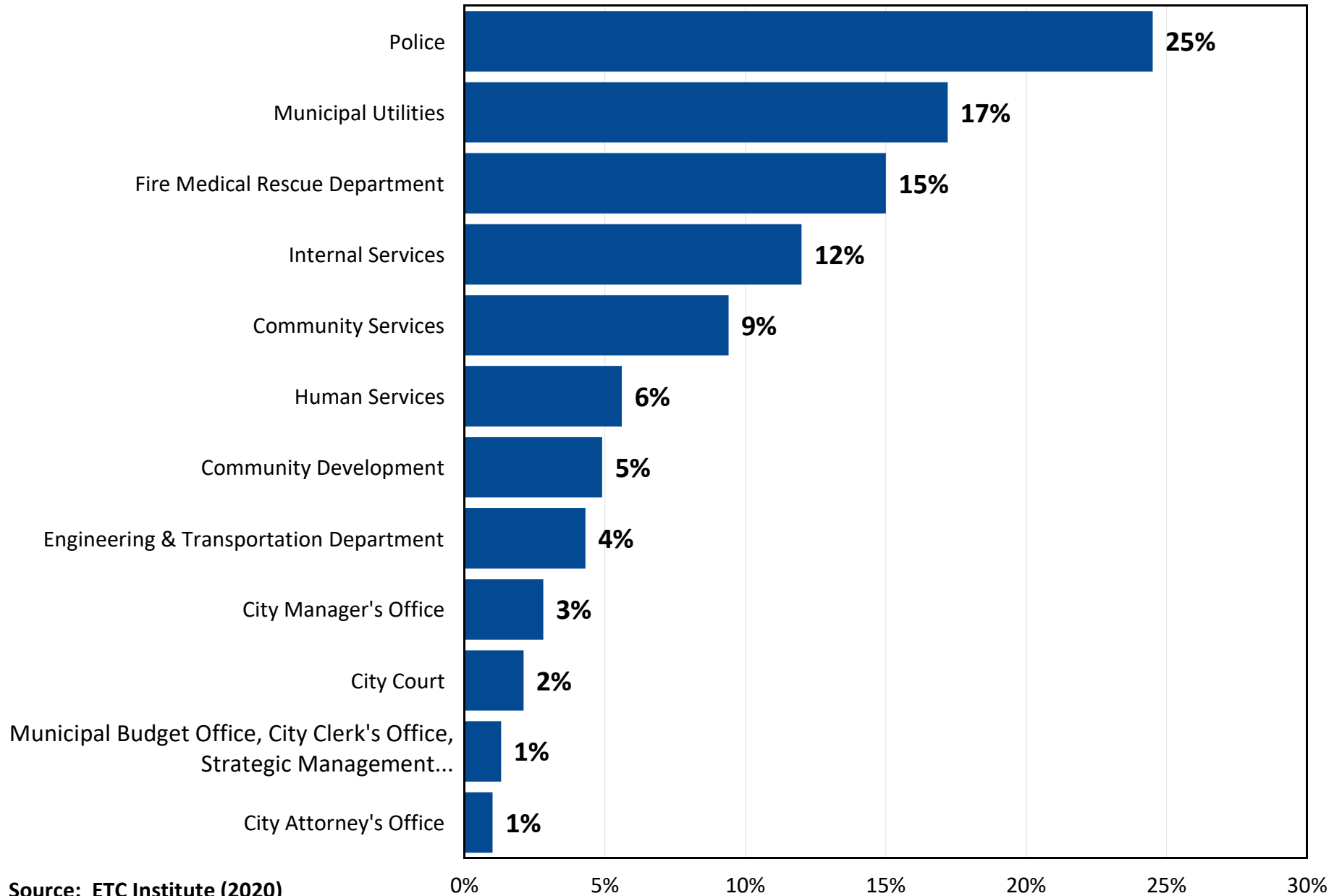
by percentage of respondents (multiple choices could be made) (without "prefer not to answer")



Source: ETC Institute (2020)

Q27. In which department do you work?

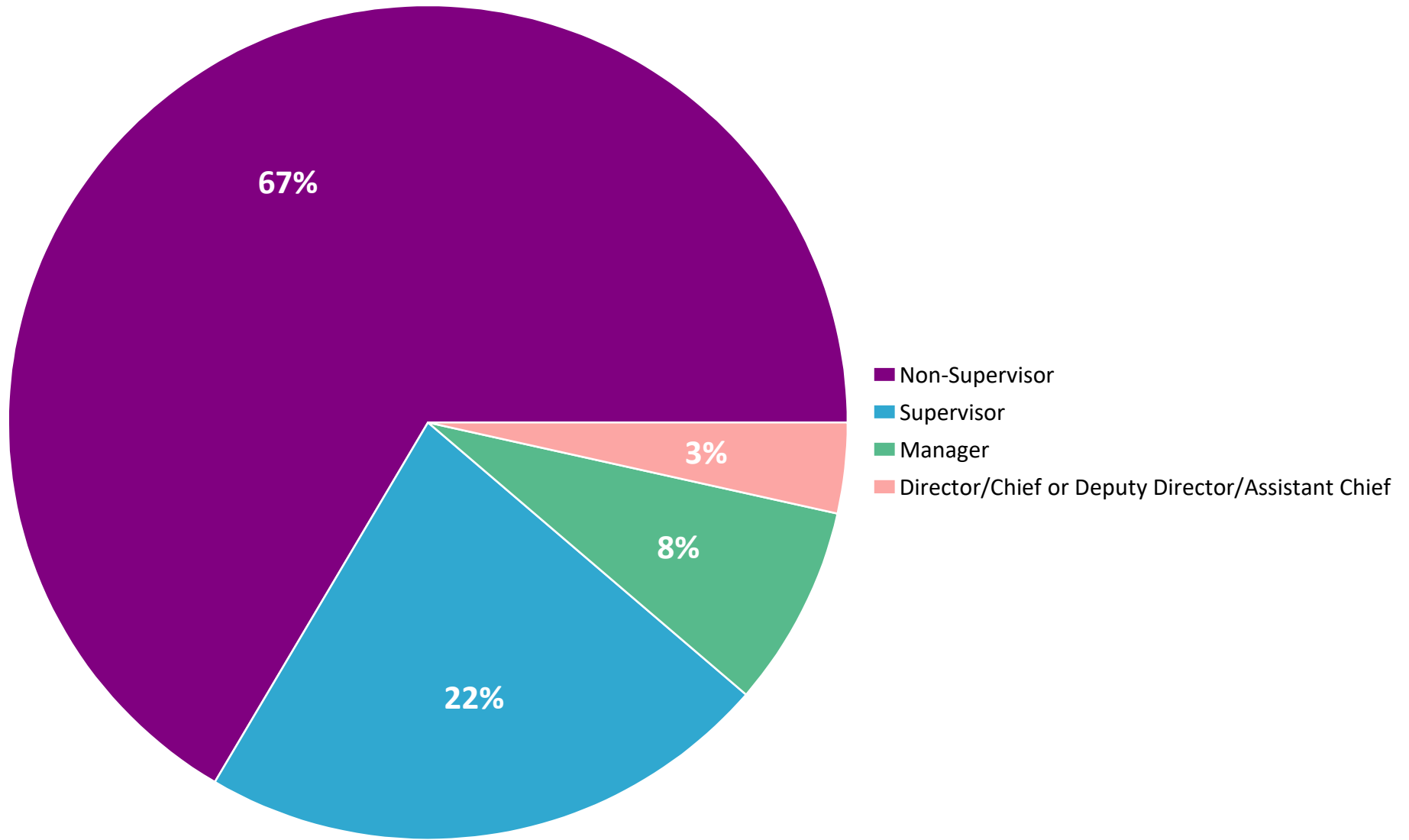
by percentage of respondents (without "not provided")



Source: ETC Institute (2020)

Q28. Which job type BEST describes your position?

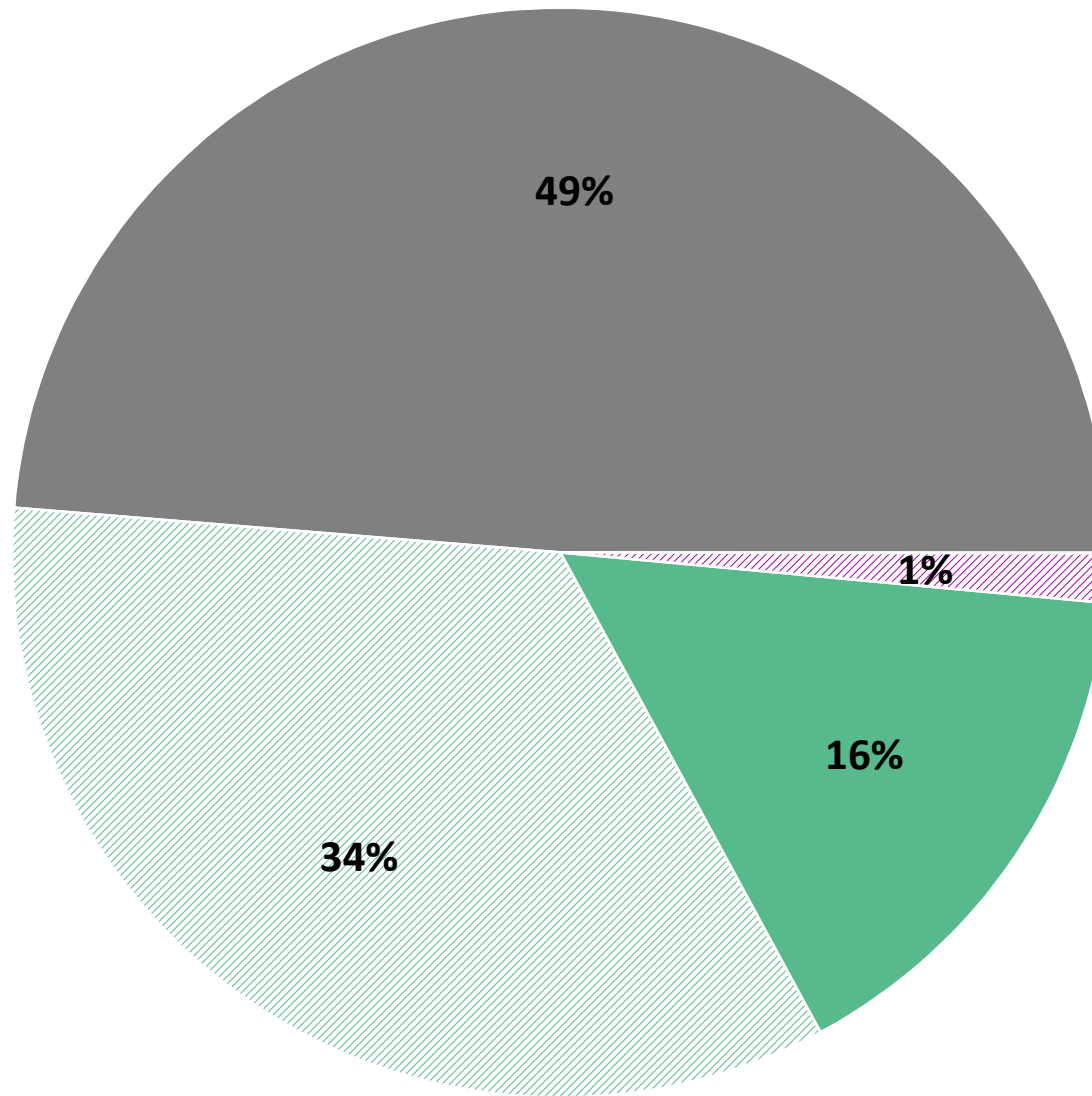
by percentage of respondents (without "not provided")



Source: ETC Institute (2020)

Q29. How many years have you worked with the City?

by percentage of respondents (without “not provided”)

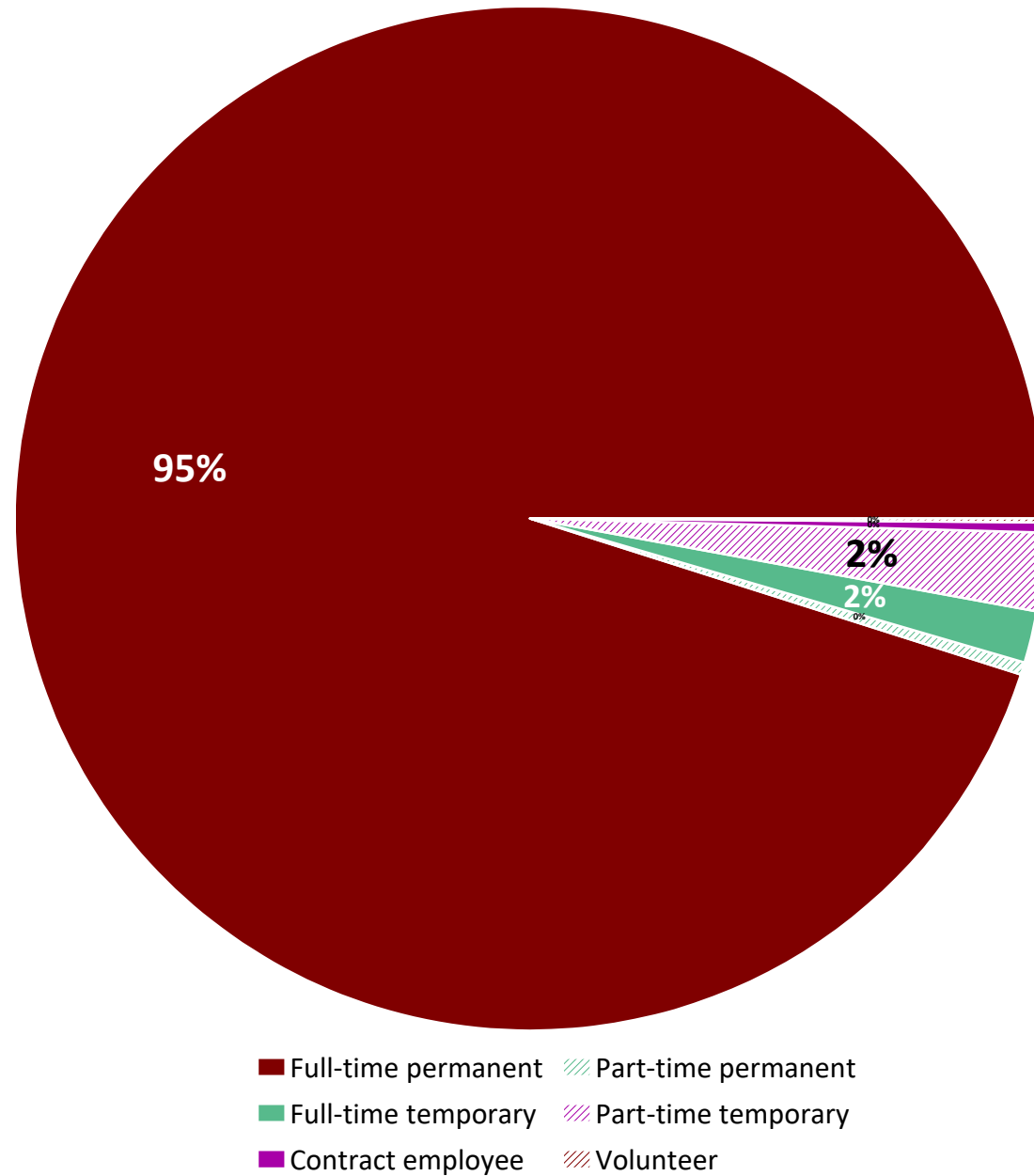


Source: ETC Institute (2020)

■ 1-10 years ▨ 11-20 years ■ 21-30 years ▨ 31+ years

Q30. What is your employment status?

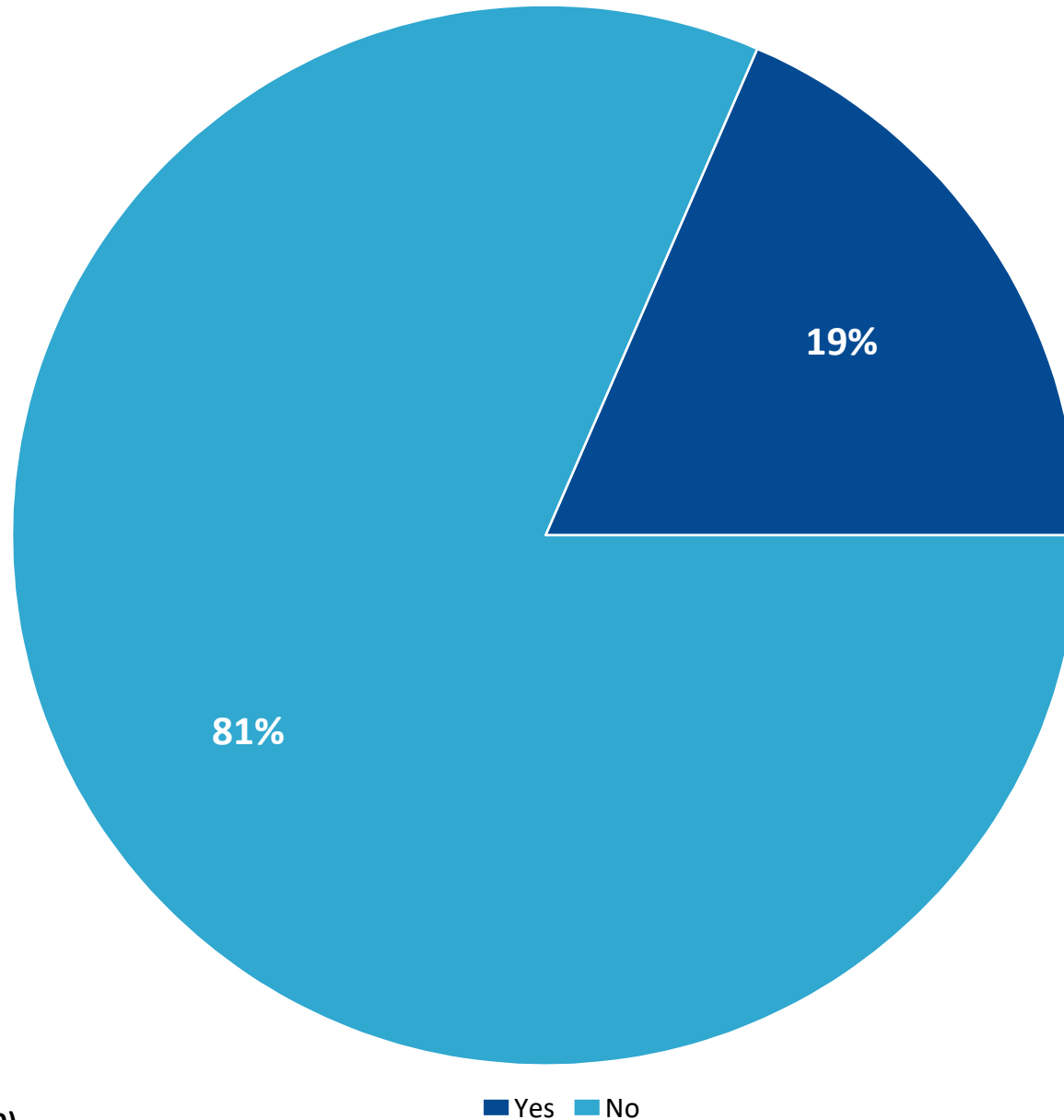
by percentage of respondents (without “not provided”)



Source: ETC Institute (2020)

Q31. Are you currently a resident of Tempe?

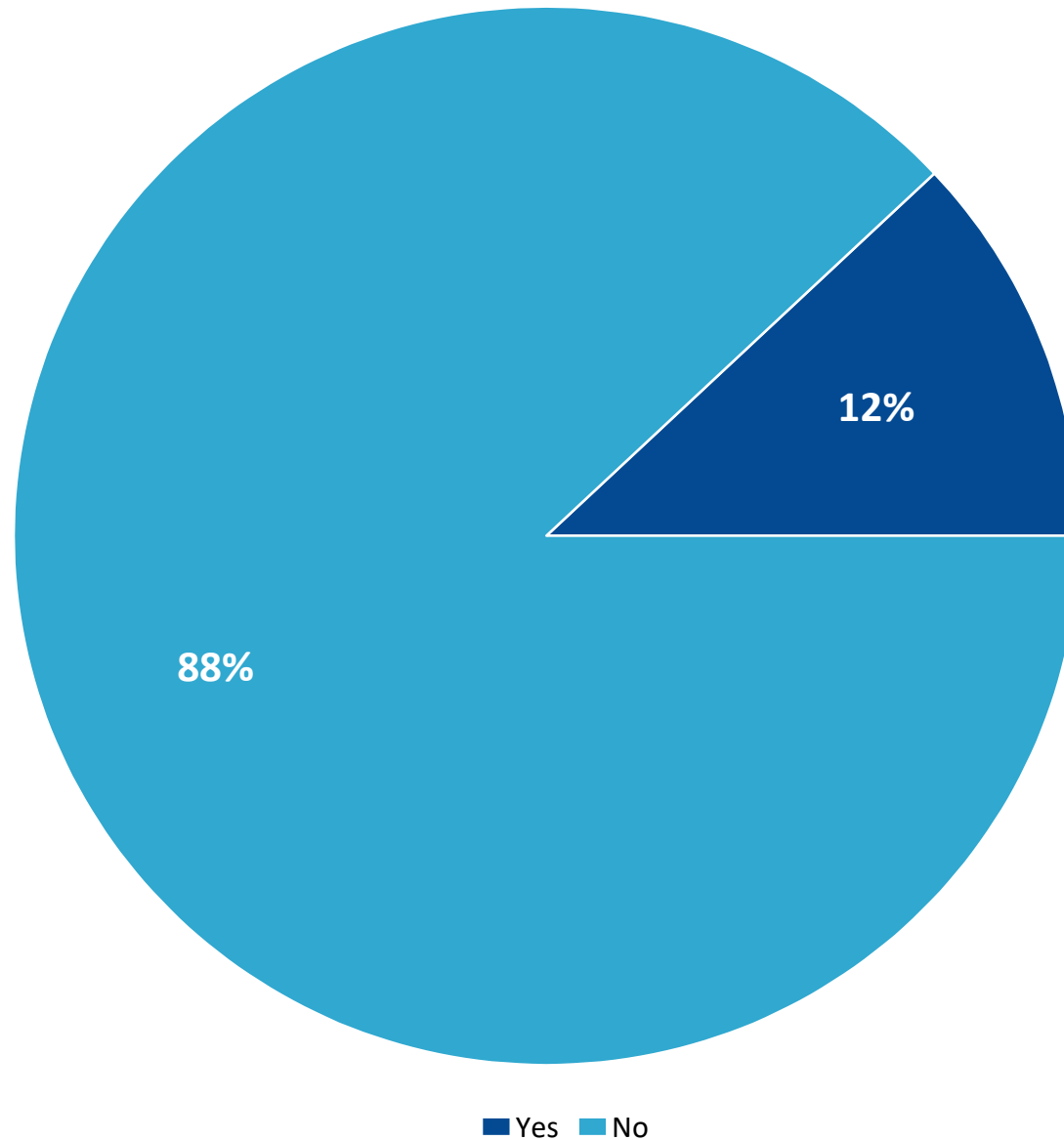
by percentage of respondents (without "not provided")



Source: ETC Institute (2020)

Q32. Do you, or a member of your household, have a disability?

by percentage of respondents (without "not provided")



Source: ETC Institute (2020)

Section 2

Gap Analysis

Gap Analysis

Tempe, Arizona

Overview

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

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

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

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

Rank	Question	Mean Rating Employees Who Were "Very Satisfied" Q10. Rating = 1	Mean Rating for Employees Who Were "Dissatisfied" Q10. Rating = 3/4	GAP	Category
1	Q4-27. Overall, I am satisfied with the working environment in my department	4.10	2.10	2.00	Supervision/Working Environment
2	Q4-5. I believe my opinions matter at work	3.84	1.85	1.99	Supervision/Working Environment
3	Q4-21. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	3.76	1.90	1.86	Supervision/Working Environment
4	Q6-2. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	3.72	1.94	1.78	Employee Engagement
5	Q4-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	3.80	2.07	1.73	Supervision/Working Environment
6	Q6-6. I have adequate input on decisions affecting my work	3.77	2.06	1.71	Employee Engagement
7	Q1-2. There is someone at work who encourages my career development	3.93	2.24	1.69	Professional Development/Career Mobility
8	Q6-8. I am encouraged to be innovative & come up with better ways to do things at work	3.91	2.24	1.67	Employee Engagement
9	Q6-11. Overall, I am satisfied with the level of employee engagement in my department	3.80	2.16	1.64	Employee Engagement
10	Q6-9. Employees in my department are highly motivated about accomplishing our goals	3.71	2.09	1.62	Employee Engagement
11	Q6-3. Generally, communication between work units/divisions inside my department is good	3.71	2.12	1.59	Employee Engagement
12	Q6-7. The Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	3.53	1.94	1.59	Employee Engagement
13	Q4-25. I am able to discuss physical & emotional safety with my supervisor	4.20	2.63	1.57	Supervision/Working Environment
14	Q4-6. My work is appreciated by my immediate supervisor	4.35	2.79	1.56	Supervision/Working Environment
15	Q4-12. My immediate supervisor supports me in achieving my career/job goals	4.15	2.62	1.53	Supervision/Working Environment
16	Q3-5. The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values	3.83	2.32	1.51	Program/Service Support
17	Q4-10. The work I perform is evaluated fairly	4.19	2.69	1.50	Supervision/Working Environment
18	Q1-4. I have received fair consideration for advancement & promotion, when available, within City of Tempe	3.69	2.19	1.50	Professional Development/Career Mobility
19	Q4-26. My immediate supervisor has the skills to deal with conflict	4.07	2.58	1.49	Supervision/Working Environment
20	Q4-9. I receive constructive feedback on my job performance from my immediate supervisor	4.15	2.66	1.49	Supervision/Working Environment
21	Q4-19. Conflict in my work area is resolved effectively	3.67	2.18	1.49	Supervision/Working Environment
22	Q4-4. I am comfortable expressing my opinions about work related issues to my immediate supervisor	4.26	2.77	1.49	Supervision/Working Environment
23	Q6-13. I feel the City practices these values	3.88	2.39	1.49	Employee Engagement
24	Q4-20. I believe assignments in my department are distributed fairly	3.61	2.16	1.45	Supervision/Working Environment

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

Rank	Question	Mean Rating Employees Who Were "Very Satisfied" Q10. Rating = 1	Mean Rating for Employees Who Were "Dissatisfied" Q10. Rating = 3/4	GAP	Category
25	Q4-7. My immediate supervisor gives me clear expectations for work assignments	4.25	2.81	1.44	Supervision/Working Environment
26	Q4-8. My immediate supervisor makes good use of my time	4.26	2.82	1.44	Supervision/Working Environment
27	Q1-7. Overall, I am satisfied with professional development opportunities that are available to me at City	3.76	2.33	1.43	Professional Development/Career Mobility
28	Q4-22. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	3.23	1.81	1.42	Supervision/Working Environment
29	Q4-13. Within last 30 days, I have received feedback on my job performance from my supervisor	4.01	2.61	1.40	Supervision/Working Environment
30	Q1-3. I have been mentored at work	3.72	2.36	1.36	Professional Development/Career Mobility
31	Q3-8. Overall, I am satisfied with support that is provided to employees by City of Tempe	3.95	2.59	1.36	Program/Service Support
32	Q4-17. As a supervisor, I am supported when addressing staff issues (if applicable)	4.08	2.73	1.35	Supervision/Working Environment
33	Q6-10. Employees in my department take personal accountability for their actions & work performance	3.72	2.38	1.34	Employee Engagement
34	Q4-1. My immediate supervisor treats me with respect	4.50	3.18	1.32	Supervision/Working Environment
35	Q4-23. As a supervisor, I have been given the training, tools, & resources to lead my work unit	4.06	2.75	1.31	Supervision/Working Environment
36	Q4-11. My immediate supervisor knows my career/job goals	4.09	2.83	1.26	Supervision/Working Environment
37	Q6-1. I receive information that affects my work in a timely manner from my immediate supervisor	4.10	2.85	1.25	Employee Engagement
38	Q4-2. I know what is expected of me at work	4.46	3.24	1.22	Supervision/Working Environment
39	Q4-16. I believe the Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	3.90	2.75	1.15	Supervision/Working Environment
40	Q6-5. With respect to my job, communication between departments is good	3.77	2.65	1.12	Employee Engagement
41	Q1-1. I receive training to do my job effectively	4.00	2.91	1.09	Professional Development/Career Mobility
42	Q4-14. When I request training, my supervisor is open to working with me to ensure I can attend	4.27	3.19	1.08	Supervision/Working Environment
43	Q4-3. I have materials & equipment I need to do my job effectively	4.20	3.17	1.03	Supervision/Working Environment
44	Q6-4. Generally, communication between my work unit/division & work units/divisions outside my department is good	3.64	2.63	1.01	Employee Engagement
45	Q1-6. City's programs related to professional development & career mobility are useful to me	3.46	2.46	1.00	Professional Development/Career Mobility
46	Q7-3. Overall, I am very satisfied with the quality of peer relationships among City employees	4.15	3.20	0.95	Peer Relationships
47	Q3-6. My physical work environment (building) is safe, clean, & maintained in good operating order	3.94	3.00	0.94	Program/Service Support
48	Q5-7. Overall, I am reasonably compensated in pay & benefits for the work I do	3.87	2.94	0.93	Compensation and Benefits
49	Q7-2. Conflict between co-workers is resolved effectively	3.85	2.94	0.91	Peer Relationships

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

Rank	Question	Mean Rating Employees Who Were "Very Satisfied" Q10. Rating = 1	Mean Rating for Employees Who Were "Dissatisfied" Q10. Rating = 3/4	GAP	Category
50	Q2-3. Human Resources	3.94	3.07	0.87	Department Support
51	Q2-1. City Manager's Office	3.74	2.89	0.85	Department Support
52	Q5-5. The amount I am paid is fair for the work I do	3.66	2.81	0.85	Compensation and Benefits
53	Q7-1. My co-workers treat me with respect	4.34	3.51	0.83	Peer Relationships
54	Q2-2. Strategic Management & Diversity	3.60	2.80	0.80	Department Support
55	Q4-24. I feel physically safe in my work unit	4.32	3.53	0.79	Supervision/Working Environment
56	Q3-3. The Safe Haven process	3.27	2.60	0.67	Program/Service Support
57	Q2-4. Information Technology	3.96	3.33	0.63	Department Support
58	Q2-5. Risk Management/Worker's Compensation	3.75	3.13	0.62	Department Support
59	Q3-1. The wellness program	3.75	3.13	0.62	Program/Service Support
60	Q3-2. City mediation services	3.34	2.75	0.59	Program/Service Support
61	Q5-4. The amount of leave that I receive each year meets my needs	3.99	3.43	0.56	Compensation and Benefits
62	Q3-7. City supports employees with a disability	4.05	3.49	0.56	Program/Service Support
63	Q4-18. As a supervisor, my direct reports treat me with respect	4.27	3.71	0.56	Supervision/Working Environment
64	Q6-12. I am aware of the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	4.30	3.76	0.54	Employee Engagement
65	Q3-4. Tempe Employee View/Internal Audit reporting program	3.34	2.82	0.52	Program/Service Support
66	Q5-6. I am satisfied with the City's deferred compensation benefits	4.06	3.55	0.51	Compensation and Benefits
67	Q5-1. The City's health care plan meets my needs	4.02	3.52	0.50	Compensation and Benefits
68	Q1-5. I am aware of City's educational partnerships, Tempe Professional Development Network, The Mentoring Program, & other programs	4.10	3.67	0.43	Professional Development/Career Mobility
69	Q5-2. The amount that I pay for health care benefits is reasonable	3.82	3.46	0.36	Compensation and Benefits
70	Q5-3. The City does a good job of informing me about my benefits	4.10	3.74	0.36	Compensation and Benefits

Section 3

Quadrant Priorities

Quadrant Priorities Analysis

Tempe, Arizona

Overview

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

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

The Quadrant Priorities Analysis matrix should be interpreted as follows.

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

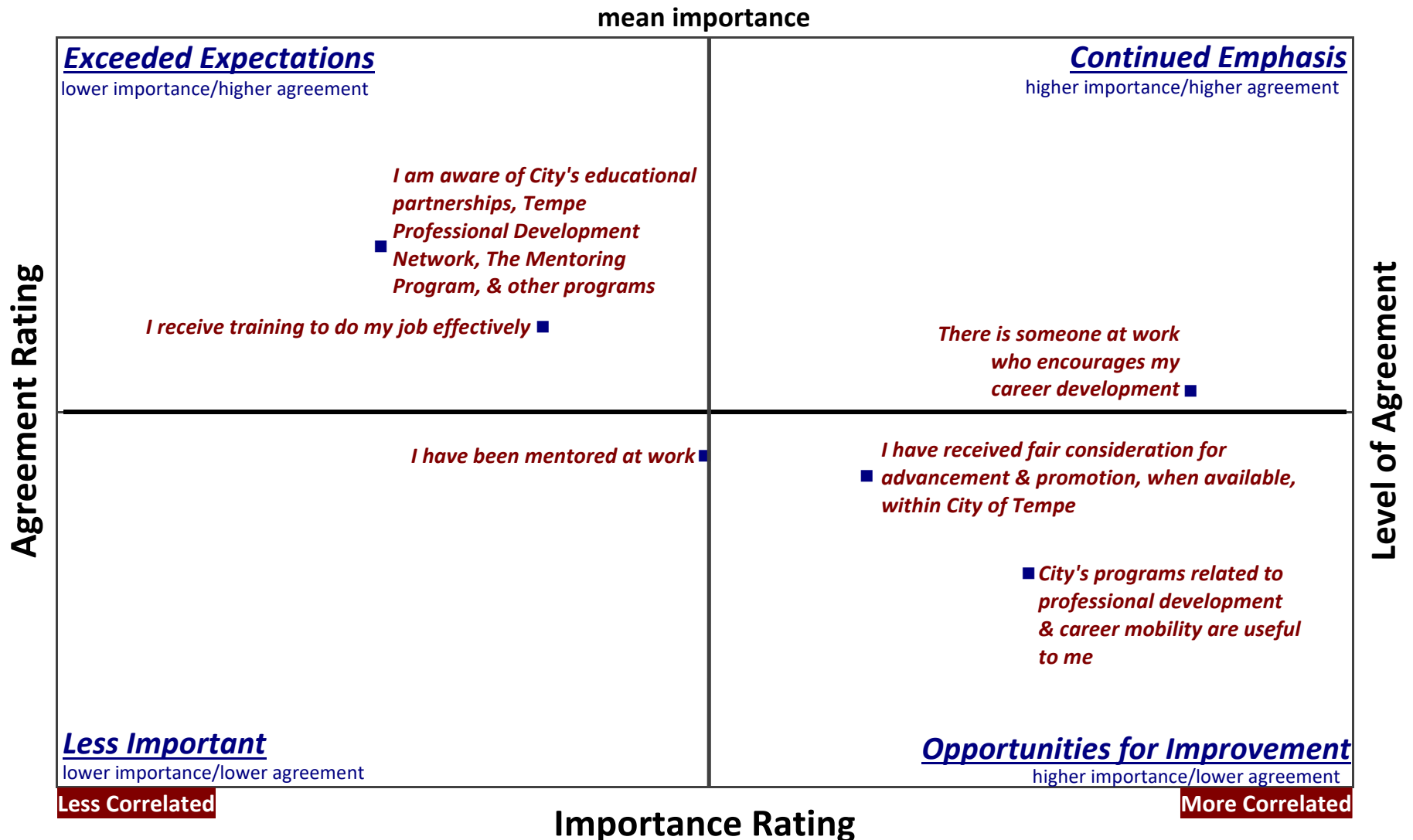
- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to the City's performance in other areas; however, this area is generally considered to be less important to employees. This area does not significantly affect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

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

City of Tempe Employee Survey Quadrant Priorities Analysis

-Professional Development/Career Mobility-

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

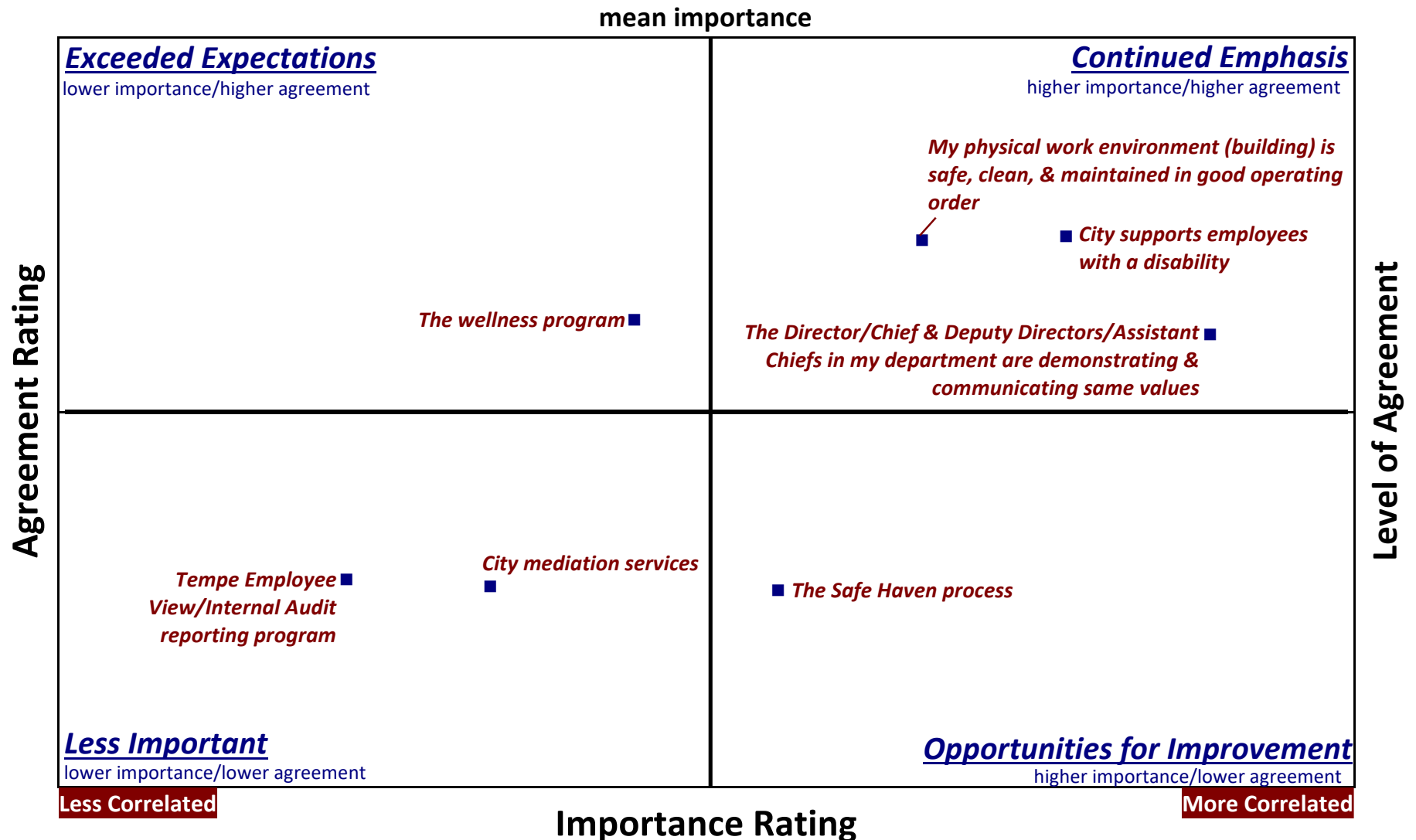


Source: ETC Institute (2020)

City of Tempe Employee Survey Quadrant Priorities Analysis

-Program/Service Support-

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



Source: ETC Institute (2020)

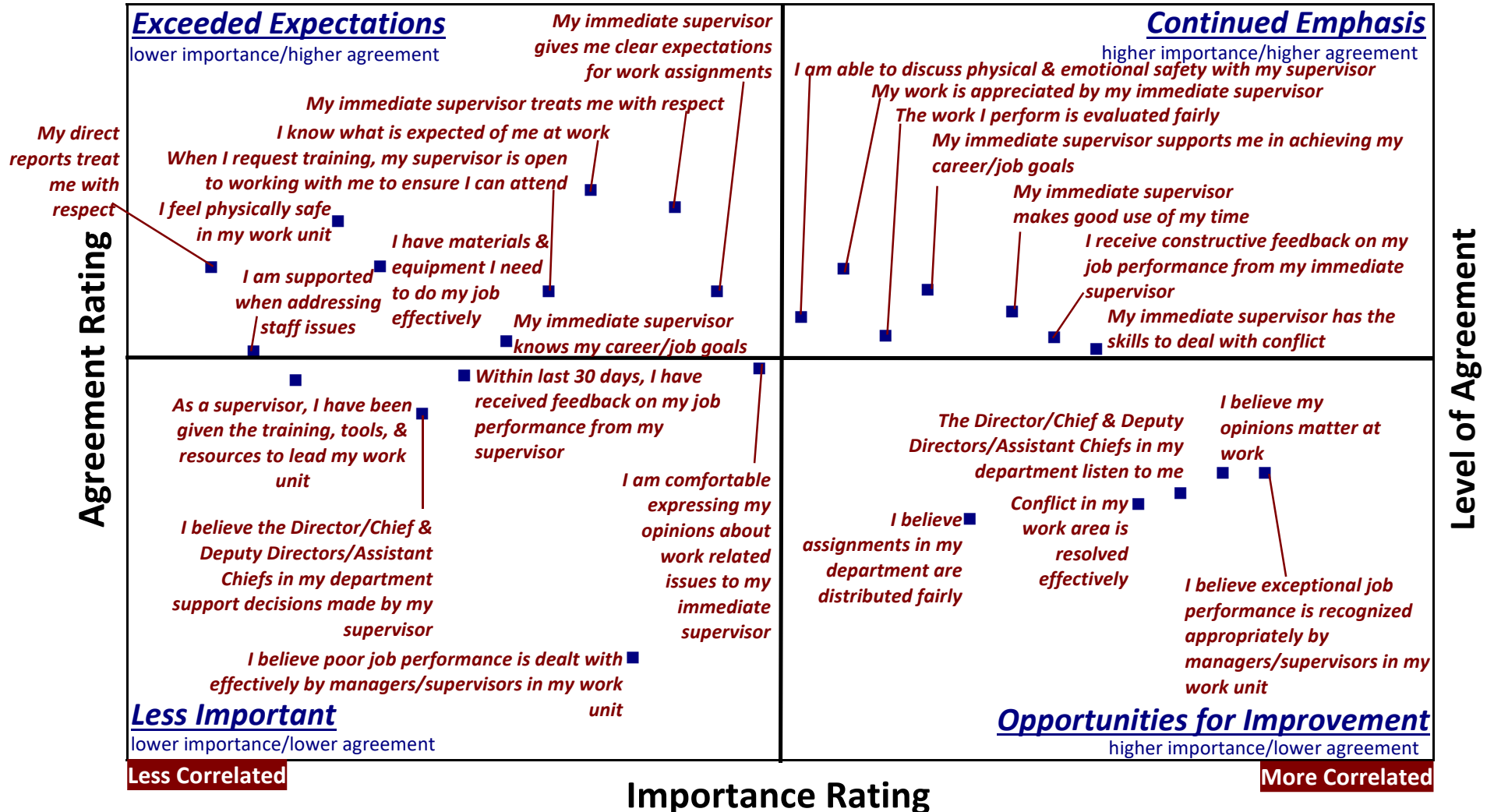
City of Tempe Employee Survey

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 show (y-axis))

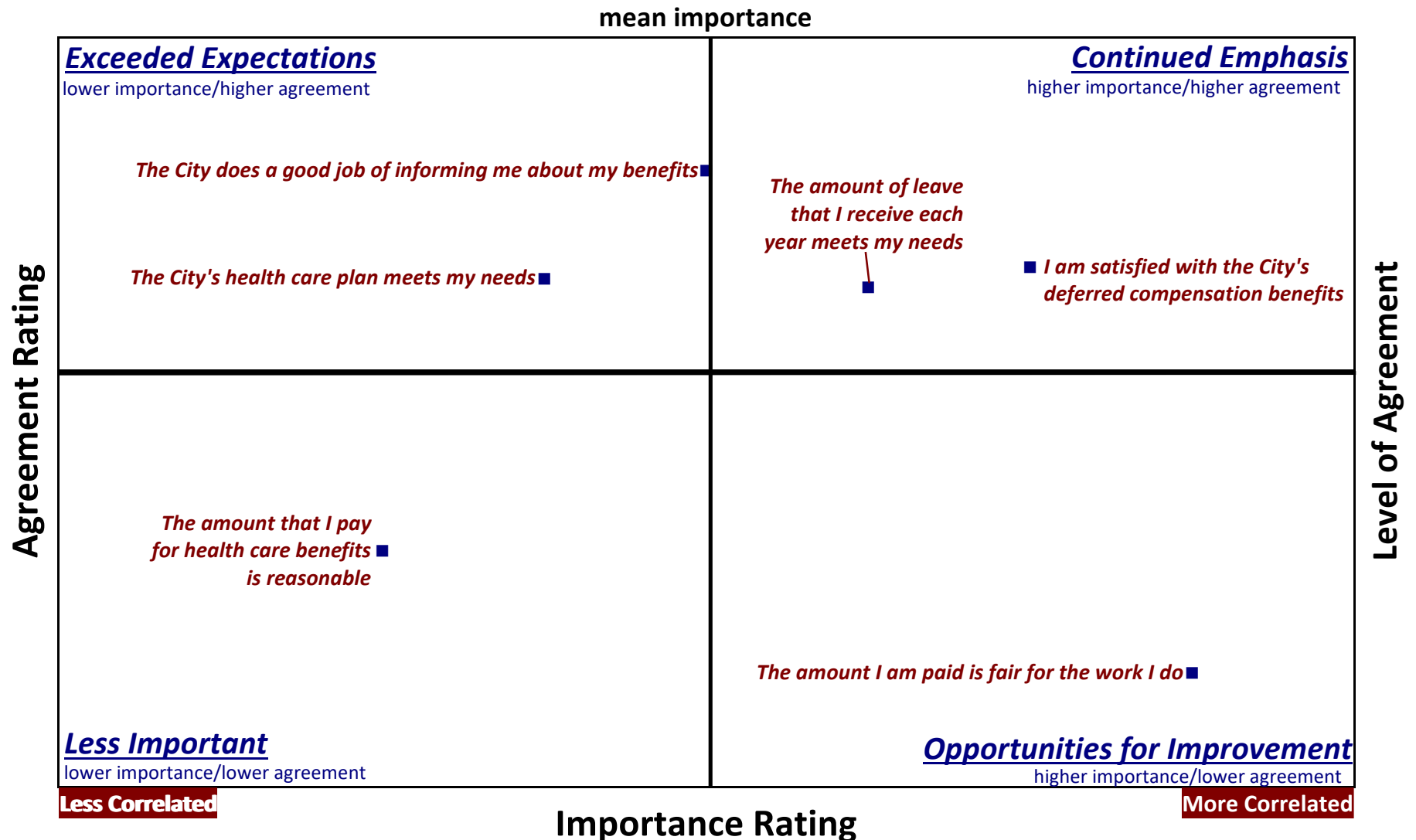
mean importance



Source: ETC Institute (2020)

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 show (y-axis))

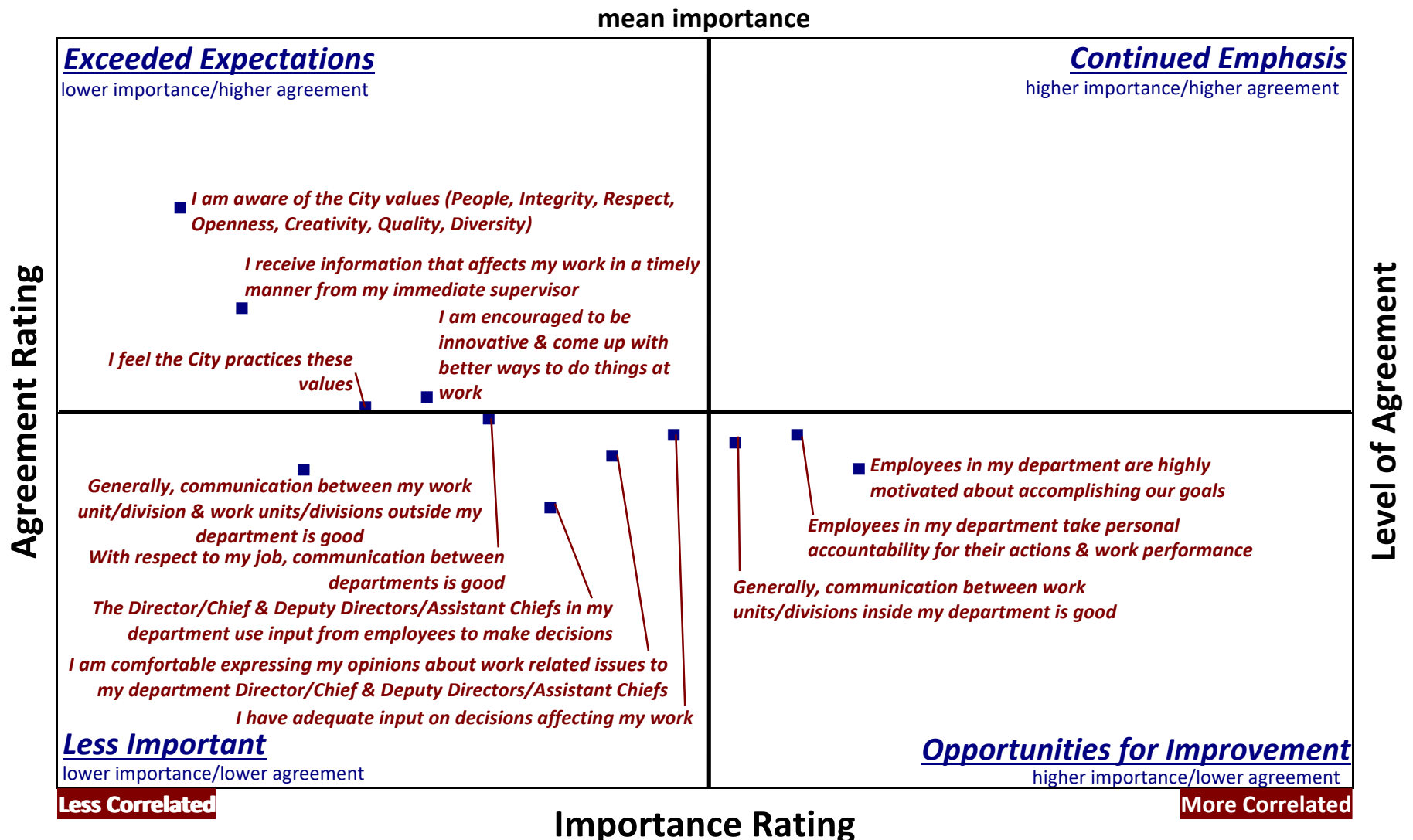


Source: ETC Institute (2020)

City of Tempe Employee Survey Quadrant Priorities Analysis

-Employee Engagement-

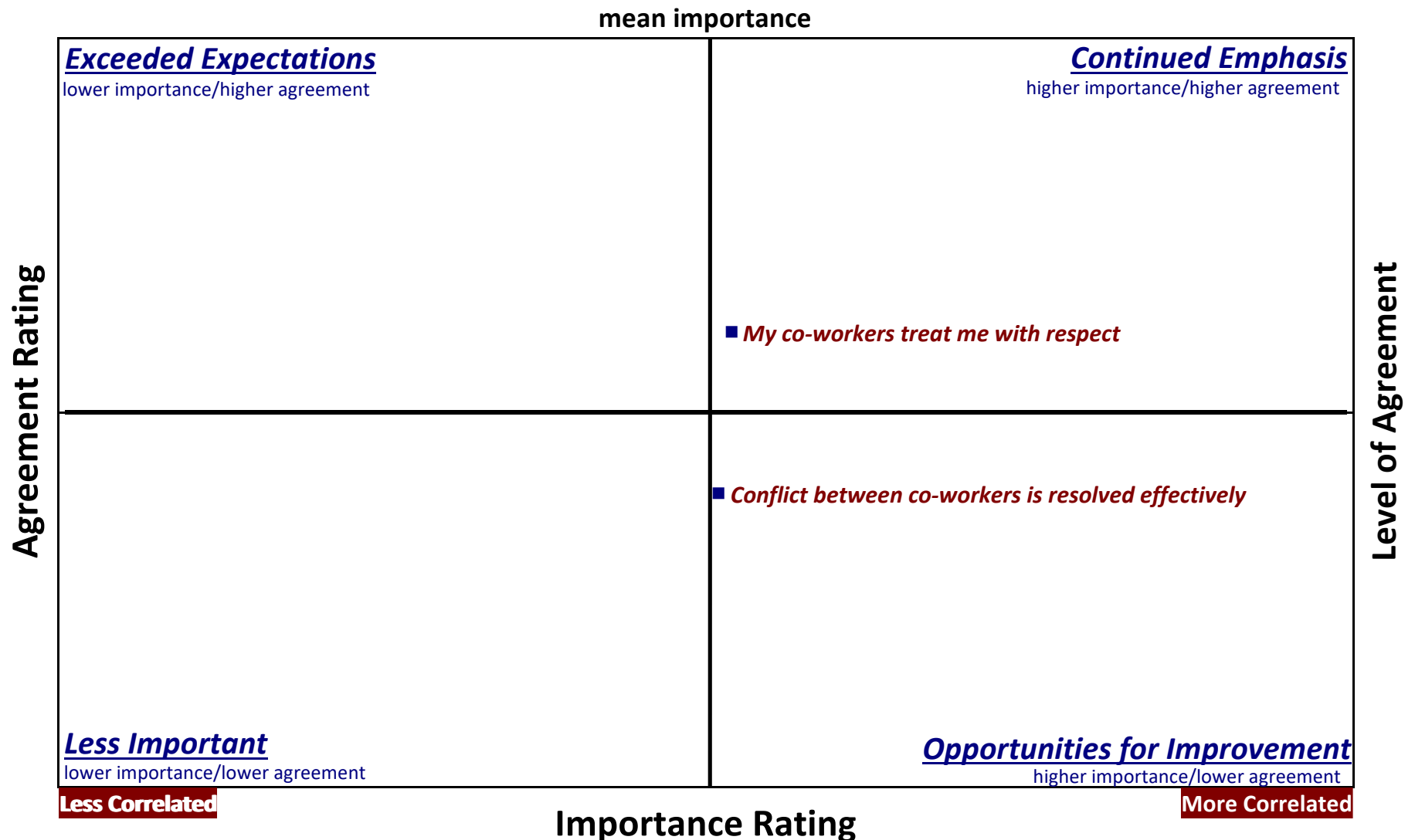
(points on the graph show the level of importance of each item based on the correlation of the item with overall satisfaction (x-axis) and the level of agreement with the statement show (y-axis))



City of Tempe Employee Survey Quadrant Priorities Analysis

-Peer Relationships-

(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 show (y-axis))



Source: ETC Institute (2020)

Section 4

Tabular Data

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q1-1. I receive training to do my job effectively	27.4%	43.1%	16.7%	7.9%	4.1%	0.8%
Q1-2. There is someone at work who encourages my career development	29.1%	33.3%	17.4%	11.2%	7.7%	1.3%
Q1-3. I have been mentored at work	26.0%	28.5%	19.4%	16.9%	7.3%	1.9%
Q1-4. I have received fair consideration for advancement & promotion, when available, within City of Tempe	23.7%	26.3%	23.2%	11.0%	9.9%	5.9%
Q1-5. I am aware of City's educational partnerships, Tempe Professional Development Network, The Mentoring Program, & other programs	29.6%	48.5%	11.7%	5.0%	2.1%	3.2%
Q1-6. City's programs related to professional development & career mobility are useful to me	13.1%	25.0%	36.3%	12.2%	5.5%	7.9%
Q1-7. Overall, I am satisfied with professional development opportunities that are available to me at City	20.3%	32.9%	24.7%	13.5%	4.6%	4.0%

WITHOUT "DON'T KNOW/NA"

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q1-1. I receive training to do my job effectively	27.6%	43.4%	16.8%	8.0%	4.1%
Q1-2. There is someone at work who encourages my career development	29.5%	33.8%	17.7%	11.3%	7.8%
Q1-3. I have been mentored at work	26.5%	29.0%	19.7%	17.3%	7.5%
Q1-4. I have received fair consideration for advancement & promotion, when available, within City of Tempe	25.2%	27.9%	24.7%	11.7%	10.5%
Q1-5. I am aware of City's educational partnerships, Tempe Professional Development Network, The Mentoring Program, & other programs	30.6%	50.1%	12.1%	5.2%	2.1%
Q1-6. City's programs related to professional development & career mobility are useful to me	14.2%	27.2%	39.4%	13.2%	6.0%
Q1-7. Overall, I am satisfied with professional development opportunities that are available to me at City	21.1%	34.3%	25.8%	14.0%	4.8%

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q2-1. City Manager's Office	17.1%	29.4%	31.7%	4.7%	3.2%	14.0%
Q2-2. Strategic Management & Diversity	14.7%	24.9%	35.8%	5.4%	4.2%	15.0%
Q2-3. Human Resources	22.2%	42.2%	21.7%	6.2%	2.4%	5.4%
Q2-4. Information Technology	26.2%	42.2%	17.7%	6.3%	3.5%	4.2%
Q2-5. Risk Management/Worker's Compensation	15.5%	33.8%	30.0%	2.9%	3.1%	14.6%

WITHOUT "DON'T KNOW/NA"

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q2-1. City Manager's Office	19.8%	34.1%	36.8%	5.5%	3.7%
Q2-2. Strategic Management & Diversity	17.3%	29.3%	42.1%	6.3%	5.0%
Q2-3. Human Resources	23.4%	44.6%	22.9%	6.5%	2.6%
Q2-4. Information Technology	27.3%	44.0%	18.5%	6.6%	3.6%
Q2-5. Risk Management/Worker's Compensation	18.2%	39.6%	35.1%	3.5%	3.6%

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q3-1. The wellness program	18.6%	39.2%	22.8%	7.7%	4.1%	7.6%
Q3-2. City mediation services	5.9%	12.8%	36.3%	3.7%	2.6%	38.7%
Q3-3. The Safe Haven process	6.7%	12.2%	33.2%	6.2%	4.5%	37.3%
Q3-4. Tempe Employee View/ Internal Audit reporting program	6.2%	13.3%	35.8%	4.6%	2.3%	37.8%
Q3-5. The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values	25.1%	31.4%	19.0%	8.8%	8.8%	6.8%
Q3-6. My physical work environment (building) is safe, clean, & maintained in good operating order	26.4%	44.7%	12.8%	9.7%	5.1%	1.2%
Q3-7. City supports employees with a disability	20.9%	35.5%	19.2%	1.5%	0.6%	22.2%
Q3-8. Overall, I am satisfied with support that is provided to employees by City of Tempe	21.2%	45.1%	18.3%	8.7%	3.6%	3.1%

WITHOUT "DON'T KNOW/NA"

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q3-1. The wellness program	20.1%	42.4%	24.7%	8.3%	4.4%
Q3-2. City mediation services	9.6%	20.9%	59.2%	6.1%	4.2%
Q3-3. The Safe Haven process	10.6%	19.4%	53.0%	9.8%	7.2%
Q3-4. Tempe Employee View/Internal Audit reporting program	9.9%	21.4%	57.5%	7.4%	3.7%
Q3-5. The Director/Chief & Deputy Directors/ Assistant Chiefs in my department are demonstrating & communicating same values	27.0%	33.7%	20.4%	9.5%	9.5%
Q3-6. My physical work environment (building) is safe, clean, & maintained in good operating order	26.7%	45.3%	13.0%	9.9%	5.2%
Q3-7. City supports employees with a disability	26.9%	45.6%	24.7%	2.0%	0.8%
Q3-8. Overall, I am satisfied with support that is provided to employees by City of Tempe	21.8%	46.6%	18.9%	9.0%	3.7%

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q4-1. My immediate supervisor treats me with respect	54.5%	30.6%	6.7%	4.4%	3.3%	0.5%
Q4-2. I know what is expected of me at work	47.8%	39.0%	5.5%	5.9%	1.3%	0.5%
Q4-3. I have materials & equipment I need to do my job effectively	35.1%	44.0%	9.5%	9.4%	1.4%	0.6%
Q4-4. I am comfortable expressing my opinions about work related issues to my immediate supervisor	44.6%	32.4%	8.2%	7.6%	6.8%	0.4%
Q4-5. I believe my opinions matter at work	30.4%	28.2%	15.3%	12.9%	12.2%	1.0%
Q4-6. My work is appreciated by my immediate supervisor	45.4%	32.7%	10.0%	5.5%	4.6%	1.8%
Q4-7. My immediate supervisor gives me clear expectations for work assignments	40.5%	35.8%	11.5%	6.5%	4.4%	1.3%
Q4-8. My immediate supervisor makes good use of my time	40.1%	33.5%	15.3%	5.0%	4.0%	2.2%
Q4-9. I receive constructive feedback on my job performance from my immediate supervisor	37.8%	34.0%	12.8%	8.7%	5.4%	1.3%
Q4-10. The work I perform is evaluated fairly	36.2%	33.7%	15.6%	7.1%	3.5%	4.0%
Q4-11. My immediate supervisor knows my career/job goals	35.0%	34.5%	12.9%	8.2%	5.4%	4.0%
Q4-12. My immediate supervisor supports me in achieving my career/job goals	37.4%	29.2%	15.9%	8.5%	4.7%	4.2%
Q4-13. Within last 30 days, I have received feedback on my job performance from my supervisor	34.7%	32.1%	11.4%	11.7%	7.1%	3.1%
Q4-14. When I request training, my supervisor is open to working with me to ensure I can attend	41.2%	32.9%	13.7%	5.1%	3.1%	4.0%
Q4-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	25.9%	27.6%	19.6%	10.5%	9.9%	6.5%

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q4-16. I believe the Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	26.4%	33.1%	18.3%	7.8%	5.6%	8.7%
Q4-17. As a supervisor, I am supported when addressing staff issues (if applicable)	15.5%	17.3%	9.0%	2.4%	1.8%	54.0%
Q4-18. As a supervisor, my direct reports treat me with respect	19.4%	16.7%	8.2%	0.8%	0.3%	54.7%
Q4-19. Conflict in my work area is resolved effectively	19.9%	31.8%	19.6%	10.0%	10.8%	7.9%
Q4-20. I believe assignments in my department are distributed fairly	20.4%	30.6%	16.4%	16.2%	9.9%	6.5%
Q4-21. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	23.2%	33.3%	14.9%	11.9%	12.2%	4.5%
Q4-22. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	14.6%	22.9%	19.4%	17.1%	17.8%	8.2%
Q4-23. As a supervisor, I have been given the training, tools, & resources to lead my work unit	15.4%	17.7%	11.3%	2.8%	1.2%	51.7%
Q4-24. I feel physically safe in my work unit	40.9%	40.9%	9.0%	4.7%	1.5%	2.9%
Q4-25. I am able to discuss physical & emotional safety with my supervisor	37.3%	34.4%	12.6%	4.5%	7.2%	4.1%
Q4-26. My immediate supervisor has the skills to deal with conflict	35.5%	32.6%	11.9%	6.5%	8.7%	4.7%
Q4-27. Overall, I am satisfied with the working environment in my department	32.2%	35.8%	13.3%	9.6%	6.5%	2.6%

WITHOUT "DON'T KNOW/NA"

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q4-1. My immediate supervisor treats me with respect	54.8%	30.8%	6.7%	4.4%	3.4%
Q4-2. I know what is expected of me at work	48.1%	39.2%	5.5%	5.9%	1.3%
Q4-3. I have materials & equipment I need to do my job effectively	35.4%	44.3%	9.5%	9.4%	1.4%
Q4-4. I am comfortable expressing my opinions about work related issues to my immediate supervisor	44.8%	32.6%	8.2%	7.6%	6.8%
Q4-5. I believe my opinions matter at work	30.7%	28.5%	15.4%	13.1%	12.3%
Q4-6. My work is appreciated by my immediate supervisor	46.2%	33.3%	10.2%	5.6%	4.7%
Q4-7. My immediate supervisor gives me clear expectations for work assignments	41.0%	36.2%	11.7%	6.6%	4.4%
Q4-8. My immediate supervisor makes good use of my time	41.0%	34.2%	15.6%	5.1%	4.1%
Q4-9. I receive constructive feedback on my job performance from my immediate supervisor	38.3%	34.4%	13.0%	8.8%	5.5%
Q4-10. The work I perform is evaluated fairly	37.7%	35.1%	16.3%	7.3%	3.6%
Q4-11. My immediate supervisor knows my career/job goals	36.4%	35.9%	13.5%	8.5%	5.6%
Q4-12. My immediate supervisor supports me in achieving my career/job goals	39.1%	30.5%	16.6%	8.8%	5.0%
Q4-13. Within last 30 days, I have received feedback on my job performance from my supervisor	35.8%	33.1%	11.8%	12.0%	7.3%
Q4-14. When I request training, my supervisor is open to working with me to ensure I can attend	42.9%	34.3%	14.3%	5.3%	3.2%
Q4-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	27.7%	29.5%	21.0%	11.2%	10.6%
Q4-16. I believe the Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	28.9%	36.2%	20.1%	8.6%	6.2%
Q4-17. As a supervisor, I am supported when addressing staff issues (if applicable)	33.7%	37.6%	19.5%	5.3%	3.9%

WITHOUT "DON'T KNOW/NA"

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q4-18. As a supervisor, my direct reports treat me with respect	42.8%	36.8%	18.1%	1.7%	0.6%
Q4-19. Conflict in my work area is resolved effectively	21.6%	34.5%	21.3%	10.9%	11.7%
Q4-20. I believe assignments in my department are distributed fairly	21.8%	32.8%	17.6%	17.3%	10.6%
Q4-21. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	24.3%	34.9%	15.6%	12.5%	12.8%
Q4-22. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	15.9%	25.0%	21.1%	18.6%	19.4%
Q4-23. As a supervisor, I have been given the training, tools, & resources to lead my work unit	31.8%	36.6%	23.3%	5.8%	2.4%
Q4-24. I feel physically safe in my work unit	42.1%	42.1%	9.2%	4.9%	1.6%
Q4-25. I am able to discuss physical & emotional safety with my supervisor	38.9%	35.8%	13.1%	4.7%	7.5%
Q4-26. My immediate supervisor has the skills to deal with conflict	37.3%	34.2%	12.5%	6.9%	9.2%
Q4-27. Overall, I am satisfied with the working environment in my department	33.0%	36.7%	13.7%	9.9%	6.7%

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q5-1. The City's health care plan meets my needs	24.4%	44.5%	12.3%	7.1%	1.5%	10.3%
Q5-2. The amount that I pay for health care benefits is reasonable	21.9%	39.6%	18.2%	9.9%	2.3%	8.1%
Q5-3. The City does a good job of informing me about my benefits	27.6%	49.2%	13.2%	4.6%	0.6%	4.7%
Q5-4. The amount of leave that I receive each year meets my needs	26.9%	46.8%	10.5%	9.2%	2.9%	3.6%
Q5-5. The amount I am paid is fair for the work I do	22.4%	38.7%	13.3%	14.4%	9.0%	2.2%
Q5-6. I am satisfied with the City's deferred compensation benefits	26.5%	44.1%	14.6%	4.2%	2.2%	8.3%
Q5-7. Overall, I am reasonably compensated in pay & benefits for the work I do	24.9%	42.6%	14.1%	10.8%	5.4%	2.3%

WITHOUT "DON'T KNOW/NA"

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q5-1. The City's health care plan meets my needs	27.1%	49.6%	13.7%	7.9%	1.7%
Q5-2. The amount that I pay for health care benefits is reasonable	23.8%	43.1%	19.8%	10.7%	2.5%
Q5-3. The City does a good job of informing me about my benefits	28.9%	51.7%	13.9%	4.8%	0.7%
Q5-4. The amount of leave that I receive each year meets my needs	27.9%	48.5%	10.9%	9.6%	3.1%
Q5-5. The amount I am paid is fair for the work I do	22.9%	39.6%	13.6%	14.7%	9.2%
Q5-6. I am satisfied with the City's deferred compensation benefits	29.0%	48.1%	15.9%	4.6%	2.4%
Q5-7. Overall, I am reasonably compensated in pay & benefits for the work I do	25.5%	43.6%	14.4%	11.0%	5.5%

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q6-1. I receive information that affects my work in a timely manner from my immediate supervisor	30.9%	42.8%	11.8%	9.6%	3.3%	1.5%
Q6-2. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	25.9%	29.6%	13.7%	16.3%	11.7%	2.8%
Q6-3. Generally, communication between work units/divisions inside my department is good	21.2%	36.0%	15.8%	14.1%	10.4%	2.6%
Q6-4. Generally, communication between my work unit/division & work units/divisions outside my department is good	16.4%	35.1%	23.3%	11.3%	6.7%	7.2%
Q6-5. With respect to my job, communication between departments is good	19.7%	39.9%	20.1%	10.6%	6.4%	3.2%
Q6-6. I have adequate input on decisions affecting my work	21.5%	36.5%	17.2%	13.3%	8.8%	2.6%
Q6-7. The Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	17.2%	29.5%	19.0%	13.6%	12.4%	8.3%
Q6-8. I am encouraged to be innovative & come up with better ways to do things at work	26.0%	36.5%	16.5%	10.5%	7.7%	2.7%
Q6-9. Employees in my department are highly motivated about accomplishing our goals	20.1%	33.7%	22.1%	12.9%	8.1%	3.1%
Q6-10. Employees in my department take personal accountability for their actions & work performance	20.8%	37.3%	18.1%	13.8%	7.3%	2.7%
Q6-11. Overall, I am satisfied with the level of employee engagement in my department	20.6%	37.6%	19.1%	13.7%	6.3%	2.7%

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q6-12. I am aware of the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	39.0%	46.5%	8.3%	3.2%	1.3%	1.7%
Q6-13. I feel the City practices these values	22.7%	38.2%	20.4%	9.2%	6.2%	3.3%

WITHOUT "DON'T KNOW/NA"

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q6-1. I receive information that affects my work in a timely manner from my immediate supervisor	31.4%	43.5%	12.0%	9.8%	3.4%
Q6-2. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	26.6%	30.5%	14.1%	16.8%	12.0%
Q6-3. Generally, communication between work units/divisions inside my department is good	21.7%	37.0%	16.2%	14.5%	10.7%
Q6-4. Generally, communication between my work unit/division & work units/divisions outside my department is good	17.7%	37.8%	25.1%	12.2%	7.2%
Q6-5. With respect to my job, communication between departments is good	20.4%	41.2%	20.8%	11.0%	6.6%
Q6-6. I have adequate input on decisions affecting my work	22.1%	37.5%	17.6%	13.7%	9.1%
Q6-7. The Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	18.7%	32.2%	20.7%	14.8%	13.6%
Q6-8. I am encouraged to be innovative & come up with better ways to do things at work	26.7%	37.5%	17.0%	10.8%	7.9%
Q6-9. Employees in my department are highly motivated about accomplishing our goals	20.8%	34.8%	22.8%	13.4%	8.3%
Q6-10. Employees in my department take personal accountability for their actions & work performance	21.3%	38.3%	18.6%	14.2%	7.5%
Q6-11. Overall, I am satisfied with the level of employee engagement in my department	21.2%	38.6%	19.6%	14.1%	6.5%
Q6-12. I am aware of the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	39.6%	47.3%	8.5%	3.3%	1.3%
Q6-13. I feel the City practices these values	23.5%	39.5%	21.1%	9.5%	6.4%

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q7-1. My co-workers treat me with respect	39.6%	45.8%	7.8%	3.7%	1.7%	1.4%
Q7-2. Conflict between co-workers is resolved effectively	24.4%	39.7%	15.0%	10.0%	6.3%	4.6%
Q7-3. Overall, I am very satisfied with the quality of peer relationships among City employees	30.3%	46.2%	14.1%	4.7%	2.6%	2.2%

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

(N=780)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q7-1. My co-workers treat me with respect	40.2%	46.4%	7.9%	3.8%	1.7%
Q7-2. Conflict between co-workers is resolved effectively	25.5%	41.7%	15.7%	10.5%	6.6%
Q7-3. Overall, I am very satisfied with the quality of peer relationships among City employees	30.9%	47.2%	14.4%	4.8%	2.6%

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

<u>Q8. Are you aware of the Council priorities & City's Strategic Plan</u>	<u>Number</u>	<u>Percent</u>
Yes	474	60.8 %
No	298	38.2 %
Not provided	8	1.0 %
Total	780	100.0 %

WITHOUT "NOT PROVIDED"

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

<u>Q8. Are you aware of the Council priorities & City's Strategic Plan</u>	<u>Number</u>	<u>Percent</u>
Yes	474	61.4 %
No	298	38.6 %
Total	772	100.0 %

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

<u>Q9. Are you proud to work for City of Tempe</u>	<u>Number</u>	<u>Percent</u>
Yes	653	83.7 %
No	32	4.1 %
Don't know	95	12.2 %
Total	780	100.0 %

WITHOUT "DON'T KNOW"

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

<u>Q9. Are you proud to work for City of Tempe</u>	<u>Number</u>	<u>Percent</u>
Yes	653	95.3 %
No	32	4.7 %
Total	685	100.0 %

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

<u>Q10. Overall, how satisfied are you with your current job</u>	<u>Number</u>	<u>Percent</u>
Very satisfied	293	37.6 %
Satisfied	355	45.5 %
Dissatisfied	71	9.1 %
Very dissatisfied	32	4.1 %
Don't know	29	3.7 %
Total	780	100.0 %

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

<u>Q10. Overall, how satisfied are you with your current job</u>	<u>Number</u>	<u>Percent</u>
Very satisfied	293	39.0 %
Satisfied	355	47.3 %
Dissatisfied	71	9.5 %
Very dissatisfied	32	4.3 %
Total	751	100.0 %

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

Q11. How has quality of environment in your work area changed since you started working for City	Number	Percent
Much better	160	20.5 %
Somewhat better	209	26.8 %
Stayed the same	183	23.5 %
Somewhat worse	121	15.5 %
Much worse	81	10.4 %
Don't know	26	3.3 %
Total	780	100.0 %

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

Q11. How has quality of environment in your work area changed since you started working for City	Number	Percent
Much better	160	21.2 %
Somewhat better	209	27.7 %
Stayed the same	183	24.3 %
Somewhat worse	121	16.0 %
Much worse	81	10.7 %
Total	754	100.0 %

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

Q12. Would you recommend City, as a place to work, to a friend or relative	Number	Percent
Yes	598	76.7 %
No	72	9.2 %
Don't know	110	14.1 %
Total	780	100.0 %

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

Q12. Would you recommend City, as a place to work, to a friend or relative	Number	Percent
Yes	598	89.3 %
No	72	10.7 %
Total	670	100.0 %

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

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

	Number	Percent
Yes	488	62.6 %
No	191	24.5 %
Don't know	101	12.9 %
Total	780	100.0 %

WITHOUT "DON'T KNOW"

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

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

	Number	Percent
Yes	488	71.9 %
No	191	28.1 %
Total	679	100.0 %

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

Q14. I would like to finish my public service career with City of Tempe	Number	Percent
Yes	612	78.5 %
No	33	4.2 %
Don't know	135	17.3 %
Total	780	100.0 %

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

Q14. I would like to finish my public service career with City of Tempe	Number	Percent
Yes	612	94.9 %
No	33	5.1 %
Total	645	100.0 %

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

Q15. I have applied for a new position within City in past two years	Number	Percent
Yes	268	34.4 %
No	473	60.6 %
Not provided	39	5.0 %
Total	780	100.0 %

WITHOUT "NOT PROVIDED"

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

Q15. I have applied for a new position within City in past two years	Number	Percent
Yes	268	36.2 %
No	473	63.8 %
Total	741	100.0 %

Q16. Overall, do you think the City has done a good job taking care of its employees during the COVID-19 pandemic?

Q16. Has City done a good job taking care of its employees during COVID-19 pandemic	Number	Percent
Yes	592	75.9 %
No	87	11.2 %
Don't know	101	12.9 %
Total	780	100.0 %

WITHOUT "DON'T KNOW"

Q16. Overall, do you think the City has done a good job taking care of its employees during the COVID-19 pandemic? (without "don't know")

Q16. Has City done a good job taking care of its employees during COVID-19 pandemic	Number	Percent
Yes	592	87.2 %
No	87	12.8 %
Total	679	100.0 %

Q17. Do you have any unmet basic needs at this time? Our CARE7 team is available for confidential assistance.

<u>Q17. Do you have any unmet basic needs at this time</u>	<u>Number</u>	<u>Percent</u>
PPE resources	22	2.8 %
Food	10	1.3 %
Cleaning supplies	18	2.3 %
Medical support	8	1.0 %
Counseling/behavioral health support	21	2.7 %
Disability accommodations	9	1.2 %
Other	14	1.8 %
Total	102	

Q17. Other

1. Air quality is a large concern. Hepa filtration units should be used in buildings to protect staff
2. An effective supervisor.
3. More tech support if we are to stay "work from home." The department has done an outstanding job. Sometimes things fall out of their control.
4. Need help with rent.
5. need new city I.D.
6. Office furniture for those that have to sit at desks for long periods of time. We did get standing desks, which helps. But if you do choose to sit (or get tired of standing) they are quite uncomfortable.
7. Station 2 desperately needs a station therapy dog
8. The City adequately resources it's employees.

Q18. Do you feel the City is currently providing you with the adequate personal protective equipment to ensure your safety during the COVID-19 pandemic?

Q18. Is the City currently providing you with adequate personal protective equipment to ensure your safety during COVID-19 pandemic

	Number	Percent
Yes	627	80.4 %
No	47	6.0 %
Don't know/NA	106	13.6 %
Total	780	100.0 %

WITHOUT "DON'T KNOW/NA"

Q18. Do you feel the City is currently providing you with the adequate personal protective equipment to ensure your safety during the COVID-19 pandemic? (without "don't know/NA")

Q18. Is the City currently providing you with adequate personal protective equipment to ensure your safety during COVID-19 pandemic

	Number	Percent
Yes	627	93.0 %
No	47	7.0 %
Total	674	100.0 %

Q19. Do you feel the City values your work during the COVID-19 pandemic?

<u>Q19. Does City value your work during COVID-19 pandemic</u>	<u>Number</u>	<u>Percent</u>
Yes	564	72.3 %
No	103	13.2 %
Don't know	113	14.5 %
Total	780	100.0 %

WITHOUT "DON'T KNOW"

Q19. Do you feel the City values your work during the COVID-19 pandemic? (without "don't know")

<u>Q19. Does City value your work during COVID-19 pandemic</u>	<u>Number</u>	<u>Percent</u>
Yes	564	84.6 %
No	103	15.4 %
Total	667	100.0 %

Q20. Did your household suffer any of the following setbacks during the COVID-19 pandemic?

Q20. Did your household suffer any following setbacks during COVID-19 pandemic	Number	Percent
Death of a household member	15	1.9 %
Hospitalization of a household member	23	2.9 %
Household member infected & quarantined	56	7.2 %
Forced isolation from household due to job	44	5.6 %
Loss of childcare/dependent care	86	11.0 %
Homeschooling difficulties	171	21.9 %
Household change (family/friends moving in/out)	70	9.0 %
Dwindling food, supplies, & resources	50	6.4 %
Other	61	7.8 %
Total	576	

Q21. Has your financial situation gotten worse as a result of the COVID-19 pandemic?

Q21. Has your financial situation gotten worse as a result of COVID-19 pandemic	Number	Percent
Yes	179	22.9 %
No	533	68.3 %
Don't know	68	8.7 %
Total	780	100.0 %

WITHOUT "DON'T KNOW"**Q21. Has your financial situation gotten worse as a result of the COVID-19 pandemic? (without "don't know")**

Q21. Has your financial situation gotten worse as a result of COVID-19 pandemic	Number	Percent
Yes	179	25.1 %
No	533	74.9 %
Total	712	100.0 %

Q21a. Please indicate how your financial situation has gotten worse as a result of the COVID-19 pandemic.

Q21a. How has your financial situation gotten worse as a result of COVID-19 pandemic	Number	Percent
Job loss in household	65	36.3 %
Projects/contracts postponed	24	13.4 %
Unable to work due to sickness of myself or other(s) in my household	13	7.3 %
Value of stocks/investments down	47	26.3 %
Work hours reduced	43	24.0 %
None of these	42	23.5 %
Total	234	

WITHOUT "NONE OF THESE"**Q21a. Please indicate how your financial situation has gotten worse as a result of the COVID-19 pandemic. (without "none of these")**

Q21a. How has your financial situation gotten worse as a result of COVID-19 pandemic	Number	Percent
Job loss in household	65	47.4 %
Projects/contracts postponed	24	17.5 %
Unable to work due to sickness of myself or other(s) in my household	13	9.5 %
Value of stocks/investments down	47	34.3%
Work hours reduced	43	31.4 %
Total	192	

Q22. Have you or someone in your household filed for unemployment during the COVID-19 pandemic?

Q22. Have you filed for unemployment during COVID-19 pandemic	Number	Percent
Yes	96	12.3 %
No	628	80.5 %
Would like to but cannot access	9	1.2 %
Not provided	47	6.0 %
Total	780	100.0 %

WITHOUT "NOT PROVIDED"

Q22. Have you or someone in your household filed for unemployment during the COVID-19 pandemic? (without "not provided")

Q22. Have you filed for unemployment during COVID-19 pandemic	Number	Percent
Yes	96	13.1 %
No	628	85.7 %
Would like to but cannot access	9	1.2 %
Total	733	100.0 %

Q23. Please rate your level of agreement with the following statement: My level of stress, anxiety, and/or depression is high during this time.

Q23. My level of stress, anxiety, and/or depression is high during this time	Number	Percent
Strongly agree	144	18.5 %
Agree	286	36.7 %
Neutral	182	23.3 %
Disagree	84	10.8 %
Strongly disagree	53	6.8 %
Don't know	31	4.0 %
Total	780	100.0 %

WITHOUT "DON'T KNOW"

Q23. Please rate your level of agreement with the following statement: My level of stress, anxiety, and/or depression is high during this time. (without "don't know")

Q23. My level of stress, anxiety, and/or depression is high during this time	Number	Percent
Strongly agree	144	19.2 %
Agree	286	38.2 %
Neutral	182	24.3 %
Disagree	84	11.2 %
Strongly disagree	53	7.1 %
Total	749	100.0 %

Q24. What are your primary sources of City-specific information about COVID-19?

Q24. What are your primary sources of City-specific information about COVID-19	Number	Percent
Tempe 11 (Cable TV)	28	3.6 %
City websites	454	58.2 %
Water bill newsletter (Tempe Today)	18	2.3 %
City social media (Twitter, Facebook, Instagram, Nextdoor)	142	18.2 %
City videos (on YouTube, City website, social media)	51	6.5 %
TV news	179	22.9 %
Email subscriptions	229	29.4 %
Tempe 311 (by phone, website, mobile app)	24	3.1 %
Radio news	84	10.8 %
Newspapers	86	11.0 %
<u>County, State, and/or Federal agencies</u>	<u>198</u>	<u>25.4 %</u>
Total	1493	

Q25. What gender do you identify with?

<u>Q25. Your gender</u>	<u>Number</u>	<u>Percent</u>
Male	398	51.0 %
Female	262	33.6 %
Non-conforming	5	0.6 %
Prefer not to answer	115	14.7 %
Total	780	100.0 %

WITHOUT "PREFER NOT TO ANSWER"**Q25. What gender do you identify with? (without "prefer not to answer")**

<u>Q25. Your gender</u>	<u>Number</u>	<u>Percent</u>
Male	398	59.8 %
Female	262	39.4 %
Non-conforming	5	0.8 %
Total	665	100.0 %

Q26. What do you feel best describes your race?

Q26. Your race	Number	Percent
White/Anglo	476	61.0 %
Black/African American	29	3.7 %
Asian/Pacific Islander	26	3.3 %
Native American/Alaskan Native	16	2.1 %
Hispanic/Latino	121	15.5 %
Other	13	1.7 %
Prefer not to answer	118	15.1 %
Total	799	

WITHOUT "PREFER NOT TO ANSWER"**Q26. What do you feel best describes your race? (without "prefer not to answer")**

Q26. Your race	Number	Percent
White/Anglo	472	71.3 %
Black/African American	29	4.4 %
Asian/Pacific Islander	26	3.9 %
Native American/Alaskan Native	16	2.4 %
Hispanic/Latino	121	18.3 %
Other	13	2.0 %
Total	677	

Q26-6. Other

Q26-6. Other	Number	Percent
Middle Eastern	3	42.9 %
Bi-racial	2	28.6 %
Mixed White/Hispanic	1	14.3 %
European White	1	14.3 %
Total	7	100.0 %

Q27. In which department do you work?

Q27. In which department do you work	Number	Percent
City Attorney's Office	7	0.9 %
City Court	15	1.9 %
City Manager's Office	20	2.6 %
Community Development	35	4.5 %
Community Services	67	8.6 %
Engineering & Transportation Department	31	4.0 %
Fire Medical Rescue Department	107	13.7 %
Human Services	40	5.1 %
Internal Services	86	11.0 %
Municipal Utilities	123	15.8 %
Police	175	22.4 %
Municipal Budget Office, City Clerk's Office, Strategic Management & Diversity Office, Sustainability Office, Economic Development, or Internal Audit	9	1.2 %
Not provided	65	8.3 %
Total	780	100.0 %

WITHOUT "NOT PROVIDED"**Q27. In which department do you work? (without "not provided")**

Q27. In which department do you work	Number	Percent
City Attorney's Office	7	1.0 %
City Court	15	2.1 %
City Manager's Office	20	2.8 %
Community Development	35	4.9 %
Community Services	67	9.4 %
Engineering & Transportation Department	31	4.3 %
Fire Medical Rescue Department	107	15.0 %
Human Services	40	5.6 %
Internal Services	86	12.0 %
Municipal Utilities	123	17.2 %
Police	175	24.5 %
Municipal Budget Office, City Clerk's Office, Strategic Management & Diversity Office, Sustainability Office, Economic Development, or Internal Audit	9	1.3 %
Total	715	100.0 %

Q28. Which job type BEST describes your position?

<u>Q28. Which job type best describes your position</u>	<u>Number</u>	<u>Percent</u>
Director/Chief or Deputy Director/Assistant Chief	24	3.1 %
Manager	56	7.2 %
Supervisor	156	20.0 %
Non-Supervisor	471	60.4 %
Not provided	73	9.4 %
Total	780	100.0 %

WITHOUT "NOT PROVIDED"**Q28. Which job type BEST describes your position? (without "not provided")**

<u>Q28. Which job type best describes your position</u>	<u>Number</u>	<u>Percent</u>
Director/Chief or Deputy Director/Assistant Chief	24	3.4 %
Manager	56	7.9 %
Supervisor	156	22.1 %
Non-Supervisor	471	66.6 %
Total	707	100.0 %

Q29. How many years have you worked with the City?

Q29. How many years have you worked with City	Number	Percent
1-10 years	348	44.6 %
11-20 years	243	31.2 %
21-30 years	113	14.5 %
31+ years	10	1.3 %
Not provided	66	8.5 %
Total	780	100.0 %

WITHOUT "NOT PROVIDED"**Q29. How many years have you worked with the City? (without "not provided")**

Q29. How many years have you worked with City	Number	Percent
1-10 years	348	48.7 %
11-20 years	243	34.0 %
21-30 years	113	15.8 %
31+ years	10	1.4 %
Total	714	100.0 %

Q30. What is your employment status?

Q30. What is your employment status	Number	Percent
Full-time permanent	715	91.7 %
Part-time permanent	3	0.4 %
Full-time temporary	12	1.5 %
Part-time temporary	18	2.3 %
Contract employee	2	0.3 %
Volunteer	1	0.1 %
Not provided	29	3.7 %
Total	780	100.0 %

WITHOUT "NOT PROVIDED"**Q30. What is your employment status? (without "not provided")**

Q30. What is your employment status	Number	Percent
Full-time permanent	715	95.2 %
Part-time permanent	3	0.4 %
Full-time temporary	12	1.6 %
Part-time temporary	18	2.4 %
Contract employee	2	0.3 %
Volunteer	1	0.1 %
Total	751	100.0 %

Q31. Are you currently a resident of Tempe?

<u>Q31. Are you currently a resident of Tempe</u>	<u>Number</u>	<u>Percent</u>
Yes	136	17.4 %
No	595	76.3 %
Not provided	49	6.3 %
Total	780	100.0 %

WITHOUT "NOT PROVIDED"**Q31. Are you currently a resident of Tempe? (without "not provided")**

<u>Q31. Are you currently a resident of Tempe</u>	<u>Number</u>	<u>Percent</u>
Yes	136	18.6 %
No	595	81.4 %
Total	731	100.0 %

Q32. Do you, or a member of your household, have a disability?

<u>Q32. Do you, or a member of your household, have a disability</u>	<u>Number</u>	<u>Percent</u>
Yes	89	11.4 %
No	644	82.6 %
Not provided	47	6.0 %
Total	780	100.0 %

WITHOUT "NOT PROVIDED"

Q32. Do you, or a member of your household, have a disability? (without "not provided")

<u>Q32. Do you, or a member of your household, have a disability</u>	<u>Number</u>	<u>Percent</u>
Yes	89	12.1 %
No	644	87.9 %
Total	733	100.0 %

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

1. Thank you the tuition reimbursement program.
The question soliciting input regarding TPDN needs to be totally separate from the question re educational partnerships.
I believe career mobility could be improved by formally providing opportunities for employees to shadow other employees working in areas in which they have interest. For years, there has been resistance to shadowing/on the job learning and awareness, however I believe with leadership support and practical planning, we could implement such a program and still be efficient and effective. The mentoring program is valuable but is not designed to provide shadowing/on the job training and is not sufficient to meet the practical needs of employees who want to observe/experience the day to day realities of other positions to which they may aspire.
2. 1) Honor experience and education - I came in with years of experience and master degree but because I was required to start at bottom of pay scale I continually only move up minimum and continually get paid the same as staff with less experience and education.
2) Create opportunities for advancement - My position was created to hire me. I was able to flex up but I have been stuck for the past 5 years. There is no where for me to go unless a new position is created. Why should I be motivated if there is no desire for the city to do that.
3. Accessibility to view classes/ programs with their dates and times right away on the website. Easy sign up.
4. Acknowledge employees who have been left behind while their peers have been advanced without open recruitment.
5. Actually allow for line level employees to be able to have time away from their duties to attend trainings and have money in the budget for it as well.
6. Add training dollars to our work group's budget. I have been here for 15 years and we have never had training dollars.
7. Adopt an environment where all or even more police employees receive advanced training. Currently it seems 10% of the employees receive 95% of the advanced training.
8. Advertise more about mentors? This is the first I'm hearing about it. It is something I had to seek on my own.
9. After the pandemic, allow non-executive and management personnel to go to job related conferences out of the state. Currently, only Executive Management and Managers seem to only go to conferences out of state.
10. All employees that are promoted or considered for promotion should attend or have a certification on how to supervise employees and lead. Employees are promoted without having the skill set to manage, supervise or lead adults in the workforce. Give them the skill set and make it mandatory - whether it be a year's worth of monthly workshops. Everyone that gets promoted thinks they can supervise based on the title but don't have the education or skill set to do so. Overall, doing the city a big dis-service.
11. All of those development and mobility program are not promoted and, in reality, available to the average police employee due to short staffing issues. A PD employee cannot take a day off or multiple days to attend these programs.
12. Allow all employees to rate their direct supervisors and the next level supervisor in order to learn how training and professional development is failing.
13. Allow for it to occur during work hours.
14. Allow for the time. Too often we do not have coverage at work, so we can't attend
15. as a driver I never hear or see any opportunity for advancement
16. As far as career mobility, I've heard from several employees who are very qualified to promote get passed by just because the hiring panel hires friends who seem to be somewhat less qualified. Then those that are passed up on are required to train those who were supposedly better qualified for the job. It's very frustrating for your long time employees who wish to give more to the city but never get a chance.

17. At the PD there are the favorites of the command staff. They get the money for the training. **(Redacted)**. It is glaringly obvious who is in that club. If you are on the outside, good luck. The PD isn't flexible with time off for training when we want to go. Look at the list of people who get to go to trainings, they are the same people year after year.
18. Be fair with training opportunities to all officers
19. Bring back the MPA cohort program with ASU preferably.
20. by actually allowing me to attend professional development instead of the preferred buddy group employees
21. By creating a more consistently open dialogue about career opportunities and developing a PLAN for SUCCESS I feel we would see more staff moving into positions with greater pay and greater satisfaction. In my own experience, many employees would like to move into a different position, but don't want to upset or jeopardize their current position. Scheduling for the City offered trainings and education is challenging with workgroups who are short staffed or work strange shifts.
22. By offering targeted mentoring and improvement opportunities that are more specific and tailored to the needs of the individual employee or small groups with the same needs - (i.e. website posting and online survey creation, uploading and report generation). The general classes are understandably broad and basic making it challenging to gain understanding and achieve a comfort level performing these tasks. An online step by step tutorial with screen shots might be a good start or a mentor with these skills willing to train others.
23. By promoting based on real job experience.
24. Cater the city's employee developmental plan to other departments such as Fire and PD. Seems like the best the city has to offer PD is the Supervisors academy which only about 3 of the classes of the approximate 12 are useful to PD employees wanting to promote
25. Come up with a guide/checklist/source-page/etc... of any and all types of programs, classes, professional development organizations, societies, etc... that employees can sign up for and/or participate in that will help their career development. I don't know how many times I have had people mention as an aside or in a passing conversation such things as (an actual example!!!) "hey, Gateway Community College has this neat program where they have partnered with the Electric League of Arizona to offer specialty electrical classes that are really helpful. "Oh, but they don't advertise them in the college class schedule you just have to be aware of them through business/professional/job related relationships!!! This is the kind of help we need for our career but you only find out about by accident- and not necessarily through someone at the City! Those classes were very helpful in my learning process.
26. Cross train when available
27. Currently there is no upward career path for my position. Management is not supportive in regard to this topic.
28. Currently, due to COVID and it's ramifications, we have been using different technical pathways for meetings, etc. Maybe this could be one of the methods used for some of the partnerships and development programs in the future. Pre COVID, it could be difficult to attend and participate in some of the professional partnership. Giving the option for varied ways and maybe even times of connecting might increase participation and help employees of all departments have the same opportunities.
29. Despite supposed changes in the hiring and promotional practices, there is still a good old boys type of networking going on in Tempe. This is both for and against incumbent employees. Some employees well qualified for promotional opportunities, have been overlooked and not selected, favoring other internal employees who are close with Management members or outside employees are selected when qualified internal candidates are available.
30. Develop programs that truly supports career mobility. The existing mentorship program and professional development programs have no data to support career mobility. There is a false sent that these program will help an employee to get hired. Require hiring supervisors to provide sincere feedback to internal candidates that do not get hired for internal positions.
31. Directors engage with Line level employees more. Open door.
32. Don't require supervisory experience for every job that supervises...how can you ever get it? **(Redacted)**.

33. Due to the Covid Crisis and Social distancing it is very difficult to answer this question since quite a few employees who still physically report to work haven't adapted to online meetings/classes
34. Educational partnerships and education reimbursement that covers up through doctorate degree. Sections on the bridge that have resources for ALL city processes that are important to follow; with on-demand videos and written "cheat sheets" - all in one place to be easily accessed. This is from the most minor to major processes for all levels: resources for admins; boards and commission liaisons; supervisors; deputies; directors. Right now it's hit and miss whether it's on the bridge and all over the place in location and format. Recognize that some professions require regular professional development that occurs through professional associations to keep up on current trends, regulatory requirement, connect to partners. That type of prof. dev. comes at a cost and there needs to be budget for it.
35. Encourage everyone not just few selected one
36. Encourage Management to actually encourage employees to find relevant training classes for their current and future positions and support them if they wish to attend training. This is for both internal and external training.
37. Encourage supervisors to be open to employees participating in these programs.
38. Even with tight budgets, continue to cover membership fees for professional organizations and encourage staff to participate (public speaking opportunities, volunteering, networking, etc.).
39. everyone should earn their promotion.
40. Fair pay, city workers have the reputation for being lazy and in part that because there is no incentive or reward for working hard, weather I (**work hard**) or phone it in I get paid the same. To determine my pay the City does a market study and compares my job to jobs that have no relation to what I do, the city solicits workers with a pay grade/scale but the reality is no matter how hard you work you will never reach top pay, it's very misleading.
41. For entry level employees that are just starting their careers, perhaps create a program discussing career planning and how to work towards specific professions or occupations. Especially if someone wants to stay with the City long-term it might be helpful to have person they can talk to about this or even a written guide tailored to the City and it's future development.
42. Foster and encourage growth and promotion in the departments. We should be advancing workers in their departments. No job with the city should be a dead end from the start. Supervisors should be mentored on how to not show preferential and "good old boy" treatment of employees.
43. Get rid of oral board promotions. An employee's potential cannot and should not be judged on a single 30 minute conversation. No other corporate industry promotes like this. Talent and potential are identified and individuals are promoted based upon the totality of their experience, work ethic, and potential.
44. Get rid of the network that promotes people based on personality as opposed to performance and promotes people based on promises made to retiring supervisors!
45. Have hiring/interview panels that are independent and don't have an agenda
46. Have learning seminars or webinars that explain the various products and programs that the city offers in this area.
47. Have supervisors talk to employees about their career and help guide them toward the right educational or development opportunities.
48. Have yearly or semi-annual symposiums much like the benefits fair.
49. Help employees determine what other positions within the City they may be qualified for and what additional training may be necessary in order to qualify. Supervisors could be more proactive in helping employees work toward being promoted or move within the City to other positions in some manner. Seems like many openings are being given to people who were not previously City employees for unknown reasons
50. Hire leaders and based on performance not how long you have been doing a bad job.
51. Hiring processes are a joke! It's not about what you bring to the table but who they want in the position. Would like to have more diverse learning opportunities. Seems to be the same things repeated.

52. How is someone supposed to have time for any of these issues when positions are cut and service levels remain the same without being cut proportionally?
53. I am a recent hire for the City. The City has provided a lot of opportunities for my development and wellbeing. I am still taking it all in.
54. I am very excited about the program Jeremy King is developing and I look forward to seeing what opportunities emerge.
55. I believe that our profession is under constant scrutiny of public opinion based on facts and opinions that may otherwise have ulterior motives. To maintain transparency and an unbiased opinion, it would be greatly beneficial for members of the council to participate in ride along as to see what a law enforcement officers encounters on a regular basis.
56. I believe the ability to change and upgrade established positions into more focused, higher level, positions would be beneficial. Currently there is not a position for me to move into. I am stuck at this level with only the yearly 3% increase. I have ambitions and would like to take a more focused role. I am told it is not easy to create new positions and if there was one created I would have to apply and may not receive the promotion even if qualified.
57. I can only speak for my neck of the woods but I believe we do an amazing job in my field and I 'm not sure what we could do different.
58. I do agree that the city of Tempe offers professional development/career learning skills. However, none of it matters because of the hiring process in the good old boys network that is utilized for hiring and advancing in the city. I am a college educated person with years of experience in a specified category and have failed to get an interview or even land a job in that department because the jobs are already geared towards employees that are either temporary in that job or are friends of the department supervisor. I have been witness to job openings that have been manipulated to meet who the department supervisor wants to hire. I've also seen on multiple accounts the interview questions magically being distributed to temporary employee/job candidates prior to interviews. The whole entire hiring process since I've been with the City Of Tempe has been one of the most corrupt and frustrating problems. Internal services really needs to look into this especially over the past couple years of hiring in Community Development.
59. I do not feel like where I am at with my current department/division that I am being encouraged to grow and move upward. I am told in regard to this topic that I am "not qualified" on any occasion where I have asked for an increase in pay or any sort of promotion. It does not seem like me growing is a priority. Whether it needs to be or not is not up top me, but it City of Tempe can improve on professional development/career mobility by showing their employees that it is actually a priority and not just something people talk about for show.
60. I do not know except keep going along as you are and make improvements as you see it.
61. I don't really feel supported in my immediate workplace for advancement or career opportunities. The mentor program is great for interdepartmental relationships, but when it comes to actual advancement, there seems to be very little support internally within departments.
62. I feel as though the employees within the "sworn" side could do more mentorships and shadowing. It currently feels as though upper management and command staff "pick and choose" who they want to succeed, receive mentorships and advance in their careers. It is tantamount to a "GOOD OLE BOYS CLUB" where race is involved.
63. I feel that people there is not enough coverage for people to attend advancement training in my work group. Some people get to go to certain training because the are a "favorite" or have supervisor who works with them to get the extra training they want. Other supervisors do not go out of their way to make it happen, and just say sorry, we can't spare you to have the time off for this or that training. It is very inconsistent and again, a lot of favoritism.
64. I feel that the career mobility of individuals is sacrificed to a perceived fear of disrupting organizational stability.
65. I have expressed interest in the Certified Public Manager's class, recommended to me by the City Manager. **(Redacted)**. I have heard nothing for several months.

66. I practically have to beg for job-related training and recertification. My supervisors have never encouraged my career development or asked about my career development goals, even though I bring this up on the Employee Survey each year. There is discontent for TPDN in my workgroup due to the amount of time employees dedicate to it. A more robust and up-to-date tuition assistance program would greatly influence career development; specifically graduate school assistance.
67. I really like my position and I'm pretty comfortable in it. I get to work directly with the community, which I feel provides some of the most impact. It has mild leadership but it's not supervisory. It would be nice to have more opportunities for how to improve and expand skill sets for our current positions (no matter the level) rather than constantly focusing on moving up and the high end positions. I feel kind of left out.
68. I think it would be nice for an organization such as the City of Tempe, if the availability for a Temp position to become FTE was more frequent. I believe a Temp working for one or more years shows something and it only helps the organization. These Temps are working mostly as an opportunity to begin a career with COT. Of course, it's cheaper to hire a Temp vs a FTE and only certain positions are ranked high in the Budget Supplemental process, while others probably aren't even listed, but what good is infrastructure and other BIG Budget items, without PEOPLE. Yes, there's the HR and political processes involved and everyone can't get what they want, but I really thought COT, mostly because it's a smaller City, would offer such opportunities....
69. I think teaching a back up employee the basic parts of one's job is critical because when people leave the organization there is often a void of information to try to figure out what tasks a position might entail. Some people do this to help with vacation coverage etc. but not enough and we are could the benefit of learning new skills from these valuable employees not only for coverage but also for promotion to the vacated position.
70. I think Tempe does great. But they could offer more diverse trainings. Or maybe have different departments shadow each other so we understand what everyone does and feel more comfortable reaching out if we need to.
71. I think that a better job needs to be done with the hiring of the managers within the Tempe Organization and you can begin with "Information Technology". A person technical skills do not make them good leaders or managers.
72. I think the City is moving in the right direction. The previous educational partnership was difficult due to the lack of assistance from the City representative at the time. When working directly with NAU issues were resolved quickly. When our City Rep moved from HR to Diversity we all felt like that person had no time for us.
73. I think the City of Tempe does an absolutely terrific job to improve professional development and career mobility. It is one of the best that I have seen, and it's a privilege to have it available to us as staff. The biggest challenge would be for me to take more advantage of it as soon as life provides me the opportunity for extra training.
74. I understand Covid has halted training overall, but we did need employee development classes. Ethics, team work and team building, professional behavior...etc...
75. I understand it's difficult during this time with Covid. However I think more and better training could take place for achieving our certifications.
76. I was unaware of this program.
77. I wish there were more part-time advancement opportunities available in the city for those of us juggling children and a spouse that works outside of the home. Trainings held in different and more convenient locations would be helpful as well.
78. I work with the frontload, rearload, and sideload drivers. I don't know what they're interest is in leadership or moving to other roles in the city, but I think there needs to be lead training available for drivers/operators in the same way comp sci classes exist. I also think it needs to be clear that they can take classes during work hours; there would need to be limits so the trash is still picked up each day, but 2-3 drivers/day in training wouldn't hurt too much.

79. If actual promotions were an option, I think staff would be more inclined to review "educational partnerships" and question #4 doesn't make sense because no one gets "promoted" when we have to apply for any job that becomes available instead of getting the position based on job performance and not having to go through the entire interview process within ones department.
80. If an employee was able to take advance education in a field of study that is not related to their position or future city position would be appreciated. For example, if I wanted to obtain a veterinary degree for an after retirement position and use my current educational benefits it would be helpful but right now we are unable to do that.
81. If the city is unable to offer full assistance in taking a class or attending a conference, it would be nice for a partial payment or the option if the employee pays for the conference, to count it as a working day. Continue the TPDN program. It is excellent!
82. If you are not part of the UNION, these are costly and hard to attend. If I can not afford union dues - how do I afford to be apart of these classes??
83. I'm sure they are amazing programs for employees starting their careers and hoping to move up. I retired, after 32 years, as a Probation Officer with the Maricopa County Adult Probation Department. I am working two days a week at Tempe Human Services to keep my skills up and continue to contribute my knowledge and experiences.
84. Improvement could be made by partnering with other east valley municipalities for training in various areas.
85. In many resident facing operations, it is very difficult for the employees to attend events, trainings, and meetings. Early morning trainings and meetings and many times Fridays would be ideal days for these events.
86. In my department we run staffing levels so thin, there isn't the time for employees to participate effectively in mentorship programs.
87. Increase the annual tuition reimbursement amount and allow reimbursement for aspirational courses, as opposed to just courses strictly related to an employee's current job / career path.
88. Increase training and membership budgets.
89. Increase tuition reimbursement
90. Individual departments need to be held accountable by the City. I am sure that other departments may do better or worst, it is inconsistent at best.
91. It could be helpful to have training related to departments and specific training that could assist in moving to a new department.
92. It is not always clear what (and if) opportunities are available for part-time employees.
93. It is well known that when there are job openings for internal applicants, a majority of the time there is already a candidate that has the job in the bag. The application and the interview process is all just formality and the person who has already been "chosen" will receive the position even if they did not perform well during the hiring process. This is disheartening.
94. It seems certain people are selected for training and positions. It would be nice if those opportunities were available for everyone.
95. it seems that when there is a promotional opportunity - anyone who may have a shot at the promotion is caught off guard and NOT actually "groomed" for the opening.
moreover - it's a waste of time to all of the hopeful applicants when management already has someone in mind for the open position/promotional opportunity.
and, when there are so many managers on a panel, they influence the decision of the person who actually manages that position.
96. It would be great to have courses that are geared more towards public safety leadership or programs that will accommodate our 24 hour shifts. Most of the current courses are focused on office settings and public safety settings.
97. I've interviewed six times for promotions within the City. All six times an outside candidate with less experience was selected. So, how about you promote from within? That would be a great place to start.
98. Keep offering more training.

99. Less on-line training, more in person training
100. Let employees know of possible career paths and encouraging employees and helping them to achieve their goals.
101. Make it accessible / encouraged to all employees not just supervisors and above.
102. make it fair
103. Make professional development partnerships and programs more accessible to employees who are below the coordinator level (assistants, specialists, part-time, and temporary employees).
104. Make promotional opportunities correlate to the training / professional development opportunities provided by the City. Currently, an employee could actively participate in ALL of these and it would not translate to qualification for ANY job posting. There is no correlation. Therefore, outside of any implicit value the employee derives from the experience, these are professional development programs in name only and don't provide career advancement. This comment is not intended to be harsh, merely objective analysis of the situation.
105. Make them available to employees on at all levels. Many workers within the City are not able to take advantage of the classes or cannot take time away from their jobs
106. Make trainings more readily available and advertised.
107. Management should start by valuing long tenured employees and approaching them with advancement or promotional opportunities instead of overlooking them by valuing temporary contracted, non-benefited employees and using city resources to pay for temporary contracted, non-benefited employees to attend conferences, seminars, etc. Unfortunately, it's our own peers that motives and encourages me to pursue my career development.
108. Maybe advertise more. I get emails about the Professional Development Network frequently, but I've never heard of the mentoring program.
109. more areas for advancement or lateral movements. stop eliminating needed positions
110. More budget within departments for job-specific training.
111. More flexible options would help those who may not have the availability to attend during regular business hours.
112. more information on a career field that pertains to me industry
113. More information to all the employees about the programs
114. More opportunities/bumps in pay for those who are advancing their education (MPA.MBA programs)
115. More training classes in management, project management, computer applications and ability to attend conferences that will allow employees to learn from others in their industry.
116. More training on Ipads and charting of ems calls.
117. My work group in communications it is so understaffed getting to go to any type of training outside of communications is impossible. Also the advancement opportunities are really limited to shift supervisor or bureau manager.
118. non shift opportunities for members who aren't injured and aren't Company officer level would allow some members to continue careers in some cases
119. Offer an undergraduate educational partnership like you have in the past.
120. Offer coordinated MPA program for City employees. I believe you have done that in the past, just don't know the status of current programs. More communication of these programs to employees. We get lots of info on TPDN but don't see much else. Also, clear, dedicated funds for professional development. Some departments seem to offer much more of it than others. Should be more equal across the board.
121. Offer more advancement for employees in entry level jobs help current employees advance in the system by either offering courses for certifications for higher paying careers within the city
122. Offer more classes or make it easier for employees to advance and move up from entry level jobs.
123. Offer more opportunities for career building (resume reviewing, career coaching). Also promote the skills classes currently offered better (excel classes, PowerPoint, etc.).

124. Offer more productive and useful coursework - not just in the City, but opportunities to meet and train with like-minded employees from other municipalities and public-sector organizations.
125. Offer professional development and education programs during times outside of the work day
126. Offers job shadowing programs
127. On the Job Training
128. Opportunities for field workers, those who work outside the traditional work day schedule, and those whose jobs have limited to no time available to gain basic skills or professional skills miss so they don't miss out on what the city offers for professional development.
129. Our Department does a good job promoting development and training but it does not carry over with the rest of the City. There is no where for employees to go if they are interested in a job to learn about what they need to get there. The mentor program could provide me assistance to mentors as well.
130. Our management doesn't push or provide information regarding these programs. You have to take it upon yourself to get involved. I have completed, the Supervisor Academy, and the Mentor Program. I would like to be more involved with the TPDN. However, the management doesn't allow me time to get involved or attend the seminars during work hours. It's difficult to be involved in any of these programs due to our work schedules. Perhaps Tempe could make it more accommodating for employees to have involvement and be engaged.
131. Overall, Tempe is a great employer and agency to work for, but groups within groups form cliques and that leads to not always accurate perceptions that can hurt people.
132. Partner with industry leaders in technology to help train staff on new technologies and their use.
133. People are stuck in classifications until someone retires and eventually frees up higher position. This results in many people being stuck in entry level positions for significantly long periods of time. The compensation is based upon classification but not based on years of experience, training, certifications, education, etc. The system rewards stagnation and discourages hard work because there is no reward for doing work above your classification. Secondly, the organization is too focused on hierarchy. This results in people at the lower ends of the hierarchy not having outlets to provide innovations to the city, and sometimes the details of topics gets messed up as the communication passes its way up the hierarchy. When you are at the lower ends of the hierarchy and are more educated on the topic than the people above you, this can be frustrating to watch it unfold and leads to apathy. Lastly, there are many people that are eligible for retirement but are not retiring. While we are in this current economic recession, it would be a good time for the city to offer these people a retirement buy out to get them off the books and provide upward mobility for people that are below them in the hierarchy.
134. People within the City are at different points in their career path and also headed in a variety of directions. It is easier to find ways to mentor and provide training and support for people earlier in their career rather than later. A way of working with employees individually on determining a growth path and assisting them would be wonderful. Most people can tell you ways they want to improve or new things they want to learn. It takes an invested and caring manager and supervisor to move this along. How is the City ensuring that this is happening across all departments and sections within the City? How are managers being held accountable for this very important part of their role?
135. Per resiliency training content, there should be k9 therapy dogs at every station to decompress from PTSD inducing calls. There is no career mobility for the civilian paramedics and EMT's. Great place to work though.
136. Perhaps create online platforms and/or webinars that employees can attend instead of in person events as some employees work challenging schedules which may conflict with the standard 8am-5pm Mon-Friday schedule.
137. Permit time to attend training.
138. Plenty of professional development but no career mobility to put any of it to use.

139. Police Department Sergeant testing process is a mystery for applicants. Even though the training unit hosts a pre-test meeting, it seems the only way to prepare for the test is to have been involved in the development of the test. I found out after taking the test that I did not move forward because of small things like not demanding that I be addressed as "Sergeant" when a test proctor referred to me by my name. The requirements for the test and the requirements for the position seem to be two different things. The test should be relevant and applicants should be allowed to know more about what will be on the test. Certain applicants were involved in the development of the test, others were not. This is not fair.
140. Practice what we preach in hiring based on competence and fit rather than years of service, complaining or to whom the candidate is associated at the executive level.
141. Primarily it would be nice to be aware of all of the development options for employees. I have known about the TPDN, and have attended a few talks, however I do not know of programs beyond that. Perhaps a newsletter that reviews all of these resources available to Tempe employees. Also, as a part time employee, it is sometimes difficult to know what services are available to me, and therefore I may miss some opportunities because I assume they are for full time only.
142. Professional development seems to cater to only one type of employee.
143. Properly staff departments to insure sufficient shift coverage to allow staff to take advantage of training opportunities
Remove co-workers and supervisors from interview process for advancement opportunities. They would still have final authority over who they hire
Give staff greater ability to directly address mis-perceptions and REQUIRE management staff to pursue such clarifications (because perception IS NOT reality)
Require explicit explanations for why qualified staff are passed over for promotion before hiring from outside, and provide opportunity for staff to address and/or redress those issues
(Redacted).
144. Provide an easier process for approving training. Approve more out of state training if not available within Maricopa County.
145. Provide funding for training equally among divisions and staff.
146. Provide more law enforcement training opportunities. With the new budget cuts, we are no longer provided with the same training opportunities. For new officers, that makes a huge difference.
147. Provide more temporary assignments to allow people to train on the job before applying for the position. This opportunity is inconsistent throughout the city
148. PROVIDE MORE TRAININGS
149. Put an end to preferential discretionary "advancement" practices used during promotional processes and special assignment position selection boards. The good ole boy/girl system is still very alive. Peer reviews and 360' evaluations would help level the playing field and ensure the most qualified advance and are placed in assignments.
150. Put more emphasis on people's skills, knowledge, education and training when hiring.
151. Restructure to accommodate supervisory development opportunities to line staff.
152. Send out more frequent email reminders of the City's programs related to professional development and career mobility, such as educational partnerships, Tempe Professional Development Network, etc.
153. sharing experiences, ideas and motivating them.
154. Simplify promotional testing processes.
155. Staff the water treatment facilities correctly so that employees can receive the same amount of professional development opportunities as every other City of Tempe employee. We are always so short staffed to operate and maintain an aging facility that opportunities are not available to us.
156. Start hiring from within
157. Start promoting fairly, stop placing people based on favoritism. Too many people are promoted without the skills to do the job.
158. Start the cohort masters degree.
159. Stop favoritism within the departments. Make testing processes fair across the board

160. Stop promoting "favorites" that have group think that are not qualified for their specialty assignments,and by-passing those who think outside the box. Start the 5 year rotation policy again to cross train people.
161. Stop reducing operational budgets. It causes employee's to leave, thus putting a greater strain on employees.
162. Supervisor Academy should be available to all employees, and not just Supervisors. The skills that would be learned will also aid non-Supervisors by improving communication amongst team members and give a greater understanding of the environment in which the Supervisors must operate, which should improve team cohesion and potentially reduce the frustrations that inevitably arise between line-level employees and their bosses.
163. supervisors send emails
164. Technical training is more important than ever and will impact the workplace more and more as the years go by. My response is in the form of a question: How can we truly ENCOURAGE and get employees this training that will help their careers more than anything. Listing or emailing classes doesn't seem to do it - either it's supervisors making it difficult to attend (doubtful) or employees not recognizing these terrific opportunities.
165. The city does not offer development mobility within the police department. Most of the professional development/career mobility is geared towards civil jobs.
166. The city needs to recognize that there are long-term employees in senior management who are picking winners and losers when it comes to career mobility and professional advancement. These few employees talk the talk of inclusion, diversity and equity but do little of the walking. Tempe will never advance beyond where it is today if these are the only voices heard.
167. The city needs to remember that it is a 24/7 entity. The city has and utilizes the technology to video conference & video record some of its training. It would be helpful to have a number of our programs presented in an electronic format.
168. The city of tempe human resource department, deputies and managers should value the educational success that employees achieve during their employment and this should be considered when promotional opportunities arise. It seems to many times employees are undervalued for these opportunities because of favoritism in the hiring process. The way to improve career mobility is to put a higher value on the educational achievements our city staff accomplish so they can use those values for promotional opportunities within the city.
169. The City should consider what your position is and where you want to be in the city. And then develop a plan around each of the positions. They have plans for people who want to be managers however if you want to move from say Parks and Recreation area to a building inspector where would one start. There needs to be more attention to the individuals that would like to be in another department but don't know how to move.
170. The city should offer more opportunities for employees to receive training at conferences and programs outside of the city that are specific to their field and important for their networking and long-term career growth. Something like a pool of funds for travel stipends and conference fees that employees can apply to that are not selected by division leaders as the system thus far where division leaders determine what people can and cannot attend has led to leaving certain work groups out of growth opportunities. The city does not offer any current opportunities for me to learn and advance within my specific field, and my division does not provide opportunities for funding for many employees to attend conferences and professional development training outside of city programs. I have been able to attend conferences and trainings only because I applied and received scholarships, but still ended up paying quite a bit out of pocket as the scholarships did not cover the full program and/or travel expenses.
171. The existing career development programs are:
 - a) too general as to be useless. I understand that the city cannot cater to all specific job duties but as an IT professional TPDN is useless. I find it to be less of a headache paying for professional courses on my own dime than request career assistance from management.
 - b) not applicable unless a position has opened up and/or you have been promoted to a different classification (e.g. employee to supervisor). What use is a supervisor training class to me if I'd like to be a supervisor but I'm having to wait 25 years for my immediate superior to retire in order to vacate their position?

172. The police department could start by having a rotation policy in special assignments. There are certain officers/detectives that have been in special assignments for well over 10 years. That does not help other officers develop in different fields because there isn't the opportunities. Also, the testing process is not fair. It's widely known department wide that some individuals have been given positions or special assignments without testing. Sometimes, positions are awarded to individuals when they were clearly tied with another person. I feel as though the testing process within the police department is unfair and subjective in many cases. When testing processes can be skewed by whoever is grading or scoring it is not a fair process.
173. The testing system in PD is not consistent among all the areas.
174. The type of development and ongoing education I need is not offered by the city. Employees in certain professions (engineering, planning, architecture, landscape architecture, sustainability, law) need to stay up-to-date in their specialty fields. Continuing education credits are required. The city does not provide sufficient support for travel to conferences or special training. CEU training can now be found online, but there is a cost for the training that the city does not support. It would be helpful if we could be reimbursed for maintaining our credentials and improving our professional service to the city.
175. the wrong person in a critical role stops professional progression. there is no training startup in certain roles. vague expectations and undefined specifics lead to leaders dumping everything that sounds like it is you on you without communication or consult. do it or else is no way to do good work. I am professional, now listen to my advice. don't make me laugh at you for failing because I told you the outcome if you persist. what kind of team growth is that? it makes us inefficient professionally. I stay in my lane because it's what I am best in. don't get in my lane and expect a positive result if you play at my role then make me clean up your ridiculousness. come in with a degree of humility and I will bend over backwards to assist you in learning. don't steal the wheel and attempt to face the hurricane on my ship and then ask me why I put the reef there for you to hit.
176. There are departments in the City that are regularly short staffed, so the opportunity to take classes, attend any functions outside of the office is not possible. Retirement programs, lunch workshops, health fairs, all of it is not always possible.
177. There are some areas where I feel strongly prepared for my position and role and others I don't. More training on Accounting, Financial related tasks would be a benefit especially as many tasks were once supported by admin staff are now tasked to supervisors in our work group. Often times guides posted on SharePoint are outdated. Currently there is no succession planning or career development planning in our work group. Something that is a missed mark with many City employees being close to retirement- also is a great motivator for staff. Any mentoring I have received has been what I have sought on my own from outside workplace for my professional development. No organic mentoring , supportive coaching. Mentoring I've seen but have not experienced directly is related to City's Mentoring program within SMDO.
178. There has been no training for my position and it has been left up to me to find things on my own. My supervisor has no background in my job duties which makes trying to get resolutions to problems that I encounter difficult. I have tried to implement procedures in my daily duties that I should be doing and protects the City but I cannot get any support from management. Furthermore I have been assigned tasks that are more suited for other departments and I do not get any training nor materials to assist me with these tasks. It is left up to me to reach out to staff with other municipalities for direction on tasks. I also feel that my position is not respected by upper management. I have suggested that our department needs to have a real manager who is experienced in the tasks in which I'm assigned but I have been told that is not going to happen. Also, I am unable to complete all tasks assigned to me because of lack of staff. The City needs to invest in hiring individuals who are experienced in the job for which they are being hired and stop promoting within because internal candidates are not always the best candidates.
179. There have been positions that should have been filled by our department staff. We had a Supervisor position-9 internals met min qualifications. Narrowed to 3 and then they were all passed over. To me that was telling 9 future leaders in this department that they weren't good enough to promote. How do you think those 9 people feel about that? What message is that sending?

180. There is as significant gap of knowledge between team members, staff which has been here for long time has topped developing their skills long time ago. Maintaining current certification in the industry is crucial to keep developing skills and maintain current level of knowledge. Staff must have a incentive to seek professional development.
181. There is no professional development within the Fire Department at all. You are expected to go out and find it on your own which is ok only because the standards are abysmally nonexistent. Everything you do is looked at with suspicion.
182. There is not a culture that encourages staff to take advantage of the opportunities available. Also, the kind of PD that would be useful or needed for my job is very specific and technical, which is not available.
183. There is not a lot of encouragement to apply for internal jobs. I've never been encouraged to apply for jobs.
184. There should be clear professional pathways for employees so that opportunities are available for all to advance. In my position there is very little opportunity to advance and no clear way to move forward. Promotion from within should be encouraged and those interested in promoting should have steps that can be accomplished to reach that promotion.
185. There should be more upward movement opportunities within the forensics department, similar to what other similarly sized agencies have established. A level 2 position, as well as a senior position or technical lead. This would provide opportunities for those within the forensic services unit to work towards.
186. They don't help with career mobility. I have taken advantage of all the training/education the city has to offer. I have been passed over by people who have nothing more than a high school diploma and have take no training during their time at the city.
187. This was discussed the last survey, but more employees requested a masters program cohort last time. A lower level education cohort was selected instead of a masters program. There have been opportunities for internal training and classes, but generally they are not really trainings to they don't really improve employees skill sets, they are more of informational sessions. In addition, those classes and whether someone participates rarely if ever are part of the consideration of career advancement or mobility.
188. Tie performance to raises, so competent people get promoted.
189. Track it better
190. Training and access to classes for all employees.
191. training employees for the possibility of openings where you are.
192. Training for good old boy networks still exist unfortunately.
Training for more diversity in management; need for more females and minorities given a chance in those positions.
193. Training on interview skills. Required training for all employees at different levels of their career. Expanded Prepaid tuition opportunities (educational partnerships). Online training options. Focus on values. Process to set goals and align with Performance measures.
194. Unable to go to training unless it's mandatory or if you're a favorite of the command staff. Don't understand why some positions got cut or frozen in the PD when they are actually doing good work and doing good for the city and the well being of it's citizens. Don't understand why there was no committee to go over the potential spots to be cut or frozen and why it was only the chief and one other person.
195. Unfortunately, I think career mobility depends on and is affected by the supervisor/management in the work group. While the City may intend for managers to support the prof dev and mobility of employees, there's really nothing in place to hold supervisors accountable for it. My manager allows employees to take any City pd classes they choose, but there's no follow up or direction. In my time in my work group, I've never received a performance review which is when conversations about mobility and advancement normally take place.
196. Unfortunately, I've heard repeatedly over the years due to staffing, budget or wait & see (then missing sign-up deadline) I've not been able to attend and missed out on several training opportunities that I've inquired about. Then I am told to ask again the next time it comes around. They don't like you to sign up & get denied, they want you to ask & wait & see. Then you get turned down later. I'm a 1st line Supervisor, and believe the request for training should go thru the City's training Dept. (TLC) or H.R. Dept., and approval should also be sent thru the employees chain of command.

197. We don't have enough mentors, and when professional staff report to commissioned personnel the advise or mentoring is not appropriate but they make it fit.
198. We need to look at the interviewing process. It's broken. By not allowing any existing knowledge of an employee's skills or allowing interviewers to ask more probing questions, you are making the process ripe for passing over qualified internal candidates in favor of external candidates who are willing to embellish their skills. The interview shouldn't be the most difficult part of a job.
199. well, everything is online now. (COVID)
200. When advancement positions are created or exist keep them open to all qualified applicants. Do not set them aside because of budget considerations or objections that too many people are qualified for the positions.
201. When applying for internal positions, if we do not make it past a step, could the status of the application be changed to "not eligible" instead of staying at submitted.
202. Wished this platform was promoted on quarterly or bi-monthly basis. Unfortunately, I have worked for the city for 11 years part-time and have applied for at least 3 positions in the city and only interviewed for 1. Thankfully, I had a full time job outside of the city and a degree. But love to work full-time in the city. Who asked the hard upfront questions like of part-time and temporary staff if they want to work in the city full time? What kind of support is there for part-time/temporary staff to be promoted within? Honestly, who monitors how long part-time and temporary have been working the city as they seem like viable employees for full time positions. The jobs I passed up were because I was looking for better positions and higher pay, and have been more successful at doing so elsewhere for 11 years. Now, I am looking at positions in the city again due to COVID regarding my former full time position in education.
203. With better supervision
204. Within our organization many professional development opportunities are discouraged due to the need to take time off to attend. Most of these Professional Development Opportunities are Grant funded but go untapped because of our lack of support to take leave for these opportunities. Some members have pursued these opportunities through obtaining shift trades which has benefitted the department but I would like to see this professional development path supported more in the future without creating a negative impact on our use of overtime to backfill positions when these members elect to pursue these classes.
205. working with all employees to develop a road map for each unique employee

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

1. After Covid-19, I would like to see the opportunity for full-time work from home or work from anywhere. What this pandemic has taught us, is that our job can be done effectively without interruption and has most likely, improved customer satisfaction levels. City of Tempe is known for work-life balance and this would only promote it, increase the ability to get talented employees. Most businesses know that if your employees are happy, so are your customers. Treat employees well and customers will receive the benefit of a happy employee.
2. Again, get rid of placing a high degree of value on an employee's personality as opposed to their performance.!
3. Again, I could not ask for a better city to work for. As the first openly gay Fire Captain in the state, I utilized our strategic management and diversity office several years ago while contemplating coming out. No other cities our size have a diversity office. This place is truly amazing.

4. All levels of Management (especially front line supervisors) need to communicate with their employees and actually listen (not pretend to listen and then forget everything as soon as they leave the room like it is taught in Tempe Management 101) to their concerns and take real action. Have been told by different levels of Management for YEARS that they are looking into a concern/issue/suggestion just to be fed the same old story over and over again without any action being taken.
5. Allow City of Tempe divisions to have more control over marketing, information technology, and work spaces in their respective departments. Having worked in other Arizona cities, it is apparent City of Tempe's marketing and IT infrastructures do not effectively support the unique needs of each service like other municipalities do. The overarching concern for ensuring the integrity of the City of Tempe brand has stifled the progress of some very unique and highly desirable services. Due to the work flow processes, certain services end up being eliminated or never started because it takes too long for the marketing/IT requests to move up the ladder.
6. Annual staff review of directors and deputies.
7. **(Redacted).**
8. As mentioned previously, I simply am not aware of all of the organizational support options for employees, and when I am it is difficult to find out if it applies to part time employees.
9. At the City level, I think there is support and encouragement, but not in my work group. There are serious issues with the management style and favoritism in the work group and department, but after seeing how another employee was treated by HR, I do not feel comfortable reaching out to them. I can't reach out to my director with issues because my manager and director are friends. It's an extremely uncomfortable position to be in.
10. Better maintenance and cleaning (esp. increased cleaning of bathrooms during peak usage times by public. It gets pretty gross by the end of the day when lots of classes are taking place or other high usage reasons.)
11. by actually supporting the employees and just the favorites, as well as doing more than just lip service, management and leadership are only interested in pretending to support employees so that they look good, in reality nothing much has changed management just calls their actions and behaviors something different but continues to do business as usual since they are completely unaccountable and not trustworthy
12. by listening. I think no matter all story has two sides. this is an example, in our area we have a temporary employee and that this temporary employee get more support that we do. makes you feel like the city doesn't value you a long term employee.
13. By staffing the water treatment plants correctly. Night operators should not be here by themselves working alone. All it takes is one trip/fall down a flight of steps and a broken phone to cause serious injury. I've seen it happen in the past at other jobs, luckily that company enforced workers to complete shifts in pairs. There was never an operator or mechanic working a shift alone even though it was a privately owned company and they could still manage/afford to staff their facility correctly. We work at a municipality and we cant afford to staff our facilities correctly? Here, we are operating 65 year old plants and equipment at a facility that has doubled in size since its inception WITH THE SAME AMOUNT OF STAFF since its inception. Lets staff this facility correctly so that we can finally truly work on and have the manpower to put energy and time not only into maintaining our facility properly, but into building the culture, community, teamwork, communication and "family" and team we all wish we could have in our department as well.
14. By utilizing their skills, knowledge and recommendations.
15. carpets cleaning/vacuuming and trash removal should be done by custodial staff. Bathrooms are not being thoroughly cleaned. Soap dispenser is not checked as ours has been out of soap for 3 workdays during a pandemic.
16. City provides a great deal of support...I don't think it can get much better. I'd give management a very high mark in this area, from Andrew Ching on down to frontline managers. I'm in Risk Management and my manager is always supportive.
17. Communication is poor with management on decisions being made. Also, people should be removed from assignments when they have created too much conflict in an area over time.

18. Communication. in the time since Covid-19, it appears that communication in general could be better. There could have been better support for decision making as well. Many employees in leadership roles were hired to lead, but it has appeared they have not been provided the leeway to do so. These recent times have been uncertain and unclear so employees expect leadership to provide as much certainty as possible and as much clarity as possible, but things are consistently muddy and turbulent. We have been very reactionary at every turn.
19. Considering Covid-19, the City has done an amazing job at creating an environment where we can all work from home. Unusual circumstance and positive outcomes.
20. Continue to listen to the employees and take their opinions/thoughts into consideration.
21. Continue with work from home full-time after COVID-19.
22. Create a learning environment where dissenting voices can be spoken without fear of reprisal
23. Create a wellness program more focused on wellness and not a point program for insurance reduction.
24. Create higher standards for hiring the IT staff.
Higher people who are leaders for management rolls instead of bosses.
25. Currently I feel isolated with little to no communication with management. This existed before the COVID pandemic.
26. Despite the COVID epidemic we have lacked leadership and direction. Leadership by email is not effective, however we are told to read these leadership books and attend courses that say otherwise.
27. Develop growth initiatives that involve employees progressing through levels of increasing responsibility.
28. Directors need to comprehend the commitment and workload employees are performing all levels in their departments. Many are blinded by the favorites who miscommunicate the truth.
29. Educating them more frequently on the services available to them in a direct way, not passive.
30. Encourage every department to have the same standards for everyone top to bottom.
31. Encourage higher standards for performance and work product. Ensure that employees do not feel they are being set up for failure when hired into a unit that has no policies and procedures and is not following common accepted standards within their discipline. Ensure that units doing technical and scientific work (such as latent prints analysis, which typically requires a bachelor's degree in a natural science) have a supervisor or technical leader who is qualified to oversee the work being done, set proper standards, measure performance, and help unit members develop their skills.
32. Engage with line level employees more one on one.
33. Ensuring that City visions, and expectations are being applied as intended and not at the discretion of individuals.
34. Establish permanent city-wide remote working policy for majority of positions, giving maximum flexibility much as you have during the pandemic. Install cameras and regular security in Orchid house garage and elevators
35. Every employee at every level should go through Anti-Racist training regularly
36. Everyone should be treated fairly. Everyone should be held to the same discipline and merit. Transparency and open door policies are always a go to when showing care but is NEVER actually lived by. Managers, Deputies and Directors have closed door meetings and in the end the people who were not at the table are always the meal. Manipulation of departments for the betterment of ones friends is not a good practice and yet it is a going trend. It has occurred more than once.
37. give us better resources so we can advance within the city quit making the process to advance so difficult for current employees

38. Have a safe haven employee who knows how to listen instead of implying someone is a liar because they are explaining a situation that is uncomfortable to hear about. A safe haven employee should be aware of, familiar with, and an expert in the dynamics of bullying. Supervisors who don't want to get to know their employee who's a target and instead actually contribute to the bullying by spreading the lies, by establishing and actually building relationships with the bullies ultimately destroy the morale of and any relationship they may have had with the target. Supervisors who use their long-term relationships with a sergeant in the police to harass the target in the target's own neighborhood are unspeakably cruel. How is that leadership? It is an abuse of power.
- The wellness program is just another game where you have to jump through hoops in order to get points. It does not encourage wellness. It's a waste of money. It give less points for running in races than someone who quits smoking. Someone who runs in races longer than a 5K is training all the time and should be rewarded with lots of points because they are the embodiment of wellness principles.
39. Having had Covid exposed through work, I don't feel very supported trying to navigate treatment for very concerning lingering symptoms that are likely heart related. Also budget issues have caused us to quit training.
40. **(Redacted).**
41. Hold directors accountable
42. Hold directors accountable for their questionable decisions.
43. Hold leaders accountable. Safe Haven is not "safe" until it is externally handled. Everyone always knows what's going on so there are either leaks or improper handling of information. On many of these questions, it really depends on the individuals of each area. There are always a number of great people who are helpful but the SYSTEMS are flawed because the leadership doesn't deal with problem employees effectively; or the processes are flawed. If you ask anyone in the city who the problem people are, they could tell you because we all have to work around them to get things done. If you ask for suggestions on fixing processes, you would probably get some good suggestions from those of us who have to work within them. But if you ask the area's employees or leaders, you won't be able to fix it because they either don't see it or are complicit in ignoring or perpetrating the flaws.
44. Honestly the Wellness Department is a waste of time...I only get my points for the discount.
45. I believe that a greater level of transparency is needed in my Department - Human Services. Greater communication could go a long way.
46. I didn't even know the city had mediation services.
47. I don't feel like upper management is involved in our department. I understand that department supervisors are busy but they put way too much trust in the department supervisor to make sure things are running smoothly. The problem is no department supervisor is going to talk bad about their department or the areas that need improvement. I really believe that an internal investigation should be conducted in each department in order to make sure that nothing is covered up in order to make the supervisor look bad.
48. I don't know about any of these organizational support programs
49. I feel there is a trend for less support for the police department recently among elected and external PD city staff.
50. I have definitely found because I this pandemic that I am personally much more effective and even better at my job when working from home/teleworking. I am grateful that the IT department has allowed me to work from home and have mentioned on numerous occasions that I am very good at working from home/teleworking. I personally believe to make the City of Tempe IT Department even better that IT personnel should be able to continue to work from home/telecommute on a permanent basis. I would believe this would not only save the City of Tempe money but also dramatically increase the work effectiveness and efficiency as well as bring about better employee morale and assist employees with wanting to stay and improve themselves professionally. All of this would dramatically benefit the City of Tempe.
51. I think allowing surveys like this are an important step in supporting employees.

52. I think IT has great customer service but I am
Excited for more of the cities support services to be done online like payroll.
53. I was not aware of many of the programs listed above and have been a city employee for more than ten years. It would be helpful if they were advertised or information was sent out about them.
54. I was not even aware of some of the above services.
55. I would have scored "organization support" higher if not for Safe Haven and the Strategic Management & Diversity Office. I came to this organization excited about equity, diversity and inclusion programs but soon recognized the office is bias toward employees who don't fall in line with narrow points of view. It is well known that whoever gets to the Diversity Office first is the point of view supported. This is one of the many reasons I will never use the Safe Haven process or trust that my concerns will be heard without judgement.
56. I'd like to hear more from Human Resources about changes/options in the plan.
57. Improve communication at all levels. This was an issue pre-COVID but really was apparent during COVID when I'd receive updates as a resident vs first as an employee in terms of closures that would affect my workspace.
58. Improve our work areas, to help us increase focus. Invest in current modern furniture and lighting to help us do our jobs. Purchase equipment that help us work off site. Give us meeting rooms to have meetings. Expect nothing from the employee during their respective time off, let the employee do their job when they are on duty. Purchase software that monitors data needed for reports instead of making the employee come up with numbers at the request of management.
59. **(Redacted).**
60. **(Redacted).**
61. IT Dept always seems put out by tickets or getting office equipment up and working timely. WE ARE ALL BUSY TOO, it's not just them. If they don't do their job, we can't do ours. We don't get to pick the deadlines we have to get things done, so do they?
62. It is hard to believe that a thriving municipality like Tempe cannot seem to keep lights at facilities working. The trash buildup in parking lots, overgrown landscaping, broken equipment, and dated infrastructure creates a sense that we have given up at being great. Sure, these are small things. But if we are not taking care of the small things, then I doubt we are taking care of the big things. We are falling behind other municipalities in the basics.
63. **(Redacted).**
64. Just continue supporting us. It goes a long way as the citizens support Tempe police tremendously. They tell us everyday.
65. Keep on doing what you are doing and listen to what the employees have to say, so you can improve where needed.
66. Listen to employees and be fair
67. Mainly getting more involved with employees individually without resorting to law unions and things like that.
68. Make benefits offered more clear or maybe create an info graphic or even a word doc list that lists out what general benefits are. Not medical benefits or life insurance, but other miscellaneous benefits. I only learned briefly about them in orientation. Ex: the city has a special contact with Liberty Mutual and a discount (are there any other benefits like this?), there is an LGBT group that meets regularly when COVID wasn't a thing (are there any other groups?), which businesses do we received discounts from, we have a discount program for select meds for our pets, etc. I realize many of these are listed in their own respective areas but I had to do digging to find them and I'm sure I'm missing some. Having a list would be nice.
69. Make it more well known. I am a temporary, part-time employee and I am unaware of what programs I am actually able to benefit from and participate in. I would really love to use this job to advance professionally, but I need some more guidance on how I am able to do that.

70. Management needs to be more invested in each employee under their supervision and not certain favorites. In my department it is very evident the Director has their favorites and protects those individuals. The Director should treat all employees the same. I barely hear from my direct supervisor, unless I need a document executed or they want me to research an issue. My supervisor does not engage with me and does not know what I am working on. I just feel like a number in the organization.
71. mandatory training on the available services/support available to employees. If an employee is work centered the time to review city emails/messages is minimal. if; however employees are required to view the presentations then perhaps they would be more aware of the support services available. Additionally, once aware of the services, the employees should be encouraged/supported to utilize the services.
72. Monitor the hiring process - the good ole boy network is alive and encouraged in the City of Tempe. Better overall system needs to be implemented to keep the hiring process fair and equitable. Departments should not have to hire and or interview candidates just because they are eligible under the 1080 rule for part-timers. HR needs to be more proactive to ensure a fair and equitable practice is implemented.
73. More consistent communication about ethics and the changing City of Tempe culture.
74. More required city training for all employees to blend organizational support, employee development, and SMD.
75. More support/communication from directors/department heads.
76. My building is the only one that is not card locked on the front door and we do get homeless people walking in from time to time
77. My work area has smelled like sewage for several years and an alarm goes off all the time. Multiple requests over the last 8 years have been made and it gets better for a while and then goes back.
78. Need leaders who listen and empower instead of talking in circles and provide adult day care while singular resources on teams do all the work and the rest of the team isn't held accountable to contribute.
79. On behalf of newer and temporary employees who are required to park off-site, consider providing parking for those who are occasionally working during evening public meetings and hearings. Otherwise, those employees are required to walk a distance at night, and likely alone, to their vehicles.
80. Once again, I am fairly new and have not yet had the opportunity to learn about some of these services.
81. Organizational Support idea: wished that part-time and temporary staff were at least acknowledged for making 5 years or 10 years...working with the City. I know that may be lots of people or hard to imagine, but they do help make the city run as well.
82. Our department is always under served, especially from IT. The City pays for SharePoint, for instance, but we are locked out of using some of its most helpful features.
83. Over all the safety of each facility is very good. Just need boxes and other new and used equipment not stored in the hallways. There's blind spots and a tip over hazard.
84. Over the past four months, I have seen a number of city employees given the luxury of telecommuting during these difficult times. I wish I understood why that luxury is granted to certain employees and not others. Why is my work/family balance not as important as other employee's? f there was a clear policy that explains who gets this benefit and why, that would be helpful to those of us who have not been allowed to telecommute.
85. Oversight of all departments and inquiries to employees about management and leadership
86. Provide access to additional training or education on job-related subjects whether from within the city or from outside sources.
87. Provide access to an actual short term disability insurance (e.g. Aflac)
88. Put safety first not the whims of council or community groups
89. Question 7. The City supports employees with a disability. We don't have anybody with a disability in my work area, so I can't answer this question honestly, without having observed first.
90. Rather than sending emails out city wide maybe having actual people come and brief different work groups regarding services

91. Require performance reviews tied to a metric and or hold employees accountable
92. Safe haven isn't effective if an employee expects retaliation from management. The City values are wonderful, but they need to come from the top of each department and move downward. If an employee doesn't see these in practice in their area then they are meaningless.
Restrooms, air conditioning, and other areas are sub standard in some buildings and areas. It seems that building repairs are long past due. The custodial staff is wonderful and always responsive to needs by employees.
93. Safe havens are not always respected by the directors of departments, but rather just tolerated. While supervisors and directors are given training for better communication and guidance for better management, the lessons do not seem to stick, as many revert to behavior that just toes the line of acceptance, even after having experienced incidents where mediation has occurred. It may be helpful to hold upper management more accountable for their actions.
94. Show actual support. We keep getting mixed messages about how our safety and mental health is the number one priority but staffing cuts and unrealistic expectations by city council and citizens create an environment where police officers are required to work more, answer more calls, deal with more non-police issues and do all of that with less people, less staffing and no visual or public support for the police department by city leaders. We are mandated to provide public safety and close roads to provide a safe environment so the protesters can scream, throw things and attack police. Have city leaders come out to see an actual protest and witness what is happening.
95. Specific individuals in my work group are favored over others and receive special treatment (i.e. can flex/adjust their hours, are included in special projects/events) by supervisors. They also receive all credit for work done in the work group.
96. Station 272 is in dire need of remodel.
97. Station two has rats In the ceiling, enough said.
98. Take in consideration the working environment, toxins they spray to clean, ventilation in building of how it is not cleaning for those of us with breathing challenges, I know it cost a lot to bring up to standards but it is at the cost of the employees. There are major safety changes due to Covid and it would be nice to know that the city has our back. Lack of communication and visibly not seeing changes makes me assume there are no changes and the city does not care. It is more important for them to show how they are helping the homeless at the cost of the health of employees. Communication is also missing, I know this is all new territory for us all but not communicating is NOT the way to handle it.
99. Talking to employees and hearing what they have to say and not just going through the motions
100. The amount of sites blocked by city IT severely hampers my ability to do my job. I cannot follow links from basic google searches. For example this very survey was blocked on my department issued laptop. When on calls for service and needing to find contact information for a business, for example, I cannot go to their page. This is necessary to do my job and should not be included in the same filters for games, social media, etc.
101. The break room door on the 2nd floor of the TTC is always closed, very heavy, and is inaccessible for people with disabilities.
102. the city does not back up their employees. if you get hurt on the job, it is not taken care of and now we have to deal with injuries on our own, take time off with our own time and work in fear that if I get hurt or killed I will not be covered by the city
103. The city of tempe can improve organizational support by not allowing certain individuals to be "groomed" for leadership positions with in the departments. There should be a fair competitive process and the educational success of individuals should play a larger role in the promotional decisions, especially the employees that take advantage of the partnerships with the cohort programs.

104. The EDI position (and related functions) should reside in HR of Sustainability office. The OSMD is not a appropriate place to handle EDI issues. Creating work functions to justify a position does not mean it is a good fit.
105. The hierarchical structure leaves many people in the dark on organization decisions, whether that is city-wide or within a department. The city should strive to make all employees feel like they have a means to communicate ways to improve efficiency and effectiveness for the organization. The same can also be said for the silo effects of only being able to weigh in on issues that are within your purview, not the purview of others in your department, or the purview of other departments.
106. The Police department does not take care of it's employees. Officers feel that they are second rate people especially those in patrol.
107. The police department needs better scheduling. Many squads that need more bodies are not receiving them.
108. The priest yard complex is old and dilapidated, City managers refuse to invest funds to update the facility or even pave the existing lot to make it safer for employees. employees have tripped and fallen in the early morning hours of darkness due to pot holes etc. in the yard. The common phrase heard by staff is " the yard is going to be moved to a new location" even if that is true, it is not going to occur overnight and in the interim, the existing facilities need to be held and maintained to at least a minimum standard.
109. The wellness program has the same information year after year. It would be great if there was a survey that went out to find out what people would like to get out of the program. It would be great if the wellness program but more emphasis on working out for the point bases. A lot of the points are generated by the wellness check once a year which is nice but there should also be a good portion of the points that go towards the physical function a person is doing or has done in the past year that the program runs. It would be great if an employee could go their boss and tell them that they would like to learn or take on more. A lot of times people are afraid to ask for more work because they feel as if it will show that they do not have enough to do. The Directors should talk to their line level employees and find out if they want to take on more or have an interest in learning a different area of the department. With the budget cuts and people no longer having the support that they had before there are others that feel they could take on more.
110. The wellness program is, in theory, a good start. But its quality is hit or miss each year. It also fosters a "just good enough" approach that rewards employees who aren't even healthy. Most of the programs/services listed in this section I am completely unfamiliar with after several years with the City. My department leaders are quick to speak about values but slow to practice them.
111. The wellness program should connect beyond steps and to things you actually do for points. I exercise everyday, but have always used online yoga or workout videos, or go stand up paddle boarding. These are things that cannot be tracked and added to the points system.
- In using HR, Safe Haven, City Management, all of the protocols we are supposed to go through, I still feel unheard and unsupported, and slightly fearful for the future of my area
112. There are 2 standards for Fire. If you wear a white shirt you can do and say whatever you want. Anyone not in a white shirt is terrified to speak up because in doing so you will be put on a "list". You're a troublemaker. The department is full of people who know they are unpromotable because they spoke up and now they are one of those people.
113. There are insufficient technological resources available to myself and my peers. IT HelpDesk is slow to respond and often isn't able to solve issues due to limitations in my department.
114. There has been more frequent email communication during Covid-19. Receiving a weekly or every other week email or bulletin is appreciated.

115. There is a lot of talk about wellness and resiliency, but at the line level employee group there isn't much practice of methods or support (other than words) from command staff. If an employee talks about issues that are bothering them or affecting their work mindset that employee is labeled a pot stirrer/bad apple/disgruntled or burned out employee and will be passed over for assignments or advancement. Kind of like the phrase "We totally got this" but then never seeing anyone from command staff or employees closely associated with command staff... so, who is "We"
So the way to improve this is ensure the command staff "Walks the walk, not just talk"
116. There needs to be more of a connection made between city values and what our roles are as employees in our positions and we need more reminders of that.
117. There should be more communication if there is activity that interrupts working downtown or any city facilities. This should be posted on the Bridge since Directors/Managers may not email their group. There has been construction and protests that disrupt our work and no notice was given. If there was a notice, then it would be given after the activity has started.
118. There's been very little communication from the City Manager's office to employees over the past 5+ years. Only recently with COVID-19 has there been any information come about. The same goes for the current director and deputy in my area, very little communication is provided about what is going on within the department.
119. They can support their employees by making it seem as if we are more than just a body to do a job. As it stands now and has been since March, the facility I work in has been closed and I have been in the office almost every single day still working. Even when the state declared a stay at home order, I was in the office. I am 100% thankful I was able to work during this time but for those employees who were still "out in the field" per say when the safest place to be was at home, I was never talked to once about compensation for still working during that time. This makes me feel like I am just a body to do a job. Not someone who is valued. If you value your employees, treat them well and make them want to stay so they do not have to write things like this in the survey. Being that this was the case, it was very discouraging. Meanwhile people are making more money than me while on unemployment but I am in my office everyday? That does not make me feel like I am being supported. To not even bring up the topic of compensation even if it were never going to happen would have made me feel better.
120. They could work more closely with employees to discover the needs and develop plans to meet those needs instead of implementing a 'top down' philosophy.
121. virtual training or informational training that would support a ladder for promotional opportunities or other benefits.
122. We have a director who does not speak to anyone below the manager level.
123. We need more communication from the top to the bottom. Field employees don't have time to read and understand emails of what is going on in their department. Not everyone has the convenience of sitting behind a computer with time to read everything that is going on in the city or within the city.
124. We need more support for the smaller departments and more opportunity.
125. What organizational support? At this point I would be happy to get a life preserver.
126. When are we getting e-ticketing and printers installed in our vehicles? Wouldn't that not make us more efficient and drive down response times which I hear is important with recent changes in the department about certain calls now being dispatched.
127. When things break in fire stations, it takes forever to get them fixed.
128. While having a place to go for serious issues, it seems like whole groups are punished for the actions of one. HR seems to be lost and often refers you to other Departments for answers they should know. IT is a overbearing monster that think they know what everyone needs and fails to actually support the City's mission in many aspects. The people in IT are great it is the process.
129. Work environments need to be appropriate for the functions of the person that is performing them. Cubicle's don't really work well for people that need to communicate small teams on a regular basis

130. Workers Comp. is such a pain. So many extra appointments that are not needed. The system makes it such a hassle that it's easier to exit the program and go back to work prior to being ready than to keep jumping through the hoops of worker's compensation claim

131. Working with the service desk is incredibly frustrating. The simplest of tasks require several emails and phone calls for them to understand what needs to be done, and they will often have to get someone else involved. It's VERY inefficient.

There's a lot of distrust/perception of unfairness among the union leaders and "Safe Haven." The City behaves as a tiny town in that people talk too much and don't respect staff privacy.

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

1. 360 evaluations and peer reviews for advancement / special assignment selection.
Required leadership courses for advancement and continuing education for those in leadership positions.
Reviewing leadership positions with possible demotion for failed leadership/ability to lead and maintain good working order of departments.
Consistent messages from mid-level (Lieutenant and Commander) instead of the constantly changing goal lines and individual agendas.
The biggest issue within my department is Failed Leadership!
2. A) require supervisors to perform reviews. I haven't received a single review or had a feedback-focused conversation in the time that I've been at the city (< 10 years). Management blames the lack of software/platform for 360 reviews but I attribute the status quo to a lack of leadership by city management. Managers and supervisors don't perform reviews because they're not pushed to by their immediate management. There's no excuse for a manager/supervisor not having a yearly conversation with a report, even if the review is written to paper. Management and supervisors show reports that they do not care about employee growth when they ignore requests for the feedback.
B) require supervisors/managers to manage and not attempt to be a 'working manager.' My supervisor attempts to do my job when they should be supervising our unit. More managers/supervisors should delegate and not attempt to hold onto their previous roles while being a part-time leader.
3. Accountability! Accountability!! Accountability!!!
4. Address the employees who are not performing their job duties. In my department there is a lot of "dead weight" employees and those employees are known among staff. However, management is so disengaged they are overlooking it. The manager of our department does not appear to like confrontation. The manager has in some cases told me I can address other managers who overstep with my job duties. I do not feel comfortable in doing so and I feel like my manager does not want to get involved, even though it causes conflict and impacts me getting my job done correctly and efficiently.
5. After Covid19, work environment could be improved by continuing with full-time work from home. This would reduce traffic in Tempe and elsewhere. It would reduce the risk of an employee getting hurt in a car accident on the way to or from work, thus reducing financial liability. It would reduce sick days and sick day cost, by exposing employees to germs in a small, cramped office where not everyone has their own desk. It could reduce building expense, if the building was rented out to another company or used for another purpose.

6. Again, myself and the entire IT management team have found that me working from home/teleworking because of this pandemic has shown the dramatic increase in work effectiveness and efficiency. I believe the ability to continue this working from home/teleworking should be implemented on a permanent basis to not only benefit the City of Tempe with increased work effectiveness and efficiency but also build better employee loyalty and morale.
7. All employees should be held accountable for actions and/or nonactions
8. All managers and above should be required to attend training such as Supervisor's Academy. But, holding them accountable for their treatment of employees is also critical. In some cases favoritism is blatantly obvious and treatment and standards for employees varies widely. Where does an employee go to report such things when they fear retaliation? Where can an employee go just to be heard with no expectations other than a sounding board? If the City truly values wellness and self-care then solid plans need to be put in place to create resources and supports and ensure that all employees can access them. There is no use having things such as flex schedules if employees are not allowed to use them. Transparency and predictability are two practices that build trust and decrease stress for employees. These should be a priority.
9. All supervisors to supervise. Allowing Sr. Management to step in to make recommendations for discipline and/or content to be added to the discipline process should be prohibited.
10. Allow employees to rate their supervisor directly. Do not allow transfer, promotion or hiring of supervisors that do not know the jobs of their direct reports. Either provide extensive training for, or remove, those supervisors that are clueless, useless, do not respond to employee concerns, and/or create roadblocks, i.e. do not clear the path for their direct reports in order to allow them to perform their work efficiently and effectively.
11. Annual (or bi-annual) evaluations, with goals, career advancement/ future plans would be helpful.
12. As a Lead, those above me should have more involvement in our area. As a production team, we see more appreciation from other departments than we do from our own. We have grown exponentially over the last three years and though we have been supported with advancements in new/supportive technology, we have seen little support in growing/promoting staffing. There are areas within the City that the Printshop could benefit with cost savings but we fail to take on these tasks to due a limitation of support for growth.
13. As an employee I believe a better work environment for myself is continuing to work remote. I also believe the city should encourage supervisors to not micromanage.
14. as it relates to immediate supervision, I have no complaints; however it appears that the person at the very top of the organizational structure is political and will make it seem as if they're listening but their actions show otherwise.
15. As stated earlier, supervisors need to be held accountable for their actions and lack of management skills. Any employee that has the title of Manager or Supervisor should be sent to mandatory training on how to become a manager. City of Tempe needs to become a learning organization and continue to make supervisors/mgrs. attend training. It should not be a once and done training - lifelong learning.
16. At Tempe and especially on the "sworn" side, work is not distributed evenly and complaints mostly fall on deaf ears. Officers who are "jaded" and given carte blanche and whisked away to do as they please whereas those who do their jobs are often overlooked due to the political aspects of the career. The city can improve by having mandatory shift rotations in certain positions and a better interview process.
17. be more involved in our department offer more options to advance from lower paying jobs enforce disciplinary actions for those that don't perform well and set goals to help advance the opportunities
18. Better skills relating to the low performers.
19. Better work space, not the basement of an old headquarters with no natural light. Holding poor performers accountable.
20. By being accountable and standing up to what is wrong. Such as favoritism, biases towards some employees. By following through and making sure a supervisor whose employees are complaining about is being monitored.
21. Check in on deputy directors performance. Micromanaging is not a good type of leadership.

22. COMMUNICATION Communicate with employees get their input instead of just telling them what to do with no reasoning
23. **(Redacted).**
24. Concerns are voiced to immediate supervisors and doesn't go anywhere above that. No communication, no one above sergeant don't want to make a decision on certain matters. The chief and an employee who doesn't know what impacts certain positions in the PD should be able to make the sole decisions on positions to be frozen or eliminated.
25. Conflict and issues are heard but not followed up with. They are ignored as if the issues will go away on their own. Supervisors and managers are not willing to "go to bat" for the line employees.
26. Create a more transparent cycle of accountability to allow employees to see the impact they are making in the world around them. In a perfect model, they would also be able to see the impact their peers are making (anonymously) allowing them to see for themselves if they are missing, meeting or exceeding standards in their workgroup.
No, I don't have a ready to use model for this, but I believe it's an achievable application.
27. Create supervisors comparable to police Sgt Tim Bulson who is an exceptional example of how leadership and supervision should be. He's fair, level headed, treats his employees with dignity and respect, leads by example, among so much more.
28. Deal with bad behavior or poor performance with an evaluation system. When it comes to recessions, this helps in decision making based on performance instead of tenure.
29. Discipline or remove supervisors/managers/deputy-directors/directors who repeatedly behave in an unethical and unprofessional manner. These behaviors result in a hostile work environment.
30. Do biannual or annual performance reviews of employees but also of managers/deputy/directors. It is easy for moral to decrease in the government when people are not recognized for their hard work or when poor performance is not dealt with. Increase accountability of job performance.
31. Employees should feel that their supervisors actually have their best interest in mind, they shouldn't have to find their own coverage to attend trainings.
32. Employees should fill out an evaluation of their supervisor prior to the supervisors review from higher leadership. This would help the supervisor know if he/she is being effective/successful as well as let the higher level management know how the staff feel about their leadership
33. Employees with sub-par performance and don't pull their weight are allowed to continue with little to no repercussions.
34. Encourage managers to not be petty and sensitive.
35. Encourage more diversity. People of color are not represented in every department or division.
36. Everyone gets the same raises whether they are a terrible or excellent employee. There is no financial incentive to do great work.
37. Everyone needs be held accountable including supervision. Treat everyone fairly . Supervisor needs stand up for his crew.
38. Exceptions are made for subpar employees in our work group. She should have been let go a long time ago but for whatever reason our supervisor insists that she stays.
39. feedback on #3 - need a computer that doesn't take a lifetime to log on. Using my personal device in order to get caught up from previous day/first thing in the morning. My computer can take hours to boot up. Calling IT is a waste of time when they reply "power off and back on to fix the issue." Or "wait 24 hours for the permissions to be updated."
40. FYI, co-workers are great to work with and ask questions, Management is useless. Hire people with the skills to be a leader and not a boss. Hire people who know how to communicate. Our department director has not been to a single one of our work groups staff meetings, in almost 3 years. What type of director does not get to know who his employees are?
41. Get rid of a recently promoted supervisor that is an antithesis to every one of the seven City Manager's Core Values and was only promoted because of promises made to a retiring Deputy in our department!

42. Give a fair shot at testing. Why are some positions more important than others. Positions that get special appointment without testing while eliminating others that could be more beneficial. I feel employees that leave should be treated with more respect, which could possibly be an individual problem.
43. Give supervisors tools that allow for the management of attitude and destructive habits within work groups such as gossip.
44. Going to a few supervisor academy classes does not make someone a leader. There is virtually no supervision of my supervisor, which results in my supervisor having zero guidance on how to be a leader. I have never been asked about my career goals or aspirations. My supervisor has a "my way or the highway" mentality and gets very upset anytime someone in the workgroup has a different opinion. My supervisor and other department leaders do not ask for the opinions of my workgroup. There is not an equal distribution of work among my workgroup.
45. Good work is rewarded with more and more work. Poor work is rewarded with lighter work loads. The lack of career ladders and limited opportunities make growth difficult
46. have a performance management system that has automatic updates and completion dates, clear expectations and training for how to use it, be employee initiated
47. Have adequate supervisor training on interaction with their employees. Have the managers hold the supervisors to the same standards they hold the leads and entry leaves employees. Make sure all complaints are addressed fairly and that there is no retaliation directly linked to the complaint the employee made. Managers should know the department they are head of well enough to understand when work is not being distributed fairly.
48. Have ALL supervisors go thru training on how NOT to be micro-managers. I'm not in grade school anymore. Love my immediate supervisor, she is awesome. Two of the four including the Manager need to go thru some sort of training on dealing with people on a personal level. They fail miserably.
49. Having all the equipment that is needed for the employees to be successful in our jobs
50. having consistent goals for each area. Sometimes it changes from group to group
51. Having portions of testing to include a portion based on work history and experience as a standard test score.
52. Hire more fire mechanics to help with all the maintenance up keep of our fleet of trucks would make my job easier.
53. Hold higher executives accountable to the same standard that is expected of subordinates. If a value is identified then stand by that value, if you preach that value, then follow through.
54. Human Services could have attempted a deeper look at racism and supporting people of color by reviewing policies or even talking about it in a meaningful way. There has been a lack of discussion around these topics with the recent events. **(Redacted)**. I DO NOT feel safe in my workgroup to express myself, I do not feel supported, and avoid expressing opposing viewpoints because the way people are talked about behind their backs by my direct manager.
55. I absolutely love the work environment in the city. Tempe does an amazing job of prioritizing people first.
56. I am content with my Commander, however some of our upper executive staff are only concerns with their self interests and the appearance for the past couple of years that you have to be a female to receive recognition or get treated fairly. It is often talked about and joked by line level officers that if you are not female this is not the time to promote, apply for special assignments, etc. The "good ole girl" system is definitely in full force right now.
57. I am happy with my supervisor, work environment, and co-workers.

58. I am not allowed by my Lt to post for overtime when I need an officer to work on my squad. Other male Sgt are allowed to so. Don't create a hostile work environment for older employees that you want to retire to save \$\$\$\$. PD has been doing this for years and older employees have yet to file an EEOC complaint.... but it will happen.
59. I am quite happy with the teams that I work with, and also with my supervisors/managers. An improvement on communication would be nice, sometimes during the current issues of the world it feels as though I am waiting until the last moment to know where the city stands and what plans might be.
60. I am so thankful for my current immediate supervisor. I will not say the for some in the recent past. There is way too much room for personal issues to come into play. My work means nothing, it matters who you are friends with. This crazy club Tempe has going on is unreal. If you're in, your in. If you're out, you're out.
61. I believe attitude is very influential, and the root of the attitude is reflected during difficult times (such as COVID). I believe it's paramount to recognize, and value the efforts of employees regardless of what an individuals role, responsibility, or job description is.
62. I feel that my supervisor is very good at saying statements such as "I support you" and "I appreciate your work". However, I do not feel that she actually supports me. She never actually compliments anything specific about work that I did on a particular case or anything like that. I feel that she breeds division of our unit. She now sends us to training ever since we complained about the fact that she used to not even let us know when there was a local one-day free training. I greatly appreciate getting to go to training. Our unit is very divided. **(Redacted)**. The person she treats with favoritism is the one who produces lower quality work and does not put as much care or effort in, has shown a lack of willingness to adapt. Additionally, this person openly refused (in front of the supervisor) to acknowledge and observe one of the major principles **(redacted)**, and the supervisor responded that that was ok. I strongly believe that a supervisor qualified to oversee **(redacted)** would quickly recognize and disallow that. My supervisor also makes subtle comments that put down certain best practices that I do, and I believe that when she makes these statements in front of other employees, she is well aware that I am the main person in the unit who employs and advocates those practices. Those who strive to bring improvements to the unit, advocate for the unit to adopt best practices that are commonly utilized by other **(redacted)** departments, etc. always feel that they are going against the grain. "The biggest concern for any organization should be when their most passionate people become quiet." - Tim McClure. I have witnessed this occur with one of my peers just in the last two years. This also happened with someone who recently retired from our unit. For me, I am extremely passionate about my work and it's really not in my character to be "quiet"; however, I certainly feel that I am nearing this point.
63. I feel the air is bad in our building and no one cares or will do anything about it due to cost. I have not seen any changes nor have they communicated any changes. We had an employee in and he agreed we had a problem but yet nothing ever done.
64. I have not regularly received feedback on my performance, even when I have directly asked for open input- looking for how I can continue to grow. Directions seem based on Council directives at times. Not always given clear direction on projects, the why or specific role within project, or what priority is has within current workload. At times not provided all resources to complete task. Our work area and Department can be very conflict avoidant and we don't have the crucial conversations need to resolve conflict between colleagues, internal partners or external partners. Issues aren't resolved so grow and relationships are impacted. Poor performance appears to be addressed in limited ways and leads to feelings of frustration amongst larger team. Poor performers have the perception of having reduced workloads, causing frustration for others in the team.
65. I know that there is always room for improvement in all areas. But I can't think of any right now.

66. I think all supervisors should take a class or a case study to improve their supervisors skills. I got move from my direct supervisor for 3 years we had a lot of confrontation, I don't think that an employee should go with the same supervisor for years after confrontation. I also think that the employees should be asked if they think that the new person is a good fit for the culture of the area, make it work as a team otherwise it will be a low morale and conflict
67. if the supervisor gives a meeting .. the meeting minutes should be talked to about with there manager .. Like a teacher gives a principal his work plans before the teacher does it
68. Immediate Supervisor/Manager is steller, but all other Supervisors and Managers are very poor.
69. Improve accountability.
 Improve communication.
 Pay for performance instead of automatic pay increases or in addition to automatic increases
 Develop an easier and more effective discipline process
70. Improve percentage of officers to growth of city - vet supervisors with at very least 7 to 10 years of street patrol experience before being eligible to test. Same with upper management supervisors (book knowledge is not enough) Didn't sit well in military and shouldn't sit well in police work. How can you trust a person with only book knowledge to know what frontlines do? They can't - PERIOD!!!! I have no respect for them. People should also should not be hired while under investigation from other departments either. Improve promotion of diversity officers - it's way overdue.
71. In my 16 years of employment with the City of Tempe, lack of proper and competent supervision has always been a major problem in our work group.
 I believe that if we hired outside of our immediate work group, we may find people that are better suited to lead.
72. In my department, there is an elite group of 4 people who are all management of some kind. If you are not in this elite group, it does not feel like you are a real employee, nor do you matter. A ton of stuff happens behind closed doors and in very shady fashion. I ask for a raise after getting my degree (which my job does not require), they laugh at me and tell me no, that I am not qualified and then hire 3 MORE PEOPLE. So once again, instead of valuing employees and compensating them for their work, they do the exact opposite. A co worker of mine was chewed out by one of the supervisors that they hired in the midst of pandemic and made her supervisor weeks later. Said co worker went to management and HR to address it, and for making too much noise they placed her on administrative leave. The person she works with "is seeking other employment opportunities" so now their whole program is in shambles because their is no one to man it. Peoples livelihoods are at stake and management would rather fire and place on admin leave than address these things which both employees tried to do on multiple occasions.
 Management here listens, but does not really listen. Blame is posted on lower level employees as scapegoats and to avoid having to reflect on what is actually going on. There is s serious lack of transparency and communication and I feel like if they keep this up, their entire staff is going to quit because the stress of the job simply not worth it and management offers no help. They will absolutely listen but only if it is something they want to hear. They are shady and I do not feel safe here because of it. People lurk around trying to get you in trouble on a consistent basis and it makes you wonder as a temp employee when you come in to work everyday "am I going to get fired today?". This is not a work environment I would recommend anyone to be apart of.
 This job is about public service and making changes in peoples lives in our community for the better. But due to a lack of structure, communication and transparency, this job has become just a paycheck for everyone involved.
73. Instead of counseling the employee about their bad habits we punish the whole team
74. Invest in the training department. Invest in training personnel, and training facilities.
75. ISD has amazing leaders and supervisors. Training on coaching and leadership should be standard for new supervisors.

76. Issues have been brought to management about safety, conflict between the City and stakeholders and the distribution of work and nothing is done. So yes, I can bring issues to my supervisor who will bring to the manager or the manager directly. Nothing is going to really get resolved or happen. Many times our manager does not speak to staff when she comes into the office and seems to avoid interacting with staff or the public at all costs. Supervisors Academy should be mandatory for anyone in a management position so that there aren't any excuses for a manager/supervisor not knowing City policy.
77. It appears that the Managers and above are looking out for themselves and the people that they personally have connection to and ignore or put down (sometimes to other co-workers)employees. There is a disconnect.
78. It sometimes feels like supervisors use intimidation instead of leadership
79. It's a mixed bag. My workgroup and direct co-workers are mostly great. They are hardworking, committed and effective in their jobs. The person above us....there are some serious issues. But we still get our jobs done and turn out a good work product despite that.
80. It's one way in one division and completely different in the other division... hard to deal with two different missions
81. Keep an open door for all employees with all upper management. Take time to get to know the employees and goals. Support employees on promotional opportunities and offer fair training.
82. Kick off the new evaluation platform
83. leadership training
84. Make sure the correct people are hired into the correct jobs. My direct supervisor has no supervision skills.
85. Make sure the supervisors are not working under the good old boys club. In my department if you drink and party with the supervisor you are safe from any discipline. If you don't party with the supervisor there is a file he keeps about anything that you do that he does not like. I have pointed out that a employee has been sleeping on the job and gave the supervisor the information and the sleeping employee given no discipline and he continues to sleep on the job.
86. maybe have their back more, campaign for better pay
87. More concise communication and that communication must be consistent. All supervisors must relay same information.
88. More contact with employees on a regular basis and less levels of management that separate groups and set different standards.
89. More opportunities to participate with high level supervisors (directors, etc.) for part time employees and transparency in departmental decisions
90. More positive feedback.
91. More transparency and communication from directors and managers, we are all floundering and becoming frustrated as much work is happening in a way that feels very much behind closed doors, and are unsure of what moves to make next, what projects to work on, what relationships to build with community while are uncertain about the direction and plans they are considering. I feel as though I have been in a state of "just wait and see" for 5 years.
92. My co workers and I are a strong team and work exceptionally well together. Just let us do our jobs.
93. My department head needs to get on the same page as the City Manager in regards to Telework and alternative work schedules. He adamantly opposes both options even though the employee survey and City Manager's direction as part of the C19 reopening program supports both. Even something as simple as Teams Meetings are opposed by my Chief.

94. My direct supervisor is extremely supportive and someone I feel comfortable discussing workplace issues with. I am lucky in that sense, but do not see my coworkers receiving that same level of support and sense of belonging from their supervisors or colleagues. I have also noticed that there are a lot of past resentments and trust issues in our office that need to be resolved. At times, I think these issues have even affected work. We started to face these problems with a consultant and attended team-building sessions. However, the focus of these sessions was re-directed, so the work was left unfinished and we lack closure. I have also experienced unequal workloads and burnout in my office. I believe that those in leadership roles within my department have good intentions and want to resolve this, but unfortunately have not been able to do so.
95. My immediate supervisor is great, attentive, and takes care of our squad. However, in the ranks beyond my supervisor, I don't believe the concerns about work environment are being considered and addressed.
96. My immediate work area is great.
97. my immediate work group is an easy going group and I appreciate their work and our goals to provide good services for tempe residents. however, sometimes it seems there is no accountability of work for other staff in the department as a whole.
98. My supervisor is a joke, and even my Deputy cannot do anything due to the union and their hold over the City's HR policies.
99. My supervisor is absolutely amazing and I respect her immensely. As a minority, I feel safe in workspace and feel I can express myself and any concerns that pop up. It took a bit but we were able to remove some toxic humans that made the space unsafe. I am grateful we don't have a performance based system. I know I do my job well but I am an anxious human.
We are undergoing some changes due to a new director so quite a bit is new and in flux. I can't really think of any critical feedback, right now, given that circumstance.
100. My supervisor Leslie Totten is amazing!!!
101. Need leaders to get comfortable with holding people accountable instead of punishing the person who voices a concern with more work.
102. No one seems to want to elevate their game. Mediocrity is encouraged. Not outwardly, but those who accomplish little and risk nothing are rewarded. People are being promoted to levels they are not prepared for. Depending on the size of the organization, a certain amount of these ill advised promotions can be absorbed. However, when the majority of people in leadership positions are ineffective, the organization has no other option than to fail.
103. Our work area can be improved by hiring someone who is knowledgeable in the water/wastewater industry, asset management process and skills of customer service that is willing to help when there is a need in these fields. She refuses to participate in the team needs.
104. Overall the City does a very good job. Work environment is positive and my manager and his boss (tom duensing) are great to work for....we are treated well consistently;
105. Oversee work taking place. To see how my department is governed.
106. People should be removed from assignments after they have created multiple conflicts over a period time with no resolutions.
107. Poor job performance will only be dealt with, in certain departments, if it is a forced issue by the powers that be. The phrase "that's how it's always been" is like a mantra for the City as a whole, and due to this, many issues that arise are continuously swept under the rug as opposed to being dealt with in a clear and concise manner.

108. Printers and Fax machine need updated immediately. They are continually breaking down and are unreliable. Since taking over PD records duties we need to be more efficient in finding ways to save paper, the system is archaic and could be done electronically, the amount of paper we waste on duplicate forms and printing is ridiculous. Or training program needs work and supervisors and the Manager need to relay information in a more timely manner in regards to Covid response or big incidents in the city. We are the first line of communication for citizens and if we don't know of a problem or how the city wants us to respond to the problem when asked there is a lot of confusion and complaints. City council needs to BACK chiefs directives. The city needs to work together and not divide.
109. Prior to Covid-19, our work environment was excellent.
110. Professional staff supervisor should not be supervised by commissioned supervisors. The supervisor will have no voice, and the commissioned supervisor may not fully understand the daily dealings with staff, equipment, budgets etc. which then weakens the professional staff supervisor.
111. Provide regular performance evaluations like most every peer community or organization.
112. Question 26. My immediate supervisor has the skills to deal with conflict. I rarely have had a conflict with, So I can't not answer this question. Conflicts that I have known about have been amongst supervisor with supervisor. I am not aware of the outcome of those conflicts, nor do I care to know.
The City could improve by having Supervisors mentor to employees.
113. Recognize those in this organization who work to undermine and discredit colleagues for their own personal and professional motivations. Address those who use councilmembers to pressure senior managers to make detrimental decisions that negatively impact reputations and families. Employees come to Tempe to do their best work. Unfortunately, if you don't fall in line with those who stand behind the curtain, your career in Tempe can be short.
114. Reevaluate job descriptions and or the scope of work. Solid Waste is top heavy, we have several individuals that are overloaded with work while other do NOTHING. Stop creating new positions, and hold the current employees accountable for performing their job responsibilities. I know our new management is in the process of restructuring, but we need more front line Equipment Operators. Leads, Supervisors, and Coordinators need to be held accountable for doing their job, not delegating their job off onto others. Several staff members are overworked while others do nothing.
115. Safe Haven Audits should be done in work areas. Check in on all employees.
116. See previous answer about communication and posting Alerts on the Bridge
117. Sgts in the police department should be held accountable for their actions when they make a mistake or make a poor decision dealing with subordinates. During an interaction with a supervisor that was negative, I was made aware that nothing was documented for the Sgt when they were clearly out of line.
118. Since the start of the COVID pandemic pretty much our entire supervisory and management staff have been working rom home. This is great for them as it gives them a stable environment to work in. Unfortunately those of us that are essential and must work, are doing more work our of necessity and having far less interaction with supervisors and management. At times it feels as if the actual work group has been abandoned to fend for themselves. Those of us who remain are forced work with individuals who have self appointed themselves as interim managers who are jockeying for position to get close to management, and causing strife among the work staff who are just trying to get their jobs done. I believe the city should reward those who are considered as essential
119. some equipment imperative to job needs to be repaired/replaced
reduced people working in the office causes a lot of stress and work piling up in the office
120. Special assignments are given to favorites in my work group, and in turn, those individuals receive all of the credit for the work done.

121. start by having a supervisor/manager/director who are actually qualified to supervise, start by actually following through and not allowing leaders to slowly go back to what they are comfortable with such as the (we did it this way before and I don't like the new way). how about a supervisor who actually knows what the positions they are supervising actually does. how about a supervisor who actually supports the employees and doesn't manage to be popular as the wind blows. what's the saying (the more things change the more they stay the same) leadership like to talk a good game but the reality for line employees is we are expendable and we know it.
122. Start hiring supervisors and managers from within our department. Start hiring supervisors and managers who have more water treatment experience than the water operators/treatment types they are tasked with supervising and/or managing. Start hiring supervisors/managers who make culture a priority, management that knows how to work and deal with diverse groups of people and build real teams. Hire people who truly care about the community of people they are providing water for as well as the quality of the water they are creating for those people rather than just focusing on putting feathers in their hats and building their resumes so that can move up and out of the water department as soon as the opportunity arises. Lets build for the future of our department rather than for ourselves right now. Strong things take longer to grow.
123. Stop the micro-management. Employees are not involved in pilot changes which have a direct impact on their jobs. Decisions on procedures are made by higher ranking supervisors who do not have a grasp on what is entailed on the job function the policy will impact. In the past or department would seek input for employees to explain what problem is being seen, brainstorm ways to solve then craft policy. As it stands now policy is implemented that is difficult to adhere to because factors were not considered that would have been evident had employees been involved. Just being involved helps an employee feel their voice is heard. Many policies have come out which add to an employees responsibilities (Mostly 1st line supervisors) with no explanation as to why. Many of them don't make sense as to why a supervisor needs to be involved or it is logistically problematic for a supervisor to do what is being ordered.
124. Strive to be proactive. Listen to issues or concerns brought forward and proposed solutions. Share your issues and concerns and problem solving ideas. Be open to trying new things. Celebrate and recognize the unique talents and skill sets of each employee.
125. Strongly suggest areas to participate in how to improve work environment. Management should approach all employees to discuss issues or look into why turnover rate is high in their area.
126. Supervision can be improved with communication and better direction on how to complete the work. Also, they should make time for employees individually, maybe scheduling a one on one meeting with each employee on a week, bi-weekly basis and/or conduct performance evaluations, at 3 mos., 6 mos., 1 year. Mgmt. communicates very well amongst themselves...I think they all get the BIG picture, but they can't seem to communicate that, nor I feel they don't want to, well with employees.
127. Supervisor should listen to the employees and be fair and don't play favorite
128. Supervisors in IT should listen to employees and try to value their opinions. I've seen a supervisor in Business Solutions yell at employees and tell them to shut up.
129. Supervisors need more training programs that are long term and taken every two/three months (or so), not just taking a class every year.
130. Supervisors need to improve their communication skills between their work groups. Subordinates also need to be given the encouragement to communicate with their supervisors without fear of retaliation.
131. Supervisors should work a little better to ensure that work is distributed evenly among each employee in each work group.
132. Tempe Police Communications has no meaningful QA/QI program in place. Feedback provided is delayed and often trivial. Training provided to the bureau is minimal and often postponed. Often times significant changes are thrust upon the line level employees and line level supervisors with little to no warning and without consideration

133. The city and Police department continually say they are here for employees and their development. This is something that is not occurring at all within the police department unless you are of a certain gender or position that is towards the upper management. There has been no career development in place for the lower portion of the police department once an individual has gone through their field training besides the quarterly or yearly mandates placed by AZPOST for certifications. The department needs to put in place a development plan to assist in the aide in training and making sure individuals are fully capable of moving laterally or into a supervisor role besides simply passing a test which has proven time and again that some individuals are great test takers but not good supervisors or investigator within the Investigations Bureau. Attempts to create development steps have been made and fallen on deaf ears within the command staff for the PD.
134. The City and Union structure protect mediocre employees and frustrate high performers.
135. The City has very lax morals when it comes to the Supervision teams. I feel like in all my years here I have yet to have a supervisor that I enjoy working for. The Supervisors are not well versed in the job that the line employees do. They have been in the role that they are in for so many years that they forgot how to do things. Or feel like they no have to help out there team when they are struggling. I really wish that supervisors are looked at more closely.
136. The Disciplinary Action process is ineffective and exacerbates personnel issues.
137. The employees should be listened to before the situation is out of control. When someone speaks up it should be looked into not swept under the rug. Employees should be believed, they are as trustworthy as supervisors. Sometimes more so.
138. The Fire Medical Rescue Dept Chief, Assistant Chief's, and Deputy Chief's all do a great job of maintaining a professional attitude and performance. I have always felt honored to work for this city and this dept.
139. The line level payroll officer is ignored and abused. A perfect example is those in special assignments get to "work from home" half of their week and patrol has had zero adjustment of schedule or benefits.
140. The number one issue with supervision in my department is that they are not capable and unwilling to implement discipline or conflict with employees abusing Long lunch breaks, taking Tempe vehicles exclusively to lunch breaks, and employees constantly being 30+ minutes late. In addition, all of the supervisors in my department are best friends with a couple of employees. The supervisor and employee friendship relationship is crossed daily. The supervisors friends receive special treatment and our never disciplined for their behavior and work ethic. Every week the supervisors will take extended lunch breaks with their best friends in the office, and will utilize city vehicles exclusively for their lunch breaks. The supervisor should not give special treatment to friends and encourage department supervisors for their advancement in the department for future senior positions. I also find it disgusting that every supervisor in my department has not had any prior training or experience as a supervisor. None of them understand the art of managing and encouraging employees to do their best work. All of the supervisors in my department have not participated in the supervisor academy. I know that it is going to be standard for all supervisors to take the supervisor academy but some of these supervisors have been in charge for 10 or 15years and do not even know what is required of them as a supervisor in the City Of Tempe.
141. The outside environment around the 525 building has become uncomfortable. Arriving early morning 6-6:30 a.m. and leaving in the evenings 5:30-6:30 p.m. is concerning with so many people sleeping around the entrances and many seem to be under the influence of substances.
142. The Police Department seems supervisor heavy. Some special units are extremely small and have as many supervisors as employees. Front line workers in patrol are exhausted and burnt out. Employees in special assignments take advantage of the slower pace and seem to be riding out their careers there. These special assignments need to be cleaned out and filled with new members. Specialized training is NO EXCUSE for keeping an employee in a special unit. The Patrol Bureau can absolutely use the special training that employees receive in special assignments. The training and knowledge should be shared. In stead, it is being hoarded in these special units.

143. The Safe Haven employee needs to have in depth training on the psycho/social dynamics of bullying. If a target of bullying talks to a Safe Haven person and is dismissed as someone telling lies, then there is no Safe Haven person. If, instead of going to the safe haven person, a target of bullying has to rely solely on listening to whispers and patronizing innuendo in order to figure out what the lie or lies are in order to vindicate his/herself, then how is that a safe work environment? If a supervisor colludes and befriends the bullies, believes their lies, spreads these lies to co-workers who have more influence, more connections and therefore more power in the organization, how is that a safe environment? If a supervisor uses his long-term relationship with a sergeant in the police force to spread these lies, and that sergeant, in turn, encourages his officers to harass this target, in the target's own residential neighborhood, during non-working hours, how is this upholding any of the values of the organization? If the director of SMDO gossips with an EA in the target's own dept about these malicious lies (in front of the target), how is the target supposed to want to come to work, feel safe when she clearly has no one who will help. One cannot defend oneself when no one talks to her about what the lie is. And when the supervisor is giving tacit consent to the lies by the spreading of these lies and even colludes with organizations outside the City in these lies, this renders the target powerless and voiceless. Nevertheless, a target may be able to vindicate his/herself time and again, but to want to stay working for someone who continually treats you with disdain and contempt and encourages others to do so requires...well, it is very exhausting and feels just awful. No one wants to work in an environment like that. Anyone would start looking into leaving when there is no real support, care or concern except lip service.
144. The Work are here in **(redacted)** during the time frame when **(redacted)** was here was hostile and we felt as a whole that we were not being listened to or heard. After they opened up an investigation and suspended **(redacted)**, we felt there could be retaliation, but it seemed like it fell on def. ears. We even had an employee who told the Director of HR in a closed door meeting, that he felt that **(redacted)** was the type of individual that could end up shooting someone or someone(s) and it was felt as if it wasn't even taken seriously. An employee, in conversation w **(redacted)** was told point blank that "I'm warning you, something bad is gonna happen here, you just wait and see" So your question asks: "How could the City improve supervision and/or the work environment for employees?" Take any threat from employees SERIOUSLY. Don't tell employees that you are "Checking in to it", take immediate action. When threats are made, it should be treated right away and not set up to schedule "meetings" over weeks to get all the info. Priority #1 should be the mind set.
145. The work environment, specifically parking garages and elevators, could be kept clean and free of pests.
146. The work is fair and I have no problems with it. My supervisor treats me well.
147. There is no reward system for employees that work hard and no punishment for those just "doing their time"\"showing up". The harder you work at the city the more you have to take on others work. Everyone gets the same raise regardless of effort. The City need to find ways to reward hard work!!
148. There is a perception of inequity of attention to workgroups; Directors/Deputies seem to be too focused or in the weeds with particular workgroups, often losing sight of the big picture/direction of the department.
149. There is not a clear path for reassigning supervisors who are not able to supervise. This is not related to my immediate work group but in other work groups in our division. The example that is given by keeping a person in a supervisory position when it becomes obvious to everyone they are not doing the job is not a good one. These individuals continue with the title but are unable to do the work. The individuals should be put in another position and not be involved in supervision. The position should be opened and a new supervisor should be assigned. The current three part program is too lengthy to accomplish the end goal of better supervision. Another method, be it speaking with direct reports, a mentoring or shadowing of the struggling supervisor that is preformed by an unbiased third party outside the division, or getting feedback on work groups from customers should be considered.
150. There should be some basic performance standards and/or reviews in place for all staff so that there is accountability. Since work from home began in March, there has been one virtual meeting with our deputy director and no communication with staff since much less the opportunity for interaction. That was back in May? Our workplace needs more team building facilitation as it has had a lot of disfunction to work its way out of.

151. They need to stop the favoritism that supervisors have with some employees. Also when several employees complain to the supervisor about a continuing problem, it needs to be resolved right away. He has not done anything with the problems that have been brought up. It seems that the bad employees keep getting told that they are doing a great job.
152. Things are relatively fair in my office except that there is a general fair of failure and "got ya" mentality that every mistake is bad and ultimately somebody's fault.
153. This is challenging. I often get verbal acknowledgements from other departments or higher ups in my department for the work I'm doing. However, my supervisor wants to be viewed as the one doing the work or leading the work. So often I'm intentionally left out of conversations even when others have indicated they requested I be there. I can deal with that to some extent. However, sometimes the result of me not being in the conversation means that critical details are not communicated. I can only do the work as its communicated to me. This can result in a need to redo things after people beyond my supervisor get a chance to review the work. It also makes it come across as if my work is my opinion on the matter, but it is not. I'm simply doing what I'm told to do, not what I would advise we do.
154. This may be in the wrong category but as a civilian emt on the ambulances , I feel it is not only confusing but also unsafe that our ambulance only has one portable radio for both the medic and emt. There have been times day as well as night where I am asked to go back to the truck for equipment and sometimes not in the safest areas and not having a radio in case a situation arises where I am in need of help is concerning. All four crew members on the fire apparatus each have a radio for safety reasons but the civilian emt isn't looked at as a safety concern on the same calls. Also, this problem has come into play on calls when me and a partner are separated and he needs to communicate with me for needs or call information but I am not within speaking distance.
- Another troubling thing to me is again, all fire crew members wear hearing protection while in their trucks to communicate hands free as well as protect their hearing from the sirens. The ambulance crews are not given this safety feature even though there is a large warning sticker on our dash that reads to wear hearing protection because of sirens. I have worked as a emt on a ambulance for both private company (amr) and the Tempe Fire dept For 7year and have personally encountered my doctor giving me results during yearly physicals that my hearing tests get a little worse each year due to what they say (is most likely the sirens) . The department and city preaches that us civilian emts and medics are the same as them and cared for with the same standards although these 2 safety measures I mentioned fall short and have been disregarded when numerous of us have asked for something to be done. We may not be fire fighters, but we run the same calls so why aren't we included in such precautions.
- Body armor that is once again only given to the fire fighters would also be nice to have for our trucks. Especially considering the times we live in and the videos and training we receive of EMS all over the country being assaulted and shot, again, the ambulance crews get pushed to the side on that safety issues. Please if there's anything that can be done, I speak for many but it would be appreciated.
155. This section is a joke. Our supervisor plays favorites, does not want any input unless it is to support their stance. There is a total lack of leadership and extremely unfair environment.
156. To improve the work environment in my opinion is to make the workers live together more, that they listen to their needs and that the supervisors also support their employees doing physical work such as covering shifts in the event that we are short of people.
157. Treating Officers with tenure with respect. The upper admin (Chief) continually show little to no respect for tenured Officers. The are they are continually looked down on like their years of dedication do not matter.
158. Truly listen to employees when they express concerns or give feedback and make sure workplace concerns are not ignored. Make sure everyone in the unit is pulling their weight equally and if not then address it with that person (i.e. mentoring, discipline, PIP, terminate contractors not working out, etc.). Support your employees and do not let them be treated like a door mat by internal customers and/or other departments/divisions. Make sure employees have the resources, equipment, supplies, etc. they need to perform their job.
159. Understand that you can't cut 10% of budgets and expect the same work out of any unit.

160. Union protection of mediocre and under-performing employees is a huge issue. There should be more flexibility given to managers in regards to restructuring their workforce.
161. Very little to no communication in our department. Management, from my point of view, is non-existent and non-communicative. Work environment is the worst I have ever seen. I never thought it could get worse, but it has. Passive aggressive selfish behavior should no be allowed to flourish. Management has succeeded in forcing the perception of 'Getting Along' by isolation and day to day decisions. I pray that being honest on this survey will not lead to another bout of retaliation.
162. We have on Manager that treats his FTE's like and treats a female temporary like she can do no wrong. He uses more city resources on the Temp the he does on the FTE's. It is very sad. Managers in my Department are not held to the same standards as their employees.
163. We need an attendance policy, it's getting out of hand. Discipline takes too long, when a process takes too long it's exhausting for supervisors. Nobody wants to bother with discipline because it takes too long.
164. We need more Police Officers and better training for new Supervisors
165. We rely on several departments to provide information so we can provide that information to the public. Departments don't always think of us to share their changes with. When we have conversations with our supervisor about getting answers to our questions from those other departments she is not really sympathetic to our requests. It really appears that she doesn't want to "make waves" or hold other people accountable for their departments and their lack of providing our department with the most current and up to date information. I feel it ties our hands and makes are job even more difficult than it needs to be. This is an everyday occurrence with accountability on behalf of these other departments. My argument is we as our department are only as good as the departments we support and if we can't get the accurate information we need to do our jobs the best we can, well, then, we are set up for failure. That does not feel good day in and day out.
166. Whether perceived or actual, there is a perception of agenda pushing in promoting based on gender. Females appear to be routinely promoted and selected for special assignments over their male counterparts that have more experience and qualifications.
167. Within my unit our supervisor retired so we do not have a direct supervisor. The one supervisor in charge during the daytime weekday hours lack the tactical and personal skills to lead effectively. Yet Tempe PD allows this behavior to continue and fails to properly address it. They fails to have another Sergeant fill the vacant position and left the city to be ran by an inexperienced new Sgt in the morning hours. That is not leadership. **(Redacted)**. This dept is full of double standards, bias and unbalanced discipline. The lack of accountability for officers actions stem from the Chief (who plays favorites) done to those who lead within the department. Tempe PD accountability and discipline has dwindled since Chief Moir assumed the position of Chief
168. Work should be divided among the administrative assistants equally. An employee should not be allowed to decide to dump their duties on everyone else. This will make the other employees frustrated and wondering why it is allowed.

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

1. 11 year reflection: I do understand that there are ranges in raises, but it has been long time trying to get a current raise and funny there have been 3 managers come and go over my department in 11 years and that has not made it any easier to ask for a raise. Of course, I have received a few raises. But I wondered is the compensation has been fair compared to opportunity for full-time employment, promotion and standard of living for a long-term part time temporary employee....
2. 3% raises are not enough to keep up with cost of living. I feel it should not take 12-15 years to top out in pay at my position should be between 5-7 years.
3. A) provide performance based incentives
B) make market study processes and calculations more transparent. What does an HR analyst know about my job or the job market for it? All that they do is read job descriptions and look at pay ranges.
C) require supervisors to support and provide aid to employees who contest market study adjustments.
4. Additional leave is always appreciated
5. Again the ability and opportunity to promote is key in regards to 'fair' compensation. If better and more frequent opportunities existed then this would be less of an issue.
6. All of my peers were advanced early on in their careers, some without recruitment. My advancement was held back with some questionable, possibly unethical practices.
7. Allow for more vacation to be used.
8. Allow work from home/anywhere. It would be nice to travel for an extended period of time and work from anywhere in the world.
9. Appreciate that even in a downturn employee received an increase. Many other companies were forced to make employees take cuts and we continued to move forward. Thanks for the thoughtful, reasonable progression of increases.
10. Being a part time employee can sometimes be quite frustrating. My team has been applying for full time positions for a while, and in my department many teams have been applying for full time positions, however a lot of staff remains part time without benefits or salary. Of course I understand the current difficulties with the pandemic and how it is affecting the economy and fiscal year planning, and thus am grateful to have the job that I do. I have always felt very supported by my supervisors and teams and that I am an important part of the system, however sometimes that feeling of support from the overall City is not there. It would be nice to feel like the City recognizes it's many part timers and the work that they do, and like there is a desire to provide benefits for these employees. Admittedly it sometimes feels like I may be kept at part time simply to avoid paying benefits, and that is disheartening when I truly love my work.
11. Better deal for our buck.
12. Better pay and/or more benefits for part-time staff. With minimum wage up, part-time employees who are expected to have a bachelor's are barely paid more than minimum. I've worked for the city 6 years and only make \$2 more than my starting wage. The strict cap at 28 hours also makes picking up extra shifts or putting in more hours impossible. I love my job with the city, but will likely need to leave as the pay does not sustain.
13. Businesses/construction coming into the city should pay their fair share to conduct business/build in the city, which will provide funds for more officers and better compensation. Not to mention creation of specialty groups to combat/address the current and upcoming trends being presented to the city.

14. By evaluating each job by work being performed and not set by benchmarks for compensation. We have jobs being performed by departments/sections that can not be determined by job titles or descriptions. There has to be an internal mechanism to come to a fair compensation amount set by the city as one entity and not by some work group looking at other cities job descriptions to determine an increase or stay the same. The City of Tempe is very innovative and can come up with at the least a more effective way of compensating employees.
15. Change the Bereavement Leave benefit back to include ex-in-laws as well as current in-laws.
16. Compared to other organizations, I think that the pay is highly competitive for local government and above county government wages.
17. Compensation and benefits are amazing at the City of Tempe!
18. compensation for career advancement
19. Consideration for overtime benefits in some 'exempt' positions to be in line with comparable positions within other cities in the area.
20. Consideration should be given to yearly Cost Of Living Adjustments (COLA).
21. Continue helping those that are topped out by hopefully giving them raises or/and bonuses.
22. Continue to provide annual raises for the work employees provide to Tempe residents. Provide a better 401k match.
23. continued education regarding benefits for newer employees. topics would be defining benefits, how to make changes to benefits, understanding how to use benefits etc.
24. Create a couple more classifications that better fit people's job descriptions. I am paid as an Admin Assistant II, however I perform non of the duties that the admins in my department perform. I have no knowledge of any of their job requirements. There is 1 other classification for the department with a small pay increase, however getting anyone to agree that my position should be reclassified to that is extremely hard.
25. Create room for promotion where work is concerned.
26. Dental benefits over the years seem to have regressed significantly!!! That sucks!
27. Dental coverage is inadequate.
Health coverage for employees who are eligible for retirement at 20 years should be provided in retirement per the employees original employment benefits package. I believe it was removed from Retiree Benefits in 2008 - 2010; which means to met that anyone hired before that date was lied to by the City of Tempe. Anyone hired BEFORE the date the City decided to cut corners on Retiree Benefits should receive the benefits package the employee was hired under.
28. Do a better job of evaluating pay for the same position with different job duties in different departments. i.e. administrative assistants in fire, pd, water etc.
29. Do not depend on temporary employees, and if you do, compensate them appropriately. To not offer paid time off for full time temp employees is not ethical.
30. doesn't matter , if you are not a firefighter or police officer WE DO NOT MATTER!!!!, and the city makes it very clear and very public, and employees know it
31. Don't get paid extra for doing records duties , because that classification is below my pay now. However when doing records duties in communications I am expected to answer phones, watch for incoming teletypes that have a time limit on them, answer in coming records calls from officers and the jail but STILL answer 911 calls. That is an extra load of work most of my peers are not trained to do, so a handful or people are expected to do it nightly or the task falls on an already busy supervisor who is already responsible for listening to all radio channels, field calls , monitor employees, take calls from patrol supervisors, maintain work equipment and so on. We need to be compensated or records needs to take the job back at night. Also recently communication aligned themselves with several other civilian groups within the PD to make standardized trainers, they receive extra pay, however in my work group only a few trainers (and the same trainers) got trainees, some were not even given the opportunity to train.

32. Employees that have been at work during the Covid-19 pandemic should be compensated in some manner for putting both their health and the health of their families at risk. Many of the field workers do not get the opportunity to work at home like many of the other City staff, in turn we come in contact with all kinds of people and situations that put our health at risk.
33. Ensure that any new services or products being offered are being used and are achieving successful outcomes. We shouldn't be allocating funds for those that are seldom used or not well reviewed by those employees who do use them.
34. Ensuring the men and women who work for the city and put their lives on the line EVERY day as first responders aren't glossed over, forgotten or put down due to the political climate of the country. The approach to this point by the City and the careful evaluation by council has been noticed and appreciated unlike many other cities around the country who "jumped the gun" with making cuts etc. So for that, thank you.
35. Evaluations of skill level and work satisfaction within positions tied into compensation would be great to implement. I am compensated far less than my coworkers. It makes me feel less valued as an employee. I contemplate my future with the City and that is mainly a compensation issue. Otherwise I am happy with my supervisor and my work.
36. Every year the amount we pay for healthcare increases more than yet are raises etc. are minimal.
37. Extend benefits to temporary employees with 5+ years COT experience.
38. Extend retirement benefits to employees in Group 3, prior to the change
39. Fair evaluation of work you do. Benefits is good
40. For an individual that was working as a "first responder" during Covid-19 there was zero compensation for the working hours in the field. My city counterparts TPD and TFMR received hazard pay. Meanwhile we are attending the same calls and were put in the same positions and potentially for longer durations than them.
41. Go back to the 5% pay increases, or go back to providing a COLA (cost of living adjustment) We used to get %5 pay increases every year along with a COLA. The City discontinued the COLA and we now only get a negotiated 3-3.5% pay increase each year.
42. Have new employees sit down with HR - Health Insurance Rep (BCBS) for 1on1 explanation of benefits
43. Hazard pay
44. Health insurance needs to get better. Every year more and more benefits are taken away. It's sad.
45. Healthcare costs, copay's etc., erode any salary increase I may get. Max out of pocket is too high. City pay is substantially less than similar private industry jobs.
46. Help the people who are in wage compression. The people who stuck it out during the economic downturn. Who are making the same as newly hired people but have been working here 10 or more years. Very unfair.
47. Higher accrual of vacation leave would help satisfy my work life balance needs.
48. Honestly, the pay can be better. I LOVE MY Job! I have a family of 4 to feed and give them a better opportunity than what I had growing up but with this pay I had to get a 2nd job elsewhere, so miss the quality time with them I was hoping to get from coming from over the road driving. I feel That Tempe could pay better way better so we won't have to live paycheck to paycheck. My team rocks and I'm comfortable here but with my bills and kids growing it will be tough to decide to stay or go. Thanks for your time and the job! #25574
49. HR takes too long with market comparable
50. I always find it funny when old time employees complain about insurance, they have no idea what it really costs in the real world.

51. I am a patrol officer. This job is extremely difficult. More is expected of me all the time. I am happy to live up to higher standards, but it is getting ridiculous. It is like the world is hell bent on making me hate my job. I sacrifice so much. My family sacrifices so much. The City needs to focus on how it can make this job more enjoyable for employees. I am starting to wonder why I still do this. The smart ones will start to think better of doing this career and the City will be left with the...well, not as smart ones doing the job.
52. I am currently happy with our benefit package at the moment. I would like a higher amount of comp time accrual if possible but understand that is a TOA issue.
53. I am satisfied with my own compensation but employees under my supervision are not, there is definitely inequity.
54. I am satisfied with the compensation and benefits. It is my supervisor that is the problem. Even though he attended a supervisor training program as others of us have, either he never had supervisory skills or he did not learn any supervisory skills. **(Redacted)**.
55. I believe he health care needs to be adjusted
56. I believe that I am adequately compensated in pay by the City of Tempe. I did receive my yearly raise this year and I thought that very nice and a positive sign by management on their thoughts about City of Tempe employees. I understand the economic results of the pandemic have been huge but hope at least the City of Tempe can maintain our salaries until we get through this pandemic together. However, I do believe we can be better compensated with more leave time. I have looked at other municipal government organizations through out the United States and feel that the City of Tempe compensation for leave time is at or near the bottom. Where I think our pay compensation is fine I believe dramatic improvements in the City of Tempe leave compensation would dramatically increase employee morale.
57. I believe the pay-scale for my position is fairly low compared to other cities which may or may not be included in the pay-scale review process. I also feel that there are restrictions on the deferred compensation program that aren't included in other similar programs specifically that you don't have access until separation from employment even if you reach 59-1/2 years of age.
58. I do not agree that I am being compensated for the job that I am doing. I graduated from college recently and asked for a raise and I was laughed at and told I was not qualified for a raise. I have been working in the office through the pandemic, stay at home orders, all of it, and not once have I been approached once about hazard pay or any sort of compensation for doing so when the state says the safest place for me is at home. We had an employee quit/get fired recently and I would be next in line for his position and I did not even ask for it, I offered my help and volunteered to do it as a learning experience and someone in management spoke to my supervisor and said " _____ is going to want _____'s job and then he is going to ask for more money." Who says that about an employee wanting to move upward and make more money?
They do not care what happens, it feels like they would rather die, fire you, hire someone else, do ANYTHING possible to not pay you more. I am an TEMPORARY Administrative Assistant II making \$18.93 an hour with a degree. I put roofs over people's heads for that wage and am laughed at for wanting more and people talk about me like that behind closed doors? That is not right.
59. I do not receive benefits from the City of Tempe due to working part-time.

60. I feel like I am stuck at the assistant level in a "temporary" position. I do not agree with the city's structure of having mobility within my position fall in line with the fiscal year. The position that I am in is currently at the temporary level, and based on the workload, it should be a regular, full time position instead (as agreed by my supervisor, managing director, and coworkers). However, my understanding (as implied by my manager) is that the position needs to be reclassified, which can only happen when we start a new fiscal year. This means that I have had to wait a full year to be adequately compensated (and this has happened to me twice now). Because I am a temporary, full time employee the only benefits that I receive are the health plan (does not include dental) and ASRS. This, paired with my low salary, decreases my motivation and drive, especially when most of my colleagues are able to enjoy a holiday or take paid vacation. Knowing that my compensation or employee status cannot change until the following July further affects my morale. In general, I disagree with the city's use of "temporary" employees. Many "temporary" employees have worked past two years and should be at the regular status instead. It just seems like an excuse for the city to not compensate employees as deserved.
61. I feel our compensation is above par for the region, and being such, we attract the best talent.
62. I have a total of 14 years of experience but am in an entry level position. I often am tasked with doing tasks that are part of job descriptions for staff that are two or three classifications above me. I'm often tasked by higher ups with doing work my supervisor should be doing because they perhaps have more faith in me. I'm not compensated for the level/classification of work I am doing.
63. I have been here 9+ years and in the **(redacted)** profession for nearly 15 years... I make less than some people with less than half of the experience as I do.
64. I have insurance thru my spouse work. Evaluate the actual work performed by each employee.
65. I have received a promotion and my pay went up 10%. However, there are employees, in the same department, who are several steps below me making much more than I do. I am one step below my supervisor and that person is making 30,000 a year more than I do. I work many more hours a week than the people I have mentioned and yet the equity in our pay is missing. When you are promoted in the city, there are no negotiations and yet when you are hired from outside, you are treated with a greater respect than the employees within.
66. I still struggle to meet my Military commitment with the amount of Military Leave that we are given and I have to dip into Vacation hours. Its worth it to me to be able to serve our nation as well but I will never be able to accrue Leave for sell back to improve pension rates the way so many others do.
67. I think a 4/10 schedule should be available for most positions.
68. I think it's pretty strong, especially since we have unions and I am grateful for the transgender coverage.
69. I think the city does a terrific job in compensation and benefits for its employees. Its a quality package that does matter.
70. I think the city has very good benefits, the fact that you will be without medical insurance before 65 makes it difficult to think about retirement. we do have money but its very expensive without getting sick
71. I think there are some employees who face language barriers and may require a better understanding of the benefits available to them. if HR can't find someone who could provide this information, in that language, they should ask other city staff and maybe give them the opportunity to volunteer/help out. lastly, there also seems to be more "allowances" for staff who have kids (at home) than for those staff who do not.
72. I wish I was more knowledgeable about negotiating my starting salary. Right now I am overqualified for the position I have, but I'm not being compensated for it; I am also not sure how to alter that pay either and request a raise.
73. I'd prefer an HSA to FSA.
74. Improve the 401K match from the city

75. Improvements could be continuing to work remote. This has been the biggest benefit for me and has kept me mentally and emotionally healthy. I strongly believe that the city should look at student loan repayment. Tuition reimbursement does nothing for those of us who came in with graduate degrees. The city pay scale should allow for performance raises. What is my motivation to work hard? There is no job for me to promote into and I can't earn a raise. The city should recognize new hires for education and experience. I had to start at the bottom and 5 years later I am still at the bottom for my job because I get the same increase as everyone else. Also there needs to be more leave. I need more military leave. I understand the state has the minimum but there is no reason the City could award more. I continually have to dip into vacation/sick to serve. Vacation should accrue at a higher rate. It is below other government agencies. Sick should not be a thing. Most companies are doing away with sick leave. I don't choose when I am sick and if I get sick with no leave I am not going to use vacation I will come into work while sick. Now working remote is anyone really going to use sick time? I'm not. I will work sick.
76. Include cost of living salary increase plus raises. The current increases in salary barely cover increases in costs for health care and retirement contribution.
77. Increase city match on 401K/457 contributions
78. Increase pay and/or lower health premiums.
79. Increase pay, increase the amount of leave (vacation accrual) time I receive each year, among other things.
80. Invest in a benefit company that does not constantly change preferred medications & charge more for previously covered medications. Coverage of medical devices & supplies that provide preventative care and maintenance that will prevent high cost medical intervention. Provide training for H.R. employees in the coverage of benefits instead of having the employee calling various companies to try and determine what is covered, and by whom.
81. It is important to note the strong culture of support for compensation and benefits - specifically as tied to employee retention, morale, and the resulting exceptional service provided to Tempe residents and business and visitors. City Management and Labor representatives debate respectfully, and ultimately arrive at practical, responsible, and ethical outcomes. Unique situations are addressed with equal measure of pragmatism and compassion and equity when putting policy into practice. The City of Tempe's compensation and benefits are exceptional when compared to other agencies. Our institutionalized standard practice of consistently reviewing our policies and practices assures that policies do not become outdated. Likewise, when issues arise during Labor Management discussions, differing points of view are respected, researched, discussed further, informed by data, ultimately allowing us to adapt as appropriate to situations and evolve to better serve our employees and our community.
82. It would be nice if they would offer a discount for gym memberships through Fitness Your Way.
83. It's difficult when you do the job but the title doesn't match the pay
84. It's incomprehensible to me that someone can be with the city for years and still get paid relatively the same amount as when they started. It does not recognize the contribution, growth, increased capacity and institutional knowledge that is gained from doing and refining the job by having tenure. The deferred compensation match is quite small. The benefits are confusing and the information is in a bunch of different documents and formats. It's hard to know what's going on with them.

85. Joining the City in my mid 30's I am very dissatisfied with the requirements to participate in ASRS and give up 12% of my pay for it. This late in my career I do not plan to stay with the city for 30 years to actually get the benefits of ASRS. And if I choose to leave, all I get is my ASRS contributions +2% a year in interest, this is no better than some online savings accounts. Additionally because I joined ASRS late I don't have the option to get the city's contributions if I choose to leave. The reality is if I was putting 12% into a 401k in the private industry I'd have an equally healthy retirement that the pensions provides but with one notable option in keeping all the capital gains for my money that was contributed when I change employers. ASRS gives me a measly 2% if I leave the system. This is very apparent to young prospective candidates who are considering joining the city and many of our potential hires walk away because they don't want to commit to ASRS for 30 years and be forced to give up 12% of their pay. I don't recommend the city to others in my career field, with the city you get paid less and have to join ASRS, I tell them to stay in the private industry and get the 20% better pay and more retirement flexibility..
86. Judge work performance and not just "this is the pay for this level".
87. Keep up the excellent work!
88. Map job duties and expectations to other public sector agencies.
89. Maternity leave would be fantastic. Even if it was 4-6 weeks. As a high risk pregnancy, most of my leave time was spent with mandatory doctor visits and I was left with about 3-4 weeks of paid time. I applied for donated time and everyone who tried to donate was denied, so I went unpaid and was forced to return to work at 6 weeks after a c-section (which needs 8 weeks healing time minimum). I love my supervisors and they helped as much as possible, but it's frustrating when the city is so great in other aspects but I was more worried about losing income those first vital weeks rather than enjoying my time with my newborn baby.
90. Maybe bonus's
91. Mental health coverage for employees and families would be helpful especially with COVID and the civil unrest we are experiencing. I appreciate the EAP although it is limited to certain providers which may not meet needs of employees and their families.
92. Merit rewards/increases!
93. Mesa PD gets \$5.00 an hour extra for midnight differential and Banner Desert nurses get an extra \$6.00. I realize they're not law enforcement, but still first responders working on the same subjects we deal with. Also, they're in the safety of their hospital with security and often times us as visitors. Why are we only getting \$2.00? Hazard pay?
94. My biggest concern is that our medical rates will keep rising.
95. My job duties are not as I was told during my interview. I was explicitly told I would not be doing a specific job duty, however on my first day on the job, I was assigned that particular duty and have been doing so ever since. I am doing manager-tasks however, my title and salary does not reflect the type and level of work I am tasked with.
96. My position should start at least \$20 an hour. The city should give better raises than 3% which is hardly an incentive.
97. Next year, when the Union re-negotiates the contract for salary and raises, if raises are less because of Covid19, a benefit/perk would be full-time work from home. It's such a simple thing that contributes to employee happiness and does not cost the City anything.
98. Of course, there could always be more compensation but I do think most positions are compensated fairly... there are several management positions that make way more than what is fair but I know management doesn't care to acknowledge that.
99. Offer alternative vision plans. Even if for higher premium. Current option is awful and not accepted by many eye doctors.

100. Officers are continually asked to do more with less. The department fills up the specialty units and depletes patrol then expects patrol to work like they are fully staffed. If Officers are required to do more with less, at least pay them for it.
101. Overall the City compensates employees fairly. More self-care benefits would be helpful. The stress of working from home during a pandemic is taking its toll on some. It would good to see these mental well being issues addressed now and in the future.
102. Oversee work load
103. Pay more haha
104. Pay them market rate for the jobs they do.
105. Performance based raises would encourage employees not only to do their jobs but to go above and beyond as well. If everyone gets the same percentage raise, why would anyone do more than the minimum? Especially when their counterparts do less than on a regular basis and still get the same raise as you. Let us earn our pay with hard work!
106. Provide an incentive like other jurisdictions where your rate of vacation accumulation is based on how long you've been paying into ASRS. This will also help recruit talent to the City.
107. Provide hazard pay during the pandemic and better benefits for Temp full-time city employees
108. Provide more pay for officers as in the trend of society, officers are more judged, not supported and at risk to be sued civilly for performing thier job duties.
109. Provide more than one eye care plan and have the market study reviewed by work groups before you complete the work to ensure comparisons are accurate and fair.
110. Provide opportunity for retirees to keep their life insurance; provide equity for those who were not included in the standard retiree plan even though they had nearly 10 years of service.
111. Raise the administrative assistance pay by creating a level 3.
112. Really appreciate the benefits the City provides to us
113. Recognize staff that have high performance.
114. reducing a little the medical cost in the case of adding one more dependent in the medical service or in the case of obtaining the family medical plan.
115. Remain and continue to stay competitive with surrounding municipalities wages and benefits. Mesa and Gilbert are currently higher for salary and hourly based positions.
116. Remote working is a benefit and a permanent policy for it should be implemented.
117. Require supervisors to evaluate staff compensation and allow them to provide merit raises / salary adjustments, as appropriate. Ensure that individuals in specialized positions that are not specifically identified as such in the market survey are being compensated appropriately. The market survey is a valuable tool, but it is not perfect as some assignments that are quite specialized are lumped in with broader job titles / descriptions. Absent sufficient information to determine an appropriate salary based upon compensation offered elsewhere, determine salary levels for specialized positions based upon employee performance and the value of said employee's role to the community.
118. Risk to life and health should be taken into account in compensation. All police retirements should be medical retirements (like the fire department).
119. Some our the lowest paid employees have the most responsibilities and the least job flexibility.
120. Stop sending part-time employees so many emails and updates about benefits and vacation/paid-leave time that they are ineligible for.
121. Tempe benefits are very good.
122. The 75th percentile (market study) pay does not reflect the functional responsibilities of the job, in comparison to the cities of Phoenix, Scottsdale and Glendale. Project Managers at Tempe have more responsibility than the Cities named above but get less pay. Project managers in the named cities are viewed as supervisors/managers whereas Tempe's are not.

123. The benefits given are amazing as a civilian emt. And I am truly grateful. It is tough and concerning sometimes to only make 2000 dollars a month for the job we do . I know down the road the pension and benefits will make it worth it , and I love my job and this city and Fire dept. but those of us with mortgages, let alone families it is scary to come home monthly with what we do considering the dangers and responsibilities were asked to give to the people of this city. Some of us are struggling and I see some who end up giving up this dream job for other opportunities because they can't efficiently support themselves or their family.
124. The City bends over backwards with regard to providing time off, benefits, training opportunities, etc. I compare notes with my family, whom work in retail, and even after many years of service, they are not able to receive the same level of benefits as an employee of the City receives. I say this not to give the City an opportunity to see what benefits to cut to be more in line with retail, but as a highlight to aid in retention of valued employees. We work hard to keep those benefits. Cut them and our work product would reflect that change, I would expect.
125. The city could contribute more to deferred comp
126. The City could get a better third party health care administrator
127. The City does a good job at paying employees however there are seasonal employee doing a job that is rare and should be evaluated based on the amount of responsibility that is up held by that position and what positions it supports.
128. The city does a tremendous job with compensation and benefits.
129. the city does job standard comparisons to look at jobs, however they do not look at every job, and at times because another entity has the same job but does not have the same or similar title they city says there is no comparison. Also the manner in which an employee advances in the pay scale is dismal. When an employee has worked for the city for 15 years and has not reached the top of the pay scale, the system is not working. Friends working in other cities receive merit increases annually and reach the top of the pay scale in about seven to nine years. Tempe should implement a similar merit raise system for Tempe employees.
130. The city is generous and I am blessed to work for it. COT does need to do a better job of communicating about ALL of the benefits available in a clear, succinct way. Maybe do a booklet or cheat sheet? They could highlight one benefit a month in a newsletter. There are so many great ones, but people won't use them or value them if they don't know about them or how to start using them.
131. The city needs to offer the ability to receive pay increases if employees are willing to put in extra training and or obtain certificates directly related to the job. Employees need incentives to do their work because of the nature of our public sector pay. Every employee receives a raise every year no matter if you are a good employee or not. The city needs to offer incentive For employees willing to go the extra mile and work harder.
132. The City treats us very well....a lot of time off, sick days, flexibility. we have deferred comp plus the state pension. plus the health savings account, medicare sup pay....overall we have very good benefits. Would be very tough to improve upon what we have. We are fortunate.
133. The city's market study system is unfair and forces us into a box that we don't belong in. It forces us to be compared only to certain agencies. It puts too much focus on the title and classification, and does not take into account the actual type of work that we are spending our time on here. Additionally, it is very wrong that the highest paid person in the unit is one of the least qualified and is one of the lowest ranking when it comes to job performance. Those who spent tens of thousands of dollars to acquire the level of education that is typically required to work in forensics are not compensated for their higher qualifications. Those who strive to produce the best quality work, care the most about their work product, and work the hardest are not compensated accordingly.

134. the comparisons for other municipal communities for the job I do is decades old and includes the City of Phoenix and Mesa. Tempe got it right to value the position but it is not close to the other compensation hourly, with benefits, and without incentives. I get offers weekly to leave Tempe. I think my work is needed here but there is a breaking point that I can't stand to be on the edge of. I love Tempe but the burden is too much currently. I am struggling daily to stay the course for this community. my coworker is an unstable animal who never volunteers us for helping other professionals and gets angry when I volunteer us. I truly am worried for my future.
135. The compression is a huge problem. Also the lumping of Confidential employees into other groups that don't accurately depict their role is damaging.
136. The deferred comp match is silly - it's so low it doesn't help, really. Better the city should remove this and spend it in a better way. Most people participating in deferred comp will continue without the city 'match'.
137. The department I work in is the most hazardous in the city. I have been punched, kicked, bit, spit on and have had urine thrown on me. But because we are looked down upon by our command staff as less than human. We are paid far less than the others in our department.
138. The EAP doesn't provide services when needed. My family member needed some psychotherapy and could not get 8-10 therapist to return calls or get an appointment. We had to seek help through the regular insurance.
139. The job is getting more dangerous, we have less officers, and are expected to police a larger population. Due to the increased responsibility, liability, and overall workload, pay rate should increase. Due to the increasing scrutiny and harassment Officers should be provided with more time off to decompress and tend to mental health. The City deferred compensation benefit is lackluster and can hardly be considered an incentive when compared to what is needed in a retirement or even a supplemental retirement account. This could be improved with a higher pay rate to support the added responsibility and workload of Officers, more annual vacation hours (and personnel) to support the needed time off, and a higher matched compensation into deferred compensation program (City 401K)
140. The market study process is weak with many holes. There are many direct comparison positions with other Cities yet we are still using the "job family" method, that leads to inequities and inconsistencies in comparison to other cities. The market studies being completed solely by HR is not always appropriate, in many cases they don't understand the technical details of some of the positions that should be considered when completing the study, the departments should be included in the process to help mitigate these issues.
141. The medical flex spending option can be improved and better explained to employees.
142. The only suggestion I have for benefits is the tuition assistance program. It is out of date and does not support advanced education. Overall, the City of Tempe benefits and compensation are top notch.
143. The Senior Engineering Associates need to be re-evaluated since each group performs different duties. The ones in the CIP group perform the job as a project manager and not just an inspector.
144. The supervisor's union gets more benefits than the non-supervisor employees which isn't fair, they should be the same.
145. There are some positions that have levels to them such as I, II, III, Senior, Management. However those levels do not carry to all departments so one department may have several levels of say a Administrative Assistant position. Then one looks at another department with the same job title and it has more levels. The city should make it so that a person can grow in the position for the same department over the years.

146. There is a huge separation in compensation/pay rate between myself and the position above me, though the position above me is a combined position. As a Lead, I presented a Market Study Research for my position. Due to the diversity among cities and the fact that I had to often compare myself to supervisor positions in other cities, the Market Study was declined. The requirements for my position have grown exponentially of the last three years and when I presented the need to progress, it was denied.
147. There is a lot of trauma associated with this job, and there is not enough emphasis or resources to appropriately process that trauma.
148. There is nothing the City can do with the politics involved in the pay schedule. If the politics was removed then there is a lot the City can do, like a normal business to keep and retain the best employees and to provide the necessary training.
149. There may need to be an increase in annual sick leave, now that Covid-19 has set a norm.
150. There needs to be further incentives to work in Law Enforcement. Morale is low and with the current state of our country some of the incentives to be a Police Officer need to be returned and/or re-thought out. i.e.- medical for life, higher matches to 401k/457
151. There should be a higher employer match for deferred compensation
We need a much better Vision Plan
Employees should be allowed to renegotiate their salaries periodically
There should be a step system put into place for salary increases so that it isn't just 3 % increases yearly from your original start date
152. There should be financial incentives for large work accomplishments / high work loads.
153. They need to revise the work done in entry level positions and raise the entry level pay scale some work being done is not entry level its absolutely ridiculous how this is overlooked.
154. They need to take a look at some job duties I am performing construction work and getting paid a new hire salary esp. with my recent job skills.
155. This is one of the few areas the City excels in. I have zero doubt in my mind that the only reason the City provides such a good compensation package is due to the Employee Association/Union. City Management/Council would never support the compensation and benefits currently provided if there was not a group fighting for the employees. The compensation and benefits package provided by the City is a primary reason I have not left the City for another employer yet.
156. This isn't so much an area for the City to improve as it is a work group/union issue, but the City ultimately approves the agreement. For years employees received 5% increases while in range. If an employee was maxed out, they didn't get a regular one time bonus. they would need to promote or wait for their range to adjust to increase their pay. Once the 5% went away, the work groups/unions, being generally made up of mostly long term employees negotiated for the City to provide one time bonuses. The young/new employee now gets around 3% as an increase while the more senior employees, who in the past wouldn't have received any increase, now get a bonus each year. Due to that, employees take much longer to move from the minimum to the maximum of their range.
157. Use federal compensation money for employee salaries and not neighborhood pools and other pet projects.
158. We currently have an incredible Labor Contract that makes me proud of our organization and city!!
159. We have been fortunate to receive a pay increase every year, however I think it is ridiculous that pay raises are across the board for every employee in the city. It makes no sense my pay raise is the same as others who may not be productive at doing their job and definitely don't go above and beyond. Raises should be based on each individuals job performance, dependability and how much work they accomplish. What is the incentive to anyone to do performance reviews when it has no effect on raises or promotions??????

160. We have many people working on their personal time. In some areas it's expected. These people are rarely compensated. When you're off, you should be off. Seems simple, but it's really not
161. We need more options for health care and not steered to the basic plan of one option in our medical benefit plan.
We also need an eye care coverage that can support the growing needs of eye care (frame & lens) expense.
162. We should have more leave time. Also I would like to be able to add my mom to my health benefits.
163. When advanced positions with higher pay are available, open them to all qualified applicants. Do not keep the positions unoccupied simply to save a few dollars, it sends the message that the employees are not worthy of their experience, knowledge and abilities to perform their jobs at a high level.
164. When budgets and positions are not allowed to be filled due to funding compensation to employees does not happen.
165. When new employees are hired above the minimum it causes of salary compaction as does the market study increases. If you are in the middle you get squeezed more and more. Why don't the pay rates move in the same percentage as the increase? We should at least get cost of living adjustments. The 5% raise we have been getting doesn't keep up with the increased cost of benefits much less all the other cost increases of daily life.
166. While I understand that compensation is predominately calculated by the benchmarked top cities, the raises we have received in the last 10 years are far from equaling the cost of living that has occurred in the same time frame.
167. While Tempe is still a good city to work for salary stagnation over the past 10 years and only approximately a 4% increase in salary for line level employees over that period has impacted work performance and morale.
Instead of market studies being the only determining factor for salary/pay increases, combine the use cost of living/inflation/CPI to negotiate salary increases. Using market studies only has lost credibility within the work groups that have no civilian/non-government counterpart to compare and is clearly evident based upon management salary increases greatly outpacing line level employee increases.
168. Work with other AZ cities to develop a comprehensive insurance program good for all public employees that is paid for similar to AZSRS pensions. The underlying reality is that health insurance will continue to be too damn expensive unless municipalities are banding together to negotiate rates.

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

1. a safe working environment. Employees have to feel that they are welcome to have good working relationships with their coworkers and other city employees.
2. Actually practice the values. Stop holding grudges and making excuses.
3. Allow less talk from managers, which provides workers time to be heard. They tend to dominate meetings with self-promotion than really listening to their team
4. As I have stated before, they do not listen. They communicate great amongst themselves in management because they call all the shots behind closed doors and we have to deal with whatever it is regardless of how much direction we get about the topic. I talk to my other colleagues and 99% of them have no clue what is going on or what they are supposed to be doing. There are absolutely no policies and procedures in place that address the conditions we are under today and it has never been discussed. If it is brought up, management will say they are working on it and then is there ever a solution? NOPE. They only listen and fix what they want to.
Communication/transparency is what is going to be downfall of this department and that process has already started.
5. As labor, we are usually the last to find out important information from management. I have often heard updates about my workgroup from people in other departments before my own supervisor. Although I am comfortable expressing my opinions to my department leadership, I do not feel my opinions are valued. Supervisors and department leaders do not ask for the opinions of employees. I feel that City values and employee engagement are only spoken and not practiced by leaders.
6. By helping us to feel like we're part of the team with people above us rather than segregating us from management as if we're not as good as them or lesser people than them.
7. Chain of command rarely seeks information for communications on how to handle changes to calls for service or what calls we will respond to versus online reporting or callback officer, the COVID directive has been a nightmare. There has been a better plan put in place for events where the city anticipates a large amount of complaints or concerns and those practices have helped.
8. City management could be inclusive instead of exclusive.
9. City value's are not promoted within Information Technology and many other Departments most employees don't see them unless the City Manager mentions it in one of his correspondence.

10. clarify question 12. I am aware of the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity). these values were infused into me, by my parents & church since I was little.
11. Communication
12. COMMUNICATION Talk to the employees and let them know what is going on
13. Communication is always an issue.
14. Communication with changes and updates don't appear to be communicated effectively - would be good to have some small huddle meetings with changes that occur to make sure everyone understands and questions can be answered. unfortunately there isn't enough time in the work day due to our work load.
15. **(Redacted)**.
16. Delivery of information from the top. Personnel expect from their immediate supervisors answers and changes instantly. Upper management should be the everyday communicators on what is not going to happen or what will happen. This is what supports line level supervision.
17. doesn't matter the city will not do anything about it and doesn't really want to address things, they just want to tell people they care and cover their butts
18. emails
19. Emails from the City Manager could outline events, activities, new policies, items impacting the City. In the past these communications were very helpful and interesting. Most employees went go seeking for information themselves.
20. Everyone takes accountability and willing to help beyond expectations.
21. Fund a position within Communication and Media Relations that is dedicated to internal communication.
22. Get rid of the retaliatory atmosphere that upper management seems as a whole to model!
23. Get those that are higher up more involved within the lower ends of their departments. Get those that are on the lower end more involved and inspired to move up.
24. Give your employees a voice and then listen to them.
25. **(Redacted)**.
26. help current employees progress and move forward in careers don't make the process so hard and require so many certification or special licenses offer to train and earn those skills.
27. Hold employees overall to a higher level of accountability through a performance evaluation system and provide more opportunity for cross department involvement.
28. Hold employees responsible when they don't perform rather than reward those that perform at a high level with more work while those that just skirt by are allowed to do so.
29. Hold higher levels of command responsible for following city values
30. Hold people accountable for their actions
31. I am excited to see the results of the City Mangers' values tour.
32. I believe more deliberate and concentrated efforts to solicit ideas for specific work functions and/or work groups by management from line level employees should be implemented.
33. I feel as an employee the Director/Chief and Deputy Directors make decisions not listening to the employees "in the field" but are afraid to make any decision that would upset other Director/Chief and Deputy Directors in other departments.
34. I feel that different departments in Human Services do not communicate as well as they could. When I try to communicate with Housing about my clients' application status, I do not regularly receive responses or follow up. We weren't even aware that the Section 8 list was opening up. I was informed by one of our community partners and I felt silly that they were told before our team was. I feel that there's a disconnect and I do not know how to fix it, but it's directly affecting my clients.
35. **(Redacted)**.
36. I think the City does what it can to improve and promote engagement. In my work group, employee engagement always feels forced, as it is typically a lunch or breakfast meeting out at a restaurant. Even our holiday parties are offsite meetings that are uncomfortable because of the general dysfunction of the work group.
37. Improve communication across the City.

38. Improved communication and support, particularly in light of significant budget cuts. Recognition from the city that our employees can't continue to work such rigorous schedules and then be expected to provide the same level of work and service with personnel and budget reductions.
39. In my department it is hard to express ideals and engage management when management does not have a background or understanding of my assigned tasks. I have to depend on assistance from individuals from other surrounding municipalities or I have to reach out to former colleagues when I have issues. I do have a liaison in another department who assists me, but it is unfair to bother them all the time when I should have a supervisor with experience to confer with. But that seems to be the norm at the City.
40. Individual department engagement is stellar, however surrounding departments is very poor. People need to know their expectations, and be held accountable for their failure. There doesn't seem to be any way a person is held accountable for firable performance.
41. It just would be really nice if line level employees were informed of changes in a timely manner.
42. It would be helpful if the PIO's were held accountable for their shoddy attitude about what we do. I've never worked with such a clueless group of people. No follow up on projects, no accountability, and then we get blamed for their indifference. You should really consider embedding PIO's into the departments and make them a part of our daily operations. Otherwise they work against us, our message, our programs.
43. It's kinda hard right now due to the COVID. Employees are separated and on rotating shifts. Food always works to get people together.
44. Listen
45. Listen and be fair...
46. Listen to employee concerns/feedback/suggestions/etc. Take actual action and not just talk about taking action. Provide updates showing that the feedback from employees is actually being taken seriously and actions are being taken.
47. Make it a place to train employees and compensate them well so as they are not looking elsewhere for work even if the pay is a little bit more.
48. Make managers more involved in all departments even the small ones don't keep shun the smaller departments offer growth within smaller departments.
49. Management needs to be reminded of these values. INTEGRITY!!!! RESPECT!!!!
50. Maybe the director could deign to talk to employees below manager level on occasion
51. Monthly mixers, TEAMS meetings to "mix it up" and break open taboo subjects and flush out confusion and incorrect information. Diversity is a huge topic, and staff still chooses to stay quiet because they fear being called out for being insensitive or saying the wrong thing.
Or, they continue to use insensitive language saying they are too old to change. Announcing an open forum meeting at the beginning of the month with the subject to be discussed and asking for questions and concerns about this subject allows a meeting two weeks out to discuss and break open the concerns and then have an end of the month wrap up email, newsletter or meeting to share what we have learned, correct assumptions... That kind of thing.
52. More anonymous surveys. Promotions based upon blind board. Each employee submits a packet with work samples, supervisor recommendations, and commendations redacting any mention of gender, race, age, etc.
53. More employee get togethers and events.
54. More events that take place between departments might help encourage collaboration.
55. Most the time we find out about changes or other issues from people in other Departments. I do not feel my Manager trusts me.
56. My immediate supervisor is exemplary. Beyond her, I feel little support from the senior management team. The culture of mediocrity that the City fosters results in a lack of accountability and performance.
57. No accountability with supervision and management.

58. Off the top of my head, I can think of two proposals I've submitted that could be easily accomplished and would be tremendous improvements. One of them was something utilized by other agencies. A supervisor at one of those agencies stated "this was the biggest time-saving change we've made to our work". Questions 9 through 11 were answered based on my immediate unit. Outside of my unit, I feel there are many highly motivated employees with whom I work frequently, and many who take personal accountability for their work performance.
59. Offer opportunities to meet with other departments for informal, social gatherings.
60. One area lacks the ability to follow the whole department in going forward. It will never change unless people who are there either leave or get released
61. Open up all promotional opportunities within the PD to a competitive process rather than moving people into these positions due to their race and gender without a promotional process, thereby giving ALL interested employees have a fair opportunity for promotion. Promote educated people.
62. Our department director has employee meetings to solicit feedback but when the feedback is negative the director dismisses the employee, makes light of the situation and no further exploration is conducted. This leaves any sensible employee to the realization the meetings are all an act.
63. Peer-to-peer communication, collaboration is very good throughout my division and mostly, through the department and with other departments. There are a few obstructionist employees that have been in the city for years and are still ones that you dread working with because you know your project is in jeopardy if they are involved. However, the problems directly above us are almost insurmountable. The leader is autocratic - they want to be the one to call the shots; input is not encourage, independent decision-making is not encouraged and is, in fact, Discouraged. Decisions are unilateral. At times, we feel unable to function on a day-to-day level because of it. We agonize over how to share information because we are unsure of how it will be received and what will happen because of it. Sometime - surprise - it's a very positive response. Other times, there is negative response because we took imitative. You never know which way it will go. It's walking on eggshells all the time. It feels like a dysfunctional relationship. Unpredictable. Scary (because the consequences would be damaging decisions to the programs and projects). This is not a secret to city leadership, but it goes unchecked.
64. People in the department don't always step up and take the initiative to do a job. Even when it is brought to their attention, they have to be reminded to step up. It's exhausting.
65. Police Records managers and supervisors need training on how to treat their people with respect and honesty. I do not appreciate being micro-managed. I am not in kindergarten, so I do not need a hall monitor.
66. Practice what is talked about.
Rotation of special assignment positions and supervisors to promote career knowledge and advancement. The rotation policy isn't being followed and has caused career stall for many employees.
67. Practice what you preach. All the trainings and emails in the world don't mean a thing unless we follow through
68. Provide employee development training for all field employees. Training should not be developed to meet quota, it should be developed to develop employees into great assets for the organization.
69. Question 10, This is an individual choice and most days staff want to achieve and accomplish their daily goals but a few are just going through the motions.
70. RE: #6 I have adequate input on decision affecting my work - not always. Sometimes decisions are made at a higher level (including city mgmt. and Council) and are passed along. In those instances, I wish there was more of a sense of collaboration and an opportunity to have a dialogue and to offer input...this would reflect the values of openness, creativity and people.
71. Require Andrew to do more than send a perfunctory weekly COVID-19 email or a monthly (N Years Anniversary) that's written by his staff.
72. Reward good performance. Break down silos.
73. See Police Department
74. Share the values of the City of Tempe, I have never heard of them until now.

75. Solid Waste had a program to reward employees for exemplary performance with small gift cards and a certificate. It was super minor and relatively cheap, but went a long way to incentivizing high quality performance. It was cut about a year ago and nothing replaced it and you can see the impact on morale.
76. sometimes the ones who complain the most are the ones who get the most attention - maybe stop doing that. sometimes, the benefit for all is a good job, done well.
77. step down meetings between upper management and line level employees
78. Stop ignoring and abusing patrol. Payroll is treated like children.
79. Stop looking to the Strategic Management and Diversity Office for guidance on how to engage employees. I have high hopes that Human Resources is moving in the right direction.
80. Supervisors need to hold their employee's accountable for their actions. Again, more supervisors need training programs available to them. They can attend a class maybe once every two months on different situations.
81. Sure, the City comes up with progressive values that are popular among the media. But you are forgetting about the rest of us. We have a special committee setup to track bias crimes. We came up with TWO for an entire quarter. Are bias crimes really a problem? Or are we caving in to the demands of a small but loud group of people who are interested in pushing their unique agenda? The rest of us are important too. I am sick of pretending to be okay with us making special arrangements for people who claim to want equality, yet we are going out of our way to treat them different.
82. The biggest problem with employee engagement is that most employees feel that their supervisor does not stand up for them. There are a handful that does and will listen and try and make things better. Then you have the people that have been in their position for a long time and they feel that it is the way it has always been.
83. The Chief does not seem to care what Officers have to say about their work environment. The department continually hires young Officers with no life experience or common sense. Equipment up keep means nothing to them, they are above it. Job issues require twice as many of them to handle.
84. The City already does an excellent job at insuring employee engagement. All employees that I interact with, are highly motivated, engaged, and care a lot about doing a great job for the City of Tempe. Employees hold each other accountable.
85. The City has those values but they don't actually get applied. Its easy to say you value openness until you're yelling at your employee to shut up when they try to tell you anything. I already said that if I were to bring an issue to one of my chiefs it would not go well for me at all.
86. The City is performing at a high level here....I don't have any suggestions right now.
87. The City lacks consistency in practicing values within divisions. It seems Human Services continues to benefit at the expense of other departments, yet the homeless problem, free preschool continue onward despite budget cuts in other important areas.
88. The City Manager's Office sends emails about things he wants us to know but those messages don't accurately relay the shady things happening up top. The City pays lip service to transparency but hides a lot of unfavorable actions and facts. Our office only functions because of the employees continuing to hold themselves to a higher standard with no credit owed to management at all. City management is so concerned with themselves they can't bother to really communicate with employees about issues and in the case of my department, certainly do not advocate for their people.
89. The city needs to evaluate how the Chief makes decisions and to seek out information from those who are in the "trenches" and not from a corner office. The department also needs to put their foot down from time to time on certain issues that are not related to the function of the department and caving to "pressure." There are meetings that occur from time to time where input is encouraged however if feels that if someone does provide an opinion or solution to solve or minimize an issue. The information is cast aside or that employee shunned by upper management. The city needs to make sure that all voices are heard and the information of opinions are respected and looked at before judgement is made.
90. The City of Tempe is by far the best employer I have ever worked for. I am honored to work here and will do so happily until I retire.
91. The City practices the values, but individuals do not always.

92. the director comes in on the phone, barely says a word and goes in his/her office. barely speaks to anyone, now the deputy and managers are doing the same thing.
93. The police department as a whole needs to work on communication and transparency
94. The police department morale is low. With the budget cuts, lack of support from many community members, and understaffing, its difficult to find motivation and enthusiasm of coming to work. It often feels like people are overstepped by management, disregarding rank and work ethic. There needs to be more transparency and employee engagement in decision making.
95. The same problems exist from previous years and have never been resolved.
96. There are mixed messages which make these questions hard to answer. On one hand my department seeks input and participates in strategic planning. On the other hand, there is a lot of controlling, hierarchical Chain of command type restrictions. We were in a strategic meeting once and people (in my program and others) expressed being worried to take time off because they did not know what was going to be said about them. My direct manager does the same thing: Talks negatively about people when they are not there. While she approves time, she makes comments that lead you to think that time off is not ok.
97. There are no specific standards for job performance and for attendance as well as other critical factors. This makes it difficult for supervisors to hold people accountable as there is no standard to measure against. The opinion of adequate work performance between two supervisors in the same work group are often different. so one may feel an employees performance is adequate while one may feel the same employee is inadequate. Without a standard of measure, there no specific goal to measure against.
98. There are some employees that won't go the extra mile for anything. They are set in their ways and don't want to change how they do things. Even if it means they aren't necessarily doing their best.
99. There are times when City staff is quick to judge based upon rumors from the community or a select group of constituents rather than seeking the facts and assessing the issue. I would recommend that City management take more time to respond rather than to react and to demonstrate that the "people" who work for Tempe are respected by them and deserve the benefit of the doubt rather than rash conclusions based upon rumor.
100. There has been a significant amount of breakdown or delay in communication between departments during the telecommuting.
101. There needs to be more engagement with people at all levels of the hierarchy. The role of middle management sometimes acts as a communication barrier and not a conduit.
102. They talk the talk but can't walk the walk
103. This is a hard one because you can not change supervisors/ leads who have low self esteem. An employee will always refrain from giving their true opinions for fear of being on the blackball list. Supervisors will talk bad about their subordinates which makes them undesirable to other departments. Sending a horrible supervisor/ lead to supervisor academy will not change who they are.
104. This is a mindset that must be worked from the top down. Upper management doesn't really take the time to get to know the people that work below them. Engagement is mostly lateral in the majority of departments; frontline engage with frontline, supervisors engage with supervisors, deputies with deputies, and so forth.
105. Top to bottom audit in regards to systemic and personal Racism and White Supremacy
106. value the employees
107. Very difficult during this Covid 19 era.
108. We need to start by developing a sense of belonging and trust within our office. Perhaps encourage more open conversations without fear of consequence.
109. While the City sends out annual surveys, it doesn't appear that much of the feedback is taken to heart - little to no action.
If that is not the case, then the actions taken as a result of the employee feedback could be better communicated.
110. Work to provide value and not buzzwords.

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

1. Address concerning behavior early. Employees that do not demonstrate the Tempe Values should be required to take training and put on notice.
2. again doesn't matter the city will not do anything about it so why keep asking
3. Again, tie performance to raises which would enable peer pressure to work in all areas to benefit the City. Take the power of unions away to help those who really work hard but have zero voice in Tempe.
4. As the Medic lead for the SWAT team, I interact with TPD quite often. This work relationship has always been productive, beneficial, and enjoyable. I can say the same about all interactions I have had with other departments throughout the city.
5. At this time, given the current supervisor, it can't be done because she has her favorites and doesn't have an open mind when it comes to any criticism of them.
6. By and large, 99% of people in my department treat other with respect. There are two I can think of that are overly protective of their role and come across as very insecure. I try my best to steer clear of them when I can.
7. By not continuing to employee angry abusive employees with no repercussions to their actions when they treat other employees harshly.
8. Communication
9. Communication.
10. Conflict is involved between employees on their own without managements support or assistance. A supportive process would be helpful. Having nowhere to go for help is very difficult.
11. Encourage more respect across departments.
12. Establish policies and rules that encourage high quality work, in order to avoid breeding mediocrity. Those who don't want to have higher standards in place or don't want to have to do "extra work" can turn against those who do, creating tension and strained peer relationships.
13. Favoritism is an on going practice and it divides the workers and creates dissension in the ranks. There is always a feeling that you have to watch your back.
14. Focus on educating employees on healthy work boundaries, inclusivity, and get away from bullying.
15. good old boys club. If your not in it you are treated very different
16. Handle upsets in the moment, and go deeper with training to offer people the tools to talk about their upsets. Perceived inequities get stronger and deeper when they aren't flushed out. Talking about our feelings that we aren't being treated fairly with the right people is a big part of the remedy.
17. Have a class on Professionalism.
18. Have more company events or programs where people can meet and greet get to know one another.
19. Have more company functions meet and greets offer options to ride along for careers that people are interested in.
20. Having the managers make sure conflicts are resolved fairly By the supervisors instead of having the supervisors instigating these issues to continue to happen.
21. Hold employees accountable for behavior and performance and implement consequences accordingly.
22. Hold employees accountable so the same mistakes do not keep happening.
23. Holding people accountable for bad behavior.
24. I believe my coworkers treat me with respect because I am generally friendly to them, I am somewhat new, and I try to be very empathetic. However, it is very noticeable that my coworkers have unhealthy relationships with each other and those in leadership. New employees joining our department have picked up on this quickly and one person was so uncomfortable that they resigned shortly after their hire date. I work with good people but they have deep-rooted issues that need to be identified and working towards resolving them should be a priority. The city could help by providing outside assistance to facilitate this process or train those in leadership roles to properly deal with these challenges.

25. In my work group yes. I watch the Procurement group treated like second rate people and the Manager never listens to his line staff and puts more efforts into pleasing the Part Time employees than the FTE's. They actually have another employee working for us two days a week that is an FTE of another City, the other FTE (Procurement Officers) staff has completely turned over again this year. Seems it would be worth looking in to or investigating as to why.
26. Instill "All things, therefore, that you want others to do to you, you also must do to them". If every employee followed this simple rule and made it a law in their hearts, imagine how many problems would be eliminated within the City.
27. Make sure it promotes respect between work groups and peers. Sometimes I feel as if certain work groups, albeit few, come across in an arrogant manner and can be demeaning. I wouldn't say they do this all the time, or even most of the time, but it happens more than it should. Respectful communication enhances work relationships between different areas.
28. Management does not trust the employees. When they bring an issue to management, and everyone agrees, then show ethics and integrity to solve the problem. Pretending the problem does not exist is not a solution. Our values in my department are the opposite of the City's.
29. Management, HR and Union(s) need to support peer relationships as a whole and not only listen to negative, unapproving toxic, narcissistic, immature bullies that hide their true intentions. Perhaps consider sending those employees to therapy or training on how to get along with others.
30. Maybe management could address conflict between employees that affect those around them. Really annoying when coworkers refuse to speak to each other.
31. More MS Team meetings!
32. More team building classes and outings, such as seminars for networking etc. Have "Shadow" days where employees can shadow employees in a different field of work. Just for a day or 2 and doesn't have to be consecutive. It can be informal and worked out on the fly between supervisors. Just an idea.
33. My co-workers and peers are amazing people. I would do anything for them and they would for me. We have an amazing bond because we have to watch each others backs with all the closed door conversations and shadiness that goes on here.
34. My coworkers have developed cliques, mostly due to our supervisor's lack of leadership. The only thing we all agree on is the poor performance of our supervisor. My coworkers conspire against each other. Some of my coworkers work very hard but are given additional work while others spend most of their workday doing personal activities and are given fewer assignments. The upper and middle level managers in the City need better training and supervision to watch over the lower managers. The City also needs to actually listen and take action with regards to these surveys. I submit the same concerns year after year with no change.
35. My peers are always extremely supportive and step in to help each other. In fact, were it not for the peer relationships, this work group would be functioning at a much lower level. The frontline workers are holding it together.
36. my program resolves conflict easily but I am part of a workgroup which I do not think does the same. They are not welcoming.
37. My team is incredibly supportive of each other.
38. Normally conflict is resolved effectively however that are exceptions
39. One thing the previous city I worked for did, which we cannot do during COVID, was have department meetings so we could meet each other, network, learn names, jobs, who to go to for certain issues, and recognize above and beyond achievements. It would be nice to do something like this. It creates a feeling of unity and better understanding.
40. Online webinars on employee communication and work styles.
41. Peer relationships aren't an issue. Its the relationship between upper management and officers.

42. Peer reviews for advancement/special assignment selection.
Line level supervisors being supervisors and not micro-managing.
Consist reason for lack of direct supervisor failure to address other employee issues is a stated lack of support from higher level management and work load passed on from higher level management preventing direct attention to issues. This forces line level employees to either have conflict with other employee or remain quiet and let the issue build.
43. Problem teams may need to engage in some intentional team re-building. Our sub-division went through a version of this last year with mixed results. We made some headway in building trust with each other, but the sessions ended before we could finish process.
44. Provide free therapy if it is not already a service available to employees. People are human and are continually going through a variety of situations. If they are given the tools, and encouraged to utilize these tools, they will be set up for success both personally and professionally. I think to expect employees to navigate their own private turmoil independently, and then leave that at home without it impacting your work, is not realistic.
45. Reestablish peer group meetings.
46. Remove the people who always create the conflict.
47. Respect inside my work group is nonexistent; I would say I have better work relationships with people outside of my work area.
48. Start treating employees equally and hold them accountable for their actions. How can employees have peer relationships when there is so much animosity in work groups? Stop playing favorites and pinning employees against each other! EVERYONE in the city should be held to the same standards and rules. Once we are all on a level playing field, then maybe we can start to build relationships with each other.
49. Stop allowing employees to undermine their colleagues in secret. Tempe lacks a good framework for dealing with conflict and promoting one-on-one conversation between parties. Too often managers at all levels are too uncomfortable to effectively deal with conflict and are unable to model collaborative behavior. Productive communication is avoided because it is difficult and sometimes messy.
50. Stop spending money on things like trolley while cutting city positions.
51. Stop the practice of shielding lazy employees by giving their work to their coworkers and making it the coworker's fault the work isn't done on time.
52. Supervisors can plan a quarterly activity and it could be as simple as a potluck
53. supervisors need to stick to you
54. Team building activities
55. Team building opportunity
56. Team building. Often I feel my peers view work from another area as an annoyance vs something they want to help with.
57. The City does a great job with the employee picnic. The division I am in does a great job employee meetings that are also social events.
58. The city does not encourage any team bonding or department bonding. Employees just lock themselves away in their office and close their doors. They only talk to you they are close friends.
59. The line level officer is what keeps the officers coming back day after day.
60. There are a few toxic people in the work environment in my department. It seems that everyone knows that they are disrespectful and unprofessional with other coworkers. yet no one says anything and no disciplinary action is taken.
61. There are people like Peterson, Aaron who is a Strategic Mgmt. Analysts Mgt Divas and in my personal opinion I believe that he would be the right person who could help some employees or co-workers who have inequalities or differences between them, he could bring them together and help them resolve their differences and advise them how to start a good relationship and a better work environment for them.
62. There is one supervisor that is not respected and sits in his office all day watching Netflix. Or planning where he is getting breakfast and lunch.

63. Things seem to be good right now.
64. Very good except for a few isolated employees.
65. We actually do a great job ourselves, in regard to peer relationships.
66. We have good employees that care.
67. We need a lead in our group I don't know why there are 2 leads working together in the compost site
68. We treat each other terribly and our rumor mill is legendary.
69. when you have a new employee you have to make sure that gets along with the current employees. I also think that mediation its a great tool for conflict listening to their stories can help

Q16a. Please provide suggestions of ways the City could take care of its employees during the COVID-19 pandemic.

1. Asking employees with children how they are handling things at home with their children being home from school. Being more honest about coworkers being infected, we do not need to know who it is, but I think it is fair that we are aware so we can decide to get tested or not.
2. Be smart about mask mandates. There aren't any studies that show that mask mandates prevent the spread of COVID-19. Social distancing is effective but difficult to do in our environment. Masks should not be required outside. Masks worn inside should be up to the individual. If you don't feel comfortable being inside while other people are not wearing masks then talk to your supervisor to see if there is an alternative solution for you. If you feel sick don't come to work. Sanitize your work station. Wash your hands. Live a healthy lifestyle.
3. Better departmental communication, my department manager only sent out maybe two emails about pandemic. No adjustments to schedule, no protective gear until the union got involved or other people took it upon themselves.
4. Communication and follow through on what they need to do to keep us safe.
5. Compared to other City responses during this pandemic our response has been pathetic. Management took care of themselves but not the employees. Usually a month after other City departments would implement something then we would follow suite. Only after the employees stood up was there a feeble response.
6. Create a fairness. There are workers who have been working all along and workers who have been home. I work in an office everyday and the rest of the work group is home.
7. Dept directors should continue to allow workers to work from home when the employee has proven by work output tracking that productivity is just as high working from home as working at the office. The department director recalled all workers working at home weeks before the surge of covid cases occurred.
8. Does not do enough for working single parents trying to manage home school & work
9. End the wasteful meetings; those of us who are caring for young children at home while working find it difficult/irritating/disrespectful to be on so many calls where maybe 50% of the meeting is useful, when we could otherwise be getting actual work done. Because of this, I have to work outside of normal hours when the kids are sleeping to complete normal duties.
10. Even though it is possible to work remotely I have not been given the tools to make this happen.
11. Every Morning when I come into the office a group of four employees including a senior position all hang out in the hallway/office without masks on. Only later in the day will they wear a mask when the department supervisor is around. Multiple employees often walk around down and get water without masks on. There is no discipline for people not following protocol. I wear a mask and gloves to work and I find it completely unprofessional and disrespectful when other employees refuse to put a mask while in the office. Any employee that refuses to wear a mask should not be allowed to work and should be sent home.
12. For the first half of the pandemic, the City did not give out proper resources to keep employees still at work PPE to stay safe. Or example, we were told to reuse disposable masks until they broke or provide your own. Other employees worked from home, making it hard for field workers to get in contact with them at times. It takes multiple phone calls to get a hold of the office staff for information. Employees that have been at work the entire time should get some kind of bonus or compensation for putting their health on the line for the City. To top it off, there is inequality of benefits to those that are still working at their work place. One example is child care was only offered to those that were deemed "first responders" - police, fire and Cares7. Many of the workers work on-call shifts and receive their calls from police dispatch all hours of the day but don't get the same type of benefits or treatment.
13. Get off of the panic wagon and let people take care of themselves. If they had treated Covid-19 for what it is, without all of the panic, the end result would have been "Wow, we had a nasty flu season this year."

14. Hazard pay for essential employees
15. Hazard pay for essential workers.
16. Hazard pay or compensation for those unable to work remotely.
17. How come every other city had Covid testing for their employees and we don't? We got conflicting stories from all our chiefs about if you get sick what to do and how much time off you get. You have to use your own time off but have to be at home for 72 hours without symptoms. You get 2 weeks off and it won't affect your sick bank. or something in between. Which is it? I have no idea and each chief I ask will give a different answer.
18. I am incredibly frustrated that certain employees have been allowed to telecommute and others have not.
19. I believe Detectives have been taken care of well. They are able to "work" from home. Field Operations has received assistance from specialty units that usually work in other cities so that was nice.
20. I believe some areas were asked to open and other staff were allowed to continue working from home. I am uncertain of the safety of this decision. also, where is the accountability on those who do work from home? -the product/quality of work and time they are dedicating while tele-communicating. this information should be shared with all staff. some staff are taking pay cuts to remain working from home and some continue to receive full-pay.
21. I have said this in previous answers, but I have been in the office this whole time. When the state said do not go outside, I was here doing my job, working 45-55 hours a week and coming in on weekends just to make sure I took care of participants. I was never approached about compensation or hazard pay which is wrong. I am risking my health for the city and in some cases my life for the City with the severity of COVID 19 and never even got approached a single time about compensation for that.
22. I understand the need to reorganize for health and safety needs but numerous last minute schedule changes work location changes have been difficult for my family. Also, much of my job could be completed from home although I am at work, in person full time. It is not consistent among employees even when health and safety concerns are expressed.
23. If an employee is tested positive somebody should wipe down his vehicle from top to bottom
24. Information and responding prior to problems rather than reacting and changing day to day
25. Limited protocol, support and resources for first responders. The child care option for first responders was awful.
26. Many staff hours and salary dollars went into more than 1 reopening committee groups. Was/is it necessary to have so many people on a committee? Some divisions were many steps ahead of city leadership and the committees in terms of acquiring and installing PPE, drafting new policy, marketing, and preparing particular demographics for the closures and potential re-openings. The city's committee work, marketing parameters, and IT infrastructure significantly slowed down the work of some divisions thus contributing to poor staff morale and a very inefficient work flow. With that being said, The Bridge has been an extremely helpful resource and staying up to date on Covid-9 related issues.
27. Messages sent out to all employees noted that they have reached out to employees who came down with Covid. Meanwhile you talk to those employees and that is not the case. Other than that, yes. They have provided us with proper PPE gear and education.
28. More assistance with recovery and supporting employees with lingering symptoms. The thought seems to be you have it and recover while evidence is showing otherwise. A lot of evidence suggests Covid frequently causes heart damage.
29. More mask and PPE made available

30. My answer is really yes, but you need to know that the flexible work schedule created to work from home two days and two in the office for supervisors has caused at least me to work almost seven days a week in short spells. My team also needs the same equipment as the commissioned to do their jobs from home, but they were looked over. Makes them feel less than, and as a supervisor I was the only one that didn't get the equipment for my team. But the commissioned supervisors and their teams were taken care of.
31. My supervisors have not allowed my workgroup to work from home even though most of our work is done on the computer and we already have the equipment to work from home. We also have employees in the highest risk category who have to come to work. We continue to have meetings in crowded rooms. People from other departments are surprised and confused when they learn my workgroup is not working from home. We submitted our concerns about this issue in the COVID-19/telework survey and nothing has been done.
32. no available testing
33. No training. Staff don't wear masks.
34. Not bullying employees for trying to take sick time to support dependent family members who are ill.
35. Not enough information.
36. Offer more flexibility, more leave time.
37. Over-react less. Use of face masks should be dramatically decreased.
38. Patrol has not received any support from the plain clothes specialty units with help working calls fir service. They have been allowed to work from home for 6 months and patrol is burned out doing less officers on the road. We need more uniformed officers on the road!
39. Provide immediate notification that a co-worker has tested positive for covid 19.
40. Provided leave info for Family Cares act that didn't needed to be hunted down on HR page.
41. Quicker and more decisive action from City Risk Mgmt.
42. Recognize essential workers and provide compensation or hazard pay.
43. Remember that first responders come to work every day. Sometimes decision-making was not fast enough or focused on our needs. We don't all get to work from home.
44. Retroactive sick leave if it was possibly COVID-19 related prior to the 80 hours given
45. rules are in place and not being followed. When someone in my area gets covid, we are not made aware. Thought we are suppose to know (without names) but made aware.
46. Some employees are still coming to work everyday. This puts them at risk more than the employees that are staying home. The one's still coming to work should be given extra time off or pay to compensate. Employees from departments that haven't been to work in over 4 months should be rotated into the positions that are working to help cover.
47. Some managers / supervisors are very good about recognizing the crisis and accommodating for it. Others seem to ignore the fact that there is a pandemic and go on "business as usual". I feel sorry for those employees. Are department/division isn't perfect but has done a good job finding ways for employee who can, to work from home. However, the city needs to take the lead in requiring supervisors to accommodate employees working from home, it is possible for their job. The city needs to take responsibility from providing tools to employees to be effective working from home (at minimum, a laptop that is capable of connecting to work). The request for this was rejected by our department. The city needs to revisit the need for laptops and VPN connections now that the crisis has continued and use COVID funds to purchase more laptops to hand out city-wide. This should be a city responsibility not a burden on an individual cost center, division, department. This mode of working will have long term benefits in trip reduction, reduced electrical usage, more efficient use of time (particular for meetings - no more driving, tardiness, ability for more to participate, tighter agendas, etc.), decreased use of limited office space, and more. On the plus side, I appreciate hearing regularly from the city manager and I feel I have been getting more general information because it needs to be communicated via email now - any we all have access to that, at minimum. So kudos for part of the response, but lacking in others, primarily in taking a leadership role with employee issues.

48. Staffing the facility correctly so that if any employee may have been in contact with covid-19 they could stay home away from other employees. There is no policy in place to protect my co-workers if someone in my home may have covid-19. They could also test us or even provide help finding testing facilities since they are calling us essential employees. They've left it all up to us with 1 simple questionnaire to fill out at the beginning of each day. Well some people are asymptomatic and may never experience symptoms at all.
49. supply testing if a person has been directly in contact of a positive
50. The city has allowed themselves to be bullied by the uneducated and fear driven mob and has continued ridiculous policies that have no data to support it.
51. The city has done a horrible job notifying employees in specific work areas which have been exposed to known positive covid employees.
52. The City needs to recognize that we are not children and are responsible for our own health and healthcare. The decision to mandate masks and to split into a telecommute schedule caused more harm than good.
53. The employees should be notified when an employee tests positive for covid in a timely manner. The communication is very spotty and the people they chose to quarantine is all over the place as well. If someone has come in contact with someone who has tested positive they should be quarantined until their test results come back. Some departments should be informed if anyone has tested positive immediately considering they travel in and out of buildings all over the city and could have come in contact with them.
54. The FFRCA benefit could of been utilized in a more beneficial way to first responders.
55. The Health Questionnaire is poorly done and needs revision, it is close to non-sensical. Any quarantine demands that the City requires its employees to make should be covered by the City and not come out of the employee's pocket (i.e.: they left the country and are now required to stay home for 14 days -- even though this was not current City policy when they left but was covered by CARES, and then after they have returned to work they report 2 or more symptoms on the Health Questionnaire and are sent home by their Supervisor for a minimum of an additional 10 days, which we have been told by our Supervisor/Management would NOT be covered by CARES. Basically any situation in which an employee would be required by the City to quarantine on more than one occasion should NEVER come out of the employee's pocket.
56. there is no testing for COVID-19, as we are essential workers shouldn't testing be offered to us? The tests are free from federal government, so why aren't we as essential workers getting tested? why are we following CDC guidelines only? Why aren't we going above and beyond them? if we are so essential it seems that these few steps could protect your essential workers. So the question is, how essential are we? Feels like we are not very essential sometimes.
57. They have not mention any kind of compensation for the people that are essential workers. Lot of the private sector workers got bonus for there work in the covid 19 pandemic.
58. When it was first deemed by the CDC to wear masks, we literally had to go to our union and make a complaint before masks were distributed to us in Police Records. I feel we were like a last thought of needing protection. I believe many of us could of transitioned into working from home like our Managers do, but were not given that opportunity. I guess our lives are not as important as the managers, or at least that is how it has been conveyed.
59. while other departments work from home I think some first responders not just PD and fire could of had some extra days off during the pandemic

Q17. Other

1. Air quality is a large concern. Hepa filtration units should be used in buildings to protect staff
2. An effective supervisor.
3. More tech support if we are to stay "work from home." The department has done an outstanding job. Sometimes things fall out of their control.
4. Need help with rent.
5. need new city I.D.
6. Office furniture for those that have to sit at desks for long periods of time. We did get standing desks, which helps. But if you do choose to sit (or get tired of standing) they are quite uncomfortable.
7. Station 2 desperately needs a station therapy dog
8. The City adequately resources it's employees.

Q20. Other

1. 2 weeks FFCRA + 1 week, 3 days Sick Time gone due to minor symptoms that are common for many ailments, with a 3 week turnaround on test results and 2 days to get authorized to return to work. NO OFFERS of any projects or tasks that could keep my on the clock from home. All this in spite of known errors in up to 50% of tests, and my test results came back negative. I understand the need to prevent the spread, but the City banned me from coming to work while waiting for a untrustworthy test results and made ME pay to protect my co-workers on top of it. What happens now if I actually get Covid? I've already burned my FFCRA and 1/3 of my banked sick time, and I'm fortunate to have 5 years spent hoarding sick time.
2. Child with medical issues (non-COVID related), spouse's hours at work increased due to pandemic
3. Death of a family member
4. Death of a family member
Hospitalization of a close friend
5. Death of an ex-brother in-law from Covid-19
6. death of family member outside of household
7. Death of family members and friends due to CoVid-19 (not directly within the household), forced isolation within household due to spouse working in the medical field as well as children with existing respiratory illnesses
8. employment
9. Family member (not part of immediate HH) hospitalized during pandemic.
10. Family member's emotions, depression, stress, anxiety and mental health have been affected.
11. Fear and uncertainty.
12. Financial hardship
13. Forced isolation from family members
14. I suffered no ill effects from the pandemic.
15. I was furloughed as a part time employee due to COVID-19 and the department that I work in has not fully opened up again to the public. As a consequence, no part time staff has been called back yet. I applied for unemployment benefits, but have had a lot of problems collecting and it's impossible to contact anyone in order to correct the issue, even after hundreds of calls, emails and letters. I am using what savings I have in order to pay my bills and buy food, but that won't last forever. It is extremely stressful.
16. immediate family members got sick/hospitalized
17. It appeared that personnel within our office may have been given differing requirements for quarantine following potential or actual exposure to the COVID virus.
18. It has been very difficult to find child care, and it was made unnecessarily more difficult with so many last minute schedule changes. Both adults in our home work full time and we have two small children who would normally be in school. I often feel like my only option is to quit my job or take a leave of absence so I can care for my children and provide their at home education. It has caused significant stress for my family and with the schedule changes I have faced, our daycare bill increased more than \$1200 each month. That is \$1200 in addition to the \$1500-\$2000 we were normally paying. Also, it has been completely overwhelming to work full time and then come home and try to keep my kids awake long enough to complete their school work.
19. Job loss in household.
20. job loss(spouse)
21. Less overtime, which has been financially difficult.
22. Live in girlfriends job as a teacher affected our income and with the monthly income I make gave us some financial troubles the past few months but we made it.
23. Loss of household income due to loss of hours at work

24. Loss of job
25. Loss of Job and reduced pay.
26. Loss of pet. Introduction of new pet.
27. Lost income not due to the City of Tempe but rather from the Covid-19 situation changing our operations.
28. Mental health issues.
29. Multiple friends were infected forcing testing and temporary quarantines from work.
30. My full-time job was not renewed due to low enrollment of students.
31. My wife lost all of her hours at work and we were forced down to one income. We also were in the middle of a high risk pregnancy so she was not able to go and look for work.
32. My wife sub sub-statute school teacher cant work, because , classes on-line computer now. My wife is out of work.
33. My wife was furloughed from her non-COT job.
34. Not allowed to go home forced to live with other coworker
35. Our family lost three friends and also one relative to the COVID pandemic so far, this Pandemic is far from over so I am praying we do not have any additional losses to friends or family in the future. In addition, the inability to visit family members causes additional stress on families.
36. Roommates being laid off or let go, so I became the sole provider for 3 of us.
37. Shift days/times changing multiple time during the pandemic.
38. Significant other work hours cut/financial loss
39. Spouse job loss
40. Spouse laid off
41. Spouse losing job
42. Spouse lost her job
43. Spouse lost job
44. spouse lost job
45. Spouse unable to work with kids at home
46. spouse was forced into retirement
47. Stress due to the pandemic
48. Wife was essentially laid off for four months. She received 1/3 of her usual pay.
49. Wife's hours where cut at work
50. You did not included a check box for "No answer." It is all good with me. Praise God.

Q33. If you have any other comments/recommendations that would improve City operations, please enter them in the space below.

1. Abolish the privileging of seniority , including bumping privileges.
2. again the city loves to run around and tell people that they are making changes but the reality on the ground for line employees is supervisors and managers are just interested in covering themselves and will sacrifice anyone they can to continue to keep the status up, and protect themselves.
the city has made it very clear that unless you are a firefighter or police officer YOU ARE NOT VALUED as an employee and are EXPENDABLE
3. An Organizational Chart would be nice to see.
4. Better communication between work groups and city council ideologies. Also equal opportunity training for all employees.
5. Bring back the City of Tempe values and make it mandatory in the culture. The mission statement and values need to be on the forefront of training and set expectations of employee conduct.
6. Change culture to encourage development of and addition of staff when needed. We realize that right now budgets are difficult and more than normal. But, staffing has become a dirty word, thus people get burned out and don't represent the City or their work well. Customers, residents, etc. then also get poor service. If you could do one thing to make a difference right now it would be to reallocate staff resources from departments that may be slower than normal at this time to those that really need extra help. Cities all over the country and even some in Arizona have done this. Tempe can too!
7. Come up with ways to reward employees that work hard. If you cant give the hard workers bonuses or better raises we have no motivation to continue to go above and beyond. A few ideas may include: Extra Days off, Flex time, coffee gift cards, anything is better that the complete lack of a reward system currently in place.
8. Communication let us know what is going on even if you do not know. It is ok to say we have no new information.
9. During covid, we were surveyed if we wanted plexiglass installed between the cubicles. No futher information provided to us as to whether action was going to be taken or approved for my work dept.
10. During this difficult time and future budget shortfalls, the City needs to focus on core critical functions of city operations. Maintain or invest in water services / solid waste / streets and street maintenance as well as critical support functions of these areas. Hold public safety budgets stable, and maintain adequate public safety service. Decrease spending in the arts, public pools, parks and recreation programs and items that are not essential to city functions. When budgets return to normal, spending in these non essential areas can be increased as funding allows. Maintaining / improving the core city functions and infrastructure are necessities at this time.
11. employees need to know how the City can assist with parents who are at home working and home schooling their kids. Especially, single parents.
12. Employees that work in the heat should be aloud to ware shorts!
13. FCS in HSD is an extremely oppressive work group. The manager provides very little direction which makes it extremely difficult to run the programs. Most questions are answered with, "I don't know" and/or "Let me ask Naomi". It's been the experience of many people on the staff to ask direct questions about the program, then immediately receive an invite to a meeting with the Director who then demonstrates her support of the manager/her personal friend. FCS is an extremely toxic, unsupportive and oppressive work environment. When staff speak up, they are "iced out" of meetings.
14. Find ways to highlight outstanding employees to boost moral. Also, please speed up the HR processing time for hiring new employees. We have missed out on good talent and potential hires time and time again because of how slow the hiring process is. Tempe is not competitive with other cities because of this.
15. Flex schedules would benefit my situation

16. Have not been here for very long but the City is everything I hoped it would be - open, honest, serious about dialogue with employees and residents, etc. Looking forward to being part of such an amazing organization in the long term and am grateful for the opportunity to work here.
17. Hiring Terry Piekarcz has definitely improved the working conditions in Water and Field Operations. Replacing Holly (Water) and temporarily moving Tony to the Fleet Services Manager job has boosted morale in the Municipal Utilities Department. Hiring people who exemplify Tempe's values should always be a priority.
18. Honestly, working for ISD has been amazing, as my leaders are just a step above the rest. Sadly, other departments aren't as lucky and employees that I know throughout the city in other departments don't get the luxury of good leadership.
19. Hopefully this time around, the survey results will result in some action being taken.
20. I am a proud city employee! I've Ben here for five years and I couldn't dream of leaving! The people are amazing, my guys/girls are incredible and ambitious! I wish I had found Tempe sooner than I had! This is my home and my family away from my family!!
21. I am in the final stages of my career otherwise I would look at transferring to another agency. We expect a lot from our employees and when times are tough we expect more. I would not want to go back to certain times in our departments history but I kept hoping things would get better for employees. I have given up. All I see is the department eliminating one bad aspect but adding another. I have given up hope for this department and am starting to feel it is just human nature that can't be fixed. I know that isn't true but we have made have mistakes in promoting or hiring some of the people who are currently In upper levels of management so I realize I will never get to see a time where employees really matter.
22. I am truly proud to work for the City of Tempe, but also feel that the police department can approve in many ways.
23. I appreciate all that has been done by the City of Tempe and especially by the IT department during this pandemic. I do believe some good has come about from this pandemic. We as a city as well as our IT department have found that allowing personnel to work from home has found that (at least in my case) to be a way to improve employee work effectiveness and efficiency and employee morale. My hope is that the City of Tempe and the IT department does not lose this employee work effectiveness and efficiency and increase in employee morale by forcing employees to return to work after the pandemic. In my tenure at the City of Tempe, I have never seen IT employees so happy and effective as I have seen since we have been able to work from home. I truly believe there is a huge benefit to have City of Tempe IT employees to work permanently from home.
24. I appreciate the City moving conservatively at bringing employees back into offices. A work from home (limited) would be nice to consider moving forward. Seeing people helping people and doing their jobs in creative ways has been inspiring. There are many phenomenal people that work for the City of Tempe.
25. I believe we should sell or package the Tempe Center for the Arts to a private developer for use as a meeting/convention space. This facility is not competitive in its market due to its physical attributes/limitations and will never be sustainable.
26. I can't thank this city enough for the opportunity to serve and be a valued member of this community. I would not want to spend my career serving any other place.
27. I have been with the City 7 months so I did not answer Q29.
28. I have really appreciated Andrew's leadership during this time. He is a great communicator and I have felt that we are very lucky to have his levelheaded leadership. He has expressed professionalism and compassion, and an appreciation for the work we all do.
29. I know it is a stretch but on site child care or back up child care would be amazing.
30. I left some professional demographic questions blank because I'd rather remain anonymous.

31. I love the City of Tempe and the police department . Many positive changes were made since the time I joined in 2001 however within the past three years Tempe PD has reversed course. We have loss a lot of those positive changes and entered into an era of the "good ole boy" system where promotion is not about skill but about who likes you. African-Americans within this current environment have been treated unfairly and Tempe needs to address that issue. We need to fix the dept and our relationship with all expects of the community.
32. I love working for this city and the police department. I always feel heard, supported and valued. Very appreciative of that.
33. I love working in Tempe. I love my job. I enjoy working with my co-workers and my immediate Supervisor. I'm extremely disappointed in the managers and 2 of the other Supervisors. It's what fits their agenda, not how it effects the "worker bees". I know that the mission or needs of the city need to be what is important, but if you ask for input and then EVERYTIME go with what you and your meme's want, you're not allowing us worker bees a feeling of belonging or a feeling of importance. We are with these people on a daily basis more than our families sometimes. The personal relationship level needs to strongly worked on in this department. When you listen to your worker bees and trully take in and DO something that can positively impact them, you develop better, happier and productive employees. Thank you
34. I think deep down my management and supervisors are good people. I have had some issues arise recently with family and they have all offered their help, condolences, etc., which has been great. But there is a lot more going on here than meets the eye.
It like telling your kid to clean their room and when they are done, it looks clean but they just stacked the mess in a closet or underneath the bed. It appears to be clean, but the mess is just hidden. That is what I work in.
35. I'd like the City to be open to remote work continuing post-covid. My business unit is able to perform all job functions remotely, and we're even more productive working from home.
36. I'd love to have Keith Burke or a higher position visit TCA/Arts and Culture twice a year to have an employee forum about city/department news and check in with employees about their highs and lows of the year to date.
37. I'm lucky to have spent 21 years in the city and I am looking forward to the last 6!
38. Improve commute in/out/through city. Reduce work week hours from 40 to 35
39. In 2008 , they had bail out plain to cash out employees, who had 80 points and were eligible to retirement. If our taxes with City of Tempe are not met or pay by business, etc., could this happen now 2020 or 2021. You get a certain amount of cash to retire early City employee, instead of keep working for City and building your retirement.
It would help with City budget if couple City employees were told to leave , but with a cash amount to take relief city employee and still get a retirement.
40. In answer to Q21a, it's not my hours that have been reduced, it's my son's hours. My son lives with me and helps with the bills and due to a reduction in his work hours, he hasn't been able to help, which causes extra stress.
41. In regards to budget, the city should sell and/or privatize the TCA.
42. It all comes down to the actions from all levels of management starting with the front line supervisor. When the front line supervisor does not care, does not listen, and/or does not support their employees it makes it difficult to have the motivation to do anything but show up and collect a paycheck.
43. It has always appeared to me that City employees, with those that I have engaged during the course of my work, who are also Tempe residents are more diligent about their work and the quality of their work than those that live outside of Tempe. When hiring employees, the City should consider giving Tempe residents preference.
44. It would be wonderful if departments were given more autonomy with which to do their jobs. While it can sometimes make sense to have a uniformity to certain aspects of City function, it can also be stifling to creativity to have it be a blanketing demand.
45. Let staff continue to work at home the majority of the time.
46. Majority of city management doesn't live in Tempe anymore, there's a disconnect of not knowing the community.

47. Make non supervisory employees feel as wanted/cared for as supervisors. This group is working hard with little or no recognition and at the lower end of the pay scale. They are sometimes treated badly by supervisors and management and HR listens to the supervisors. They are the employees that document every hour of time on leave yet receive the least amount of leave time. When TSA receives benefits that UAEA doesn't it only confirms this treatment to the workers. Is there any type of fairness or understanding of equality when it comes to different employee groups? Why aren't bad supervisors dealt with and held accountable? We all make mistakes and should receive progressive discipline not straight to a Part 1.
48. More surveys, but shorter in length, which could be more easily accomplished during work hours. I completed this on my own time.
49. My recommendation for management to recognize the talented and high performing staff before they leave the City for better. The City benefits are no longer a factor of retaining talented employees.
50. not eliminate positions within public safety
51. Not enough room or time to explain all the issues.
52. Nothing has changed things are still dysfunctional and with the covid-19 problem give management a reason to distance themselves and communicate less with the employees
53. Open city offices and let employees return to their work locations and regular work schedules. I went from working 4 10 hour shifts to having to work 5 eight hour shifts. I am only allowed in the office 2 days a week and must stay in the field for 3 days a week. This schedule is very taxing and stressful with no end in sight.
54. Please consider increase in pay. Please consider Hazardous pay. Please Help us younger folks out. Its good to be heard Thank you!!!!
55. Please continue letting people telework, even after the pandemic appears to be "under control" It has increased my productivity drastically and boosted my morale. Please do not bring everybody back to work simply because "that is how we've always done things" we can still be accountable to the public and telework. these past months have proven that.
56. please work on promoting from within the city and training current employees for better career options love my job love the city but its like pulling teeth to try and move up it shouldn't be this way try and open courses for new hires and offer training classes to help promote advancement from within.
57. Please, please, please staff our facilities correctly and efficiently so that we can not only maintain our aging facility appropriately, but work on making it better and safer with more team energy and more productive culture.
58. Probably an inventory of each desk, so there's not so many unused markers and pens that might go into the landfill. It's a small thing, but adds up. It will save a lot of money.
59. Provide employees and their families "Resident" pricing for Community Service programs (Kid Zone, recreational facilities, etc.) to help insure the health and prosperity of the staff and their families.

60. Provide for those employees who can work from home effectively: require supervisor to authorize (unless specific reasons not to due to problem performance or nature of job); provide laptop or VPN for any employee that needs one; allow work from home to continue either full or in part, for as long as is feasible based on the job they do. Understanding that some roles can't function from home but others can.
If several employees have pointed out problems with a supervisor or other employee, do something about it. Provide more oversight; give that person specific requirements to follow; institute changes (i.e. removal from worksite to location near their supervisor; a workplan and accountability).
Recognize that some of the city's systems are flawed. This include elements of I.T., Human Resources and the Diversity/Strategic Mgmt. Office. Find out why, how, and institute ways of fixing these systems. Part of that is recognizing these areas affect the whole city and treat them differently from external service delivery areas. They need to have resources that cover all city; they need to be accountable; they need to take responsibility for the areas in which they are experts rather than tossing the responsibility back. Recognize that there are gaps in these services and some bloat at the top with not enough workers to deliver service. Facilities is actually a good model to follow. They have been excellent to work with lately. I.T. has gotten better in some areas and continue to lack in the project management end. HR needs to be more involved in employee issues - even those that are somewhat minor - THEY are supposed to be the experts. Finally, a city this size should have at least one more PIO and graphic designer. It's ludicrous to think that 2 graphics designers and a few PIOs can cover all that goes on in this city. The city has so much going for it and the areas for improvement, if dealt with effectively could change the whole dynamic for some division/workgroups. We all strive to excel and are eager to deliver great service; it is only the limitations of some isolated individuals that get in the way of that.
61. Provide needed PPE/uniform for full-time temporary employees.
62. Q7.3. I believe the City, as in City Hall, serves their own needs and gives oil to the squeakiest wheel regardless if the complaint and demand for change is irresponsible, uninformed and/or realistic. City Council and the Mayor are elected officials who pander to their loudest constituents and/or to their personal gain. There is no system in place to check what they are doing, why they are doing it or who they are doing it for. The only City Council member who seems to have a grasp on reality is Councilwoman Arredondo-Savage and recently released ex-councilwoman Chu. It's too soon to tell about Mayor Woods. Everyone else is spineless or just crazy and, with the exception of Arredondo-Savage and Councilman Navarro, speaks from a place of no first hand experience in public safety.
I feel VERY supported by our Chief of Police and Chain of Command down to the Officer to my left and to my right.
I DO NOT, however, feel supported by City Council or the City Manager; they lead from the rear (from behind the shields others carry) and have no personal or professional courage to speak up, speak truth supported by facts, regardless if it is the popular thing to say publicly. They are worried about themselves instead of the City and of the thousands of people it employs and who live within the city limits.
63. quit making the line level employees the bad guy in all scenarios and fill line level positions ahead of filling management positions
64. Some of the cuts or frozen spots in the PD needs to be examined closer or explained better to the employees and city manager. It feels like they are trying to push out some employees who have been here for 20 years. There is no support by staff for anyone above 15 years, the command staff caters to the employees being newly hired to about 10 year mark. There is no reason the chief has personal security when some agencies our size and bigger don't have personal security to for chief.
65. Stop freezing positions since workers are needed. Too many groups are doing two or more positions even before the pandemic.
66. Stop treating us like babies and let us make more choices. I know no supervisor wants to get blamed for spreading the Wuhan Virus but let us make choices and decisions if we want to wear masks. Push being more active and living healthier lives because this virus is pretty much only affecting those that are elderly or who have medical problems. Push basic hygiene practices too. I haven't changed what I'm doing at all during the pandemic and I'm not worried about getting it because my parents raised me with those values.

67. Supervisors need to be more engaging, supportive, reactive to needs of the employee, open to the employee's ideas, honest and open. SUPERVISORS NEED TO LISTEN TO AND COMMUNICATE WITH EMPLOYEES!
68. Take a greater stance on engaging our members who possess skills that could be utilized to support Disaster Response Deployments (Wildfires, Natural, and Man-Made Disasters). Our statement of performing as an All-Hazards Department falls short on most occasions due to funding or a lack of interest in supporting these types of programs, many of which provide backpay for individuals and resources used to respond to and mitigate these types of disasters.
69. Teleworking is the best thing to happen to my job since starting at Tempe. I really hope we can find a way to continue it.
70. Tempe has a member of senior management who is deliberately destabilizing our organization for her own personal and professional advancement. She undermines the city manager, deputy city managers and directors. She intentionally withholds information for her own benefit and self-promotion. She preaches Tempe Values while practicing very little of them. She is known to intimidate and slander colleagues. Tempe is primed to be the epicenter of equity, diversity and inclusion but will lag behind when the bandleader is tone-deaf.
71. Thank you for listening. That is the one thing that could make the biggest difference is having someone listen when our staff is upset. They don't often want to go to the supervisor with their upsets, because they tend to think they are being petty or won't be heard. When we would have regularly scheduled in person meetings before, staff got to a point where they felt they had a time and place to voice concerns, to say thank you and to celebrate with their peers. That is much more challenging now.
72. Thank you for offering the survey.
73. The ability to Telecommute during the pandemic has been a peace for me and my family. I appreciate the employee feedback and the slow reopening plan. Continue to stay the course. We are doing good work and staying safe. Do not push reopening until absolutely necessary for each area.
74. **(Redacted).**
75. The city needs to stop considering the opinions of radical groups who don't live in the city of tempe.
76. The hiring process needs to be addressed. Department manager should not be able to pick the panel for the interview and stack the cards in their favor to hire they want. Far too often the panel is full of friends of people interviewing, and this creates an unfair advantage.
Internal services really needs to dive into departments and not just take department supervisors word. A lot of corruption and unfair treatment is going on but never being reported.
77. **(Redacted).**
78. The PD needs more training on dealing with minorities and other. They need to get rid of the military style equipment and training. More funds need to go to the social service needs of the public and away from the PD.
79. There is a lack of trust in our department. No one shares opinions openly because it is unclear whether those comments will get back to command staff and whether there might be retribution. When concerns are raised, responses tend to be party lines from command staff and not honest answers. Lack of trust has led to multiple people taking an earlier retirement, people seeking employment in other cities, and others leaving all together. I have not seen morale this low since mandatory furloughs.
80. VERY worried about layoffs during the Covid-19. Would really like to hear more about how the city is going to protect the employees from being laid off. After all, all the tier 1 employees that are still working doing their normal job duties in the shop or on the streets are helping the city move forward during this time when ALL the managers are nice and safe working from home
81. We need someone outside of the union and outside of our chain of command that we can take problems to. Our union is afraid to go against our chiefs and disturb their friendships. If I have a conflict with supervisor I have to take that conflict to my supervisors buddies? How does that work?
82. We need to focus as a city, do fewer things better and faster vs many things slowly. Focus on core competency and enterprise wide systems.

83. While I have found the Right to Breathe to be promising, I found the delay to make a statement regarding ANYTHING related to racial injustice disheartening and disappointing. Moreover, the HUMAN SERVICES department leaders made no mention of racism, how this affects our clients, the city, employees, at all. Not a single mention that might include support to protestors, support to Black employees or Indigenous employees, or how we might want to take a deeper look at our services and how we deliver them. The only comments that were made were about property, looting or rioting. The most that was done was to have the Diversity officer come and talk to us about the right to breathe initiative.
- I will add it was when I made a comment about this I was told several different things, my ability to do my job was questioned, I was told to take my activism elsewhere, I was told this was not the right time to say anything about racism or racial injustice.
84. With the importance of working remotely over the past year, and how much our organization relies on technology I would strongly recommend returning IT to being it's own department. In doing so we can continue to strengthen the use of enterprise wide technology along with being part of the strategic vision of the City.
85. Yearly or semi-annual performance evaluations are the bane of everyone's existence because they usually start with people having to rave about themselves before their supervisors then have to either agree or disagree with their ravings. However, evals should be implemented and utilized for continued service and write ups for future goals. There are people working for the City that are merely floating along on their way to retirement and are not producing or cultivating good working relations with partners outside the City or co-workers within their departments. It's not impossible to be let go from the City, but it is so difficult that when a group of people are alienated by a co-worker's lack of interest in doing their job in a timely or even remotely correct manner, said people within the group will and have left because there are no repercussions. Possibly worse yet, those people that stay, become perpetrators of disinterest in timely or correct production of work.
86. You didn't give me an option to talk about COVID in those questions, so I will talk about it here. I feel like the city is doing a decent job supporting us now, but we had to fight to ensure that we weren't fully open to the public when we came back to the building, and that makes me uneasy and like we could be forced to open at whatever time is convenient for city leadership, rather than when it is safe and healthy.

Section 5

Crosstabulations by Department

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engin- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q1-1. I receive training to do my job effectively</u>													
Strongly agree	28.6%	40.0%	15.0%	26.5%	19.4%	25.8%	65.1%	27.5%	19.8%	30.3%	16.2%	33.3%	27.6%
Agree	14.3%	53.3%	45.0%	29.4%	52.2%	48.4%	26.4%	35.0%	45.3%	45.1%	54.3%	33.3%	43.4%
Neutral	57.1%	6.7%	30.0%	20.6%	14.9%	12.9%	7.5%	20.0%	18.6%	16.4%	16.2%	0.0%	16.8%
Disagree	0.0%	0.0%	10.0%	11.8%	10.4%	6.5%	0.9%	12.5%	12.8%	6.6%	6.9%	22.2%	8.0%
Strongly disagree	0.0%	0.0%	0.0%	11.8%	3.0%	6.5%	0.0%	5.0%	3.5%	1.6%	6.4%	11.1%	4.1%
<u>Q1-2. There is someone at work who encourages my career development</u>													
Strongly agree	57.1%	26.7%	25.0%	17.6%	35.8%	20.0%	59.4%	27.5%	26.2%	23.3%	23.0%	44.4%	29.5%
Agree	28.6%	46.7%	45.0%	32.4%	29.9%	33.3%	25.5%	37.5%	33.3%	36.7%	39.1%	22.2%	33.8%
Neutral	0.0%	20.0%	10.0%	17.6%	19.4%	30.0%	8.5%	15.0%	21.4%	14.2%	21.8%	11.1%	17.7%
Disagree	0.0%	6.7%	20.0%	17.6%	7.5%	10.0%	2.8%	10.0%	8.3%	16.7%	9.2%	11.1%	11.3%
Strongly disagree	14.3%	0.0%	0.0%	14.7%	7.5%	6.7%	3.8%	10.0%	10.7%	9.2%	6.9%	11.1%	7.8%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ring & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q1-3. I have been mentored at work

Strongly agree	42.9%	21.4%	31.6%	14.7%	23.9%	16.7%	57.0%	30.0%	25.9%	21.0%	18.5%	55.6%	26.5%
Agree	14.3%	21.4%	15.8%	32.4%	35.8%	26.7%	26.2%	22.5%	24.7%	27.7%	40.5%	11.1%	29.0%
Neutral	14.3%	21.4%	31.6%	14.7%	19.4%	43.3%	10.3%	17.5%	23.5%	21.8%	16.8%	0.0%	19.7%
Disagree	14.3%	28.6%	15.8%	29.4%	11.9%	0.0%	3.7%	15.0%	19.8%	20.2%	18.5%	33.3%	17.3%
Strongly disagree	14.3%	7.1%	5.3%	8.8%	9.0%	13.3%	2.8%	15.0%	6.2%	9.2%	5.8%	0.0%	7.5%

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

Strongly agree	40.0%	21.4%	30.0%	23.5%	23.1%	17.2%	58.8%	18.9%	29.1%	14.0%	18.0%	33.3%	25.2%
Agree	20.0%	28.6%	25.0%	23.5%	32.3%	24.1%	22.5%	27.0%	25.3%	32.5%	32.9%	11.1%	27.9%
Neutral	40.0%	14.3%	30.0%	23.5%	26.2%	27.6%	14.7%	35.1%	25.3%	21.9%	24.6%	22.2%	24.7%
Disagree	0.0%	21.4%	15.0%	11.8%	7.7%	20.7%	1.0%	10.8%	11.4%	19.3%	10.8%	22.2%	11.7%
Strongly disagree	0.0%	14.3%	0.0%	17.6%	10.8%	10.3%	2.9%	8.1%	8.9%	12.3%	13.8%	11.1%	10.5%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work													Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...		

Q1-5. I am aware of City's educational partnerships, Tempe Professional Development Network, The Mentoring Program, & other programs

Strongly agree	57.1%	28.6%	45.0%	17.6%	30.8%	33.3%	51.0%	36.8%	41.7%	27.1%	16.1%	55.6%	30.6%
Agree	42.9%	71.4%	45.0%	67.6%	50.8%	60.0%	41.3%	42.1%	47.6%	50.0%	51.2%	33.3%	50.1%
Neutral	0.0%	0.0%	5.0%	11.8%	13.8%	3.3%	6.7%	10.5%	7.1%	13.6%	20.2%	0.0%	12.1%
Disagree	0.0%	0.0%	5.0%	0.0%	3.1%	3.3%	1.0%	7.9%	1.2%	6.8%	8.3%	11.1%	5.2%
Strongly disagree	0.0%	0.0%	0.0%	2.9%	1.5%	0.0%	0.0%	2.6%	2.4%	2.5%	4.2%	0.0%	2.1%

Q1-6. City's programs related to professional development & career mobility are useful to me

Strongly agree	40.0%	30.8%	21.1%	3.2%	14.1%	13.3%	29.4%	14.3%	19.5%	9.5%	6.3%	11.1%	14.2%
Agree	20.0%	23.1%	21.1%	35.5%	29.7%	33.3%	30.4%	20.0%	29.9%	35.3%	18.9%	44.4%	27.2%
Neutral	40.0%	38.5%	47.4%	35.5%	37.5%	43.3%	30.4%	37.1%	31.2%	38.8%	52.2%	22.2%	39.4%
Disagree	0.0%	7.7%	10.5%	16.1%	15.6%	6.7%	7.8%	25.7%	10.4%	12.9%	13.2%	11.1%	13.2%
Strongly disagree	0.0%	0.0%	0.0%	9.7%	3.1%	3.3%	2.0%	2.9%	9.1%	3.4%	9.4%	11.1%	6.0%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

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

Strongly agree	42.9%	30.8%	20.0%	15.2%	17.2%	16.7%	52.3%	25.6%	24.7%	15.3%	9.7%	11.1%	21.1%
Agree	28.6%	30.8%	40.0%	24.2%	39.1%	33.3%	29.9%	23.1%	37.0%	47.5%	33.3%	44.4%	34.3%
Neutral	28.6%	23.1%	30.0%	33.3%	21.9%	23.3%	10.3%	28.2%	18.5%	17.8%	38.2%	22.2%	25.8%
Disagree	0.0%	15.4%	10.0%	15.2%	18.8%	23.3%	4.7%	20.5%	13.6%	15.3%	13.3%	11.1%	14.0%
Strongly disagree	0.0%	0.0%	0.0%	12.1%	3.1%	3.3%	2.8%	2.6%	6.2%	4.2%	5.5%	11.1%	4.8%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q2-1. City Manager's Office</u>													
Strongly agree	42.9%	50.0%	25.0%	19.4%	10.7%	11.1%	54.5%	15.8%	11.1%	12.6%	11.0%	22.2%	19.8%
Agree	14.3%	10.0%	55.0%	32.3%	33.9%	33.3%	32.3%	36.8%	45.8%	32.0%	35.6%	33.3%	34.1%
Neutral	28.6%	40.0%	10.0%	32.3%	44.6%	40.7%	12.1%	47.4%	33.3%	44.7%	44.5%	22.2%	36.8%
Disagree	0.0%	0.0%	10.0%	3.2%	8.9%	7.4%	1.0%	0.0%	5.6%	7.8%	6.2%	11.1%	5.5%
Strongly disagree	14.3%	0.0%	0.0%	12.9%	1.8%	7.4%	0.0%	0.0%	4.2%	2.9%	2.7%	11.1%	3.7%
<u>Q2-2. Strategic Management & Diversity</u>													
Strongly agree	28.6%	45.5%	10.5%	16.7%	10.3%	10.7%	46.2%	8.6%	15.3%	21.6%	3.4%	50.0%	17.3%
Agree	28.6%	0.0%	47.4%	30.0%	36.2%	25.0%	29.7%	34.3%	31.9%	28.4%	28.2%	25.0%	29.3%
Neutral	42.9%	54.5%	26.3%	40.0%	39.7%	53.6%	20.9%	54.3%	37.5%	41.2%	54.4%	12.5%	42.1%
Disagree	0.0%	0.0%	10.5%	3.3%	8.6%	7.1%	2.2%	2.9%	5.6%	7.8%	6.7%	12.5%	6.3%
Strongly disagree	0.0%	0.0%	5.3%	10.0%	5.2%	3.6%	1.1%	0.0%	9.7%	1.0%	7.4%	0.0%	5.0%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q2-3. Human Resources</u>													
Strongly agree	28.6%	35.7%	21.1%	21.2%	13.3%	13.8%	53.3%	27.5%	22.9%	16.7%	17.2%	22.2%	23.4%
Agree	71.4%	50.0%	47.4%	36.4%	56.7%	48.3%	28.6%	40.0%	50.6%	48.2%	46.7%	55.6%	44.6%
Neutral	0.0%	14.3%	21.1%	21.2%	20.0%	27.6%	14.3%	27.5%	12.0%	23.7%	31.4%	22.2%	22.9%
Disagree	0.0%	0.0%	10.5%	6.1%	10.0%	6.9%	3.8%	2.5%	10.8%	8.8%	3.0%	0.0%	6.5%
Strongly disagree	0.0%	0.0%	0.0%	15.2%	0.0%	3.4%	0.0%	2.5%	3.6%	2.6%	1.8%	0.0%	2.6%
<u>Q2-4. Information Technology</u>													
Strongly agree	42.9%	46.7%	31.6%	20.6%	23.8%	20.0%	47.0%	46.2%	35.3%	23.3%	15.4%	22.2%	27.3%
Agree	28.6%	40.0%	52.6%	47.1%	57.1%	43.3%	38.0%	30.8%	45.9%	50.9%	40.8%	44.4%	44.0%
Neutral	0.0%	6.7%	10.5%	17.6%	11.1%	33.3%	11.0%	10.3%	8.2%	18.1%	29.0%	33.3%	18.5%
Disagree	28.6%	6.7%	5.3%	8.8%	4.8%	3.3%	4.0%	12.8%	2.4%	6.0%	9.5%	0.0%	6.6%
Strongly disagree	0.0%	0.0%	0.0%	5.9%	3.2%	0.0%	0.0%	0.0%	8.2%	1.7%	5.3%	0.0%	3.6%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work													Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...		

Q2-5. Risk Management/Worker's Compensation

Strongly agree	42.9%	40.0%	12.5%	8.7%	8.8%	10.7%	49.5%	22.2%	18.9%	11.0%	8.3%	20.0%	18.2%
Agree	28.6%	20.0%	18.8%	34.8%	61.4%	53.6%	26.3%	38.9%	45.9%	40.4%	41.7%	40.0%	39.6%
Neutral	28.6%	40.0%	62.5%	52.2%	26.3%	28.6%	21.1%	33.3%	32.4%	39.4%	37.8%	40.0%	35.1%
Disagree	0.0%	0.0%	6.3%	0.0%	0.0%	7.1%	1.1%	0.0%	0.0%	6.4%	5.8%	0.0%	3.5%
Strongly disagree	0.0%	0.0%	0.0%	4.3%	3.5%	0.0%	2.1%	5.6%	2.7%	2.8%	6.4%	0.0%	3.6%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q3-1. The wellness program</u>													
Strongly agree	50.0%	42.9%	10.0%	20.6%	19.6%	20.0%	39.4%	18.9%	23.8%	18.6%	9.5%	0.0%	20.1%
Agree	33.3%	28.6%	65.0%	41.2%	51.8%	50.0%	27.7%	45.9%	50.0%	40.7%	39.9%	66.7%	42.4%
Neutral	16.7%	14.3%	25.0%	2.9%	23.2%	26.7%	27.7%	27.0%	17.5%	25.7%	31.5%	22.2%	24.7%
Disagree	0.0%	14.3%	0.0%	26.5%	3.6%	3.3%	3.2%	8.1%	5.0%	9.7%	12.5%	0.0%	8.3%
Strongly disagree	0.0%	0.0%	0.0%	8.8%	1.8%	0.0%	2.1%	0.0%	3.8%	5.3%	6.5%	11.1%	4.4%
<u>Q3-2. City mediation services</u>													
Strongly agree	0.0%	37.5%	7.7%	4.8%	0.0%	11.1%	35.8%	8.3%	6.0%	9.8%	0.9%	0.0%	9.6%
Agree	50.0%	0.0%	23.1%	23.8%	40.0%	11.1%	22.4%	20.8%	26.0%	20.7%	16.5%	0.0%	20.9%
Neutral	50.0%	62.5%	61.5%	42.9%	45.7%	77.8%	40.3%	70.8%	56.0%	58.7%	69.7%	60.0%	59.2%
Disagree	0.0%	0.0%	7.7%	19.0%	8.6%	0.0%	1.5%	0.0%	6.0%	7.6%	8.3%	20.0%	6.1%
Strongly disagree	0.0%	0.0%	0.0%	9.5%	5.7%	0.0%	0.0%	0.0%	6.0%	3.3%	4.6%	20.0%	4.2%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q3-3. The Safe Haven process</u>													
Strongly agree	0.0%	25.0%	12.5%	8.3%	5.4%	9.5%	35.8%	11.1%	8.0%	11.4%	1.0%	0.0%	10.6%
Agree	33.3%	12.5%	18.8%	20.8%	29.7%	14.3%	25.4%	22.2%	20.0%	14.8%	17.5%	0.0%	19.4%
Neutral	33.3%	62.5%	25.0%	41.7%	35.1%	52.4%	35.8%	63.0%	58.0%	55.7%	68.9%	60.0%	53.0%
Disagree	33.3%	0.0%	31.3%	16.7%	16.2%	9.5%	3.0%	0.0%	8.0%	13.6%	5.8%	40.0%	9.8%
Strongly disagree	0.0%	0.0%	12.5%	12.5%	13.5%	14.3%	0.0%	3.7%	6.0%	4.5%	6.8%	0.0%	7.2%
<u>Q3-4. Tempe Employee View/Internal Audit reporting program</u>													
Strongly agree	33.3%	33.3%	13.3%	8.0%	2.9%	10.0%	32.8%	8.0%	5.5%	8.7%	1.0%	28.6%	9.9%
Agree	66.7%	0.0%	40.0%	16.0%	35.3%	15.0%	25.0%	24.0%	23.6%	20.7%	16.7%	28.6%	21.4%
Neutral	0.0%	66.7%	40.0%	56.0%	41.2%	75.0%	42.2%	64.0%	58.2%	58.7%	68.6%	42.9%	57.5%
Disagree	0.0%	0.0%	6.7%	20.0%	11.8%	0.0%	0.0%	4.0%	7.3%	9.8%	6.9%	0.0%	7.4%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	8.8%	0.0%	0.0%	0.0%	5.5%	2.2%	6.9%	0.0%	3.7%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work													Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...		

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

Strongly agree	71.4%	36.4%	27.8%	9.4%	15.0%	23.3%	62.9%	18.4%	26.5%	20.2%	23.3%	50.0%	27.0%
Agree	14.3%	45.5%	50.0%	40.6%	43.3%	36.7%	23.8%	36.8%	34.9%	40.4%	28.8%	12.5%	33.7%
Neutral	0.0%	9.1%	0.0%	12.5%	20.0%	33.3%	9.5%	23.7%	24.1%	21.9%	22.7%	25.0%	20.4%
Disagree	0.0%	9.1%	16.7%	12.5%	11.7%	0.0%	1.9%	13.2%	8.4%	7.0%	14.7%	12.5%	9.5%
Strongly disagree	14.3%	0.0%	5.6%	25.0%	10.0%	6.7%	1.9%	7.9%	6.0%	10.5%	10.4%	0.0%	9.5%

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

Strongly agree	71.4%	13.3%	40.0%	22.9%	19.7%	19.4%	49.1%	35.0%	31.3%	27.6%	18.0%	11.1%	26.7%
Agree	0.0%	60.0%	40.0%	48.6%	51.5%	64.5%	33.0%	27.5%	47.0%	52.8%	46.5%	44.4%	45.3%
Neutral	14.3%	6.7%	10.0%	14.3%	15.2%	9.7%	9.4%	25.0%	12.0%	8.9%	14.5%	11.1%	13.0%
Disagree	14.3%	20.0%	0.0%	11.4%	12.1%	3.2%	2.8%	12.5%	4.8%	5.7%	13.4%	33.3%	9.9%
Strongly disagree	0.0%	0.0%	10.0%	2.9%	1.5%	3.2%	5.7%	0.0%	4.8%	4.9%	7.6%	0.0%	5.2%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work													Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...		

Q3-7. City supports employees with a disability

Strongly agree	50.0%	45.5%	47.4%	22.6%	16.4%	26.9%	50.6%	25.0%	28.1%	24.0%	19.3%	25.0%	26.9%
Agree	50.0%	18.2%	31.6%	45.2%	61.8%	50.0%	35.3%	52.8%	53.1%	43.0%	42.9%	50.0%	45.6%
Neutral	0.0%	36.4%	21.1%	29.0%	20.0%	23.1%	11.8%	22.2%	12.5%	32.0%	34.5%	12.5%	24.7%
Disagree	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	2.4%	0.0%	3.1%	0.0%	3.4%	12.5%	2.0%
Strongly disagree	0.0%	0.0%	0.0%	3.2%	0.0%	0.0%	0.0%	0.0%	3.1%	1.0%	0.0%	0.0%	0.8%

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

Strongly agree	42.9%	35.7%	35.0%	14.3%	9.5%	16.1%	56.6%	15.4%	26.5%	19.2%	10.7%	11.1%	21.8%
Agree	57.1%	42.9%	50.0%	45.7%	63.5%	45.2%	31.1%	48.7%	50.6%	51.7%	48.5%	55.6%	46.6%
Neutral	0.0%	14.3%	15.0%	17.1%	17.5%	25.8%	6.6%	25.6%	12.0%	13.3%	26.0%	33.3%	18.9%
Disagree	0.0%	0.0%	0.0%	14.3%	9.5%	9.7%	4.7%	10.3%	4.8%	11.7%	10.1%	0.0%	9.0%
Strongly disagree	0.0%	7.1%	0.0%	8.6%	0.0%	3.2%	0.9%	0.0%	6.0%	4.2%	4.7%	0.0%	3.7%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q4-1. My immediate supervisor treats me with respect</u>													
Strongly agree	85.7%	57.1%	60.0%	48.6%	61.2%	51.6%	73.8%	52.5%	54.7%	48.4%	56.3%	55.6%	54.8%
Agree	0.0%	28.6%	35.0%	20.0%	29.9%	29.0%	23.4%	32.5%	24.4%	37.7%	30.5%	33.3%	30.8%
Neutral	0.0%	0.0%	0.0%	14.3%	3.0%	16.1%	0.9%	12.5%	4.7%	8.2%	5.7%	0.0%	6.7%
Disagree	0.0%	14.3%	5.0%	8.6%	6.0%	0.0%	0.0%	2.5%	10.5%	0.8%	4.6%	11.1%	4.4%
Strongly disagree	14.3%	0.0%	0.0%	8.6%	0.0%	3.2%	1.9%	0.0%	5.8%	4.9%	2.9%	0.0%	3.4%
<u>Q4-2. I know what is expected of me at work</u>													
Strongly agree	85.7%	33.3%	40.0%	42.9%	44.8%	51.6%	76.6%	50.0%	40.7%	45.5%	47.7%	44.4%	48.1%
Agree	0.0%	60.0%	55.0%	42.9%	46.3%	35.5%	20.6%	32.5%	38.4%	41.3%	39.1%	44.4%	39.2%
Neutral	0.0%	6.7%	5.0%	2.9%	0.0%	3.2%	2.8%	12.5%	9.3%	5.0%	5.7%	11.1%	5.5%
Disagree	14.3%	0.0%	0.0%	8.6%	9.0%	6.5%	0.0%	2.5%	9.3%	6.6%	6.3%	0.0%	5.9%
Strongly disagree	0.0%	0.0%	0.0%	2.9%	0.0%	3.2%	0.0%	2.5%	2.3%	1.7%	1.1%	0.0%	1.3%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q4-3. I have materials & equipment I need to do my job effectively

Strongly agree	57.1%	40.0%	40.0%	31.4%	29.9%	25.8%	68.2%	37.5%	37.2%	33.3%	26.4%	22.2%	35.4%
Agree	14.3%	33.3%	55.0%	34.3%	52.2%	61.3%	25.2%	35.0%	48.8%	47.5%	48.3%	66.7%	44.3%
Neutral	0.0%	6.7%	5.0%	11.4%	10.4%	6.5%	2.8%	20.0%	3.5%	5.0%	14.9%	11.1%	9.5%
Disagree	14.3%	20.0%	0.0%	22.9%	6.0%	6.5%	3.7%	7.5%	8.1%	11.7%	8.0%	0.0%	9.4%
Strongly disagree	14.3%	0.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	2.3%	2.5%	2.3%	0.0%	1.4%

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

Strongly agree	71.4%	46.7%	45.0%	34.3%	49.3%	38.7%	68.2%	50.0%	48.8%	43.4%	36.2%	44.4%	44.8%
Agree	14.3%	33.3%	30.0%	31.4%	34.3%	41.9%	23.4%	20.0%	29.1%	34.4%	39.7%	33.3%	32.6%
Neutral	0.0%	6.7%	15.0%	8.6%	6.0%	12.9%	3.7%	12.5%	3.5%	9.0%	8.6%	0.0%	8.2%
Disagree	0.0%	6.7%	10.0%	17.1%	7.5%	0.0%	1.9%	7.5%	10.5%	7.4%	6.9%	22.2%	7.6%
Strongly disagree	14.3%	6.7%	0.0%	8.6%	3.0%	6.5%	2.8%	10.0%	8.1%	5.7%	8.6%	0.0%	6.8%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q4-5. I believe my opinions matter at work</u>													
Strongly agree	57.1%	40.0%	35.0%	25.7%	31.3%	25.8%	51.4%	37.5%	38.4%	28.9%	18.6%	44.4%	30.7%
Agree	28.6%	26.7%	25.0%	28.6%	41.8%	35.5%	24.3%	12.5%	23.3%	39.7%	25.6%	22.2%	28.5%
Neutral	0.0%	13.3%	10.0%	14.3%	10.4%	12.9%	15.9%	27.5%	12.8%	9.1%	20.9%	11.1%	15.4%
Disagree	14.3%	13.3%	20.0%	8.6%	11.9%	19.4%	2.8%	10.0%	14.0%	10.7%	16.3%	22.2%	13.1%
Strongly disagree	0.0%	6.7%	10.0%	22.9%	4.5%	6.5%	5.6%	12.5%	11.6%	11.6%	18.6%	0.0%	12.3%
<u>Q4-6. My work is appreciated by my immediate supervisor</u>													
Strongly agree	71.4%	33.3%	55.0%	34.3%	50.7%	43.3%	63.6%	50.0%	48.8%	44.9%	40.7%	55.6%	46.2%
Agree	14.3%	46.7%	30.0%	31.4%	34.3%	30.0%	30.8%	22.5%	22.1%	33.9%	42.4%	22.2%	33.3%
Neutral	0.0%	6.7%	10.0%	14.3%	9.0%	23.3%	3.7%	20.0%	9.3%	8.5%	8.7%	11.1%	10.2%
Disagree	14.3%	13.3%	5.0%	8.6%	4.5%	0.0%	0.0%	2.5%	11.6%	6.8%	2.9%	11.1%	5.6%
Strongly disagree	0.0%	0.0%	0.0%	11.4%	1.5%	3.3%	1.9%	5.0%	8.1%	5.9%	5.2%	0.0%	4.7%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

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

Strongly agree	85.7%	40.0%	35.0%	28.6%	37.9%	40.0%	72.6%	40.0%	36.0%	40.0%	37.6%	33.3%	41.0%
Agree	0.0%	40.0%	40.0%	28.6%	39.4%	33.3%	19.8%	35.0%	31.4%	39.2%	46.2%	44.4%	36.2%
Neutral	0.0%	13.3%	10.0%	31.4%	12.1%	13.3%	6.6%	12.5%	12.8%	10.8%	8.1%	22.2%	11.7%
Disagree	14.3%	0.0%	15.0%	5.7%	7.6%	3.3%	0.9%	10.0%	7.0%	5.0%	5.2%	0.0%	6.6%
Strongly disagree	0.0%	6.7%	0.0%	5.7%	3.0%	10.0%	0.0%	2.5%	12.8%	5.0%	2.9%	0.0%	4.4%

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

Strongly agree	85.7%	26.7%	55.6%	25.7%	41.8%	36.7%	69.5%	37.5%	40.0%	39.8%	35.7%	44.4%	41.0%
Agree	0.0%	60.0%	27.8%	22.9%	37.3%	36.7%	21.9%	32.5%	28.2%	39.8%	38.6%	44.4%	34.2%
Neutral	0.0%	6.7%	16.7%	40.0%	10.4%	3.3%	6.7%	20.0%	17.6%	12.7%	19.3%	11.1%	15.6%
Disagree	14.3%	6.7%	0.0%	8.6%	7.5%	10.0%	1.9%	7.5%	3.5%	3.4%	4.1%	0.0%	5.1%
Strongly disagree	0.0%	0.0%	0.0%	2.9%	3.0%	13.3%	0.0%	2.5%	10.6%	4.2%	2.3%	0.0%	4.1%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

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

Strongly agree	57.1%	40.0%	44.4%	28.6%	39.4%	30.0%	64.5%	40.0%	37.2%	32.5%	36.2%	44.4%	38.3%
Agree	14.3%	33.3%	33.3%	34.3%	39.4%	46.7%	23.4%	20.0%	25.6%	39.2%	40.2%	22.2%	34.4%
Neutral	14.3%	0.0%	11.1%	11.4%	9.1%	3.3%	9.3%	22.5%	11.6%	15.0%	15.5%	22.2%	13.0%
Disagree	0.0%	20.0%	11.1%	17.1%	9.1%	6.7%	1.9%	12.5%	9.3%	10.0%	5.2%	11.1%	8.8%
Strongly disagree	14.3%	6.7%	0.0%	8.6%	3.0%	13.3%	0.9%	5.0%	16.3%	3.3%	2.9%	0.0%	5.5%

Q4-10. The work I perform is evaluated fairly

Strongly agree	50.0%	38.5%	44.4%	24.2%	43.8%	34.5%	61.3%	35.0%	35.4%	34.7%	33.1%	50.0%	37.7%
Agree	50.0%	38.5%	27.8%	30.3%	35.9%	41.4%	25.5%	22.5%	31.7%	38.1%	44.2%	37.5%	35.1%
Neutral	0.0%	15.4%	11.1%	30.3%	10.9%	13.8%	7.5%	32.5%	13.4%	16.9%	14.5%	0.0%	16.3%
Disagree	0.0%	7.7%	16.7%	6.1%	7.8%	6.9%	3.8%	5.0%	12.2%	5.1%	5.8%	12.5%	7.3%
Strongly disagree	0.0%	0.0%	0.0%	9.1%	1.6%	3.4%	1.9%	5.0%	7.3%	5.1%	2.3%	0.0%	3.6%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q4-11. My immediate supervisor knows my career/job goals

Strongly agree	57.1%	26.7%	30.0%	29.4%	41.5%	27.6%	60.0%	40.0%	36.7%	29.6%	35.7%	22.2%	36.4%
Agree	28.6%	66.7%	50.0%	32.4%	30.8%	41.4%	28.6%	27.5%	30.4%	39.1%	39.8%	44.4%	35.9%
Neutral	0.0%	6.7%	5.0%	14.7%	12.3%	13.8%	8.6%	12.5%	12.7%	11.3%	15.2%	33.3%	13.5%
Disagree	14.3%	0.0%	5.0%	8.8%	13.8%	3.4%	0.0%	17.5%	11.4%	14.8%	4.1%	0.0%	8.5%
Strongly disagree	0.0%	0.0%	10.0%	14.7%	1.5%	13.8%	2.9%	2.5%	8.9%	5.2%	5.3%	0.0%	5.6%

Q4-12. My immediate supervisor supports me in achieving my career/job goals

Strongly agree	57.1%	33.3%	30.0%	25.7%	47.6%	30.0%	64.8%	41.0%	40.0%	32.8%	38.1%	33.3%	39.1%
Agree	14.3%	40.0%	50.0%	28.6%	28.6%	26.7%	22.9%	23.1%	23.8%	31.0%	37.5%	33.3%	30.5%
Neutral	28.6%	26.7%	10.0%	14.3%	12.7%	23.3%	9.5%	20.5%	13.8%	18.1%	13.7%	33.3%	16.6%
Disagree	0.0%	0.0%	10.0%	14.3%	9.5%	10.0%	1.0%	10.3%	12.5%	14.7%	6.5%	0.0%	8.8%
Strongly disagree	0.0%	0.0%	0.0%	17.1%	1.6%	10.0%	1.9%	5.1%	10.0%	3.4%	4.2%	0.0%	5.0%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work

	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	Total
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Q4-13. Within last 30 days, I have received feedback on my job performance from my supervisor

Strongly agree	57.1%	21.4%	30.0%	18.8%	28.1%	33.3%	67.3%	26.3%	39.3%	31.7%	34.3%	44.4%	35.8%
Agree	28.6%	35.7%	40.0%	34.4%	37.5%	43.3%	19.2%	31.6%	32.1%	33.3%	37.8%	22.2%	33.1%
Neutral	0.0%	14.3%	10.0%	15.6%	14.1%	10.0%	6.7%	15.8%	8.3%	11.7%	14.0%	22.2%	11.8%
Disagree	14.3%	28.6%	20.0%	12.5%	10.9%	3.3%	5.8%	21.1%	8.3%	15.0%	8.1%	11.1%	12.0%
Strongly disagree	0.0%	0.0%	0.0%	18.8%	9.4%	10.0%	1.0%	5.3%	11.9%	8.3%	5.8%	0.0%	7.3%

Q4-14. When I request training, my supervisor is open to working with me to ensure I can attend

Strongly agree	71.4%	40.0%	47.4%	35.3%	46.9%	37.9%	71.4%	45.0%	46.5%	38.8%	32.9%	50.0%	42.9%
Agree	14.3%	53.3%	42.1%	29.4%	39.1%	41.4%	20.0%	27.5%	27.9%	35.3%	39.5%	37.5%	34.3%
Neutral	14.3%	0.0%	10.5%	26.5%	9.4%	13.8%	5.7%	15.0%	11.6%	17.2%	17.4%	12.5%	14.3%
Disagree	0.0%	0.0%	0.0%	8.8%	4.7%	3.4%	1.9%	7.5%	3.5%	5.2%	7.2%	0.0%	5.3%
Strongly disagree	0.0%	6.7%	0.0%	0.0%	0.0%	3.4%	1.0%	5.0%	10.5%	3.4%	3.0%	0.0%	3.2%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q4-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me

Strongly agree	71.4%	28.6%	36.8%	8.8%	19.0%	24.1%	57.7%	39.5%	30.1%	24.5%	18.4%	50.0%	27.7%
Agree	0.0%	42.9%	36.8%	35.3%	36.5%	41.4%	26.9%	23.7%	30.1%	35.5%	21.5%	12.5%	29.5%
Neutral	28.6%	14.3%	15.8%	17.6%	23.8%	24.1%	9.6%	13.2%	19.3%	21.8%	28.2%	12.5%	21.0%
Disagree	0.0%	14.3%	5.3%	17.6%	11.1%	3.4%	2.9%	15.8%	10.8%	8.2%	17.2%	25.0%	11.2%
Strongly disagree	0.0%	0.0%	5.3%	20.6%	9.5%	6.9%	2.9%	7.9%	9.6%	10.0%	14.7%	0.0%	10.6%

Q4-16. I believe the Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor

Strongly agree	83.3%	45.5%	35.0%	5.9%	21.0%	28.0%	59.4%	35.1%	32.9%	26.9%	18.1%	42.9%	28.9%
Agree	0.0%	27.3%	40.0%	29.4%	41.9%	48.0%	29.2%	32.4%	42.7%	41.7%	33.1%	28.6%	36.2%
Neutral	16.7%	9.1%	20.0%	29.4%	16.1%	20.0%	7.5%	16.2%	13.4%	20.4%	30.0%	14.3%	20.1%
Disagree	0.0%	18.2%	5.0%	23.5%	16.1%	4.0%	2.8%	8.1%	8.5%	6.5%	8.1%	14.3%	8.6%
Strongly disagree	0.0%	0.0%	0.0%	11.8%	4.8%	0.0%	0.9%	8.1%	2.4%	4.6%	10.6%	0.0%	6.2%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work

	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	Total
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Q4-17. As a supervisor, I am supported when addressing staff issues (if applicable)

Strongly agree	50.0%	42.9%	30.0%	20.0%	28.6%	16.7%	54.2%	26.9%	51.5%	29.4%	25.7%	40.0%	33.7%
Agree	25.0%	14.3%	50.0%	53.3%	45.7%	33.3%	39.0%	30.8%	18.2%	33.3%	43.2%	40.0%	37.6%
Neutral	0.0%	14.3%	20.0%	20.0%	14.3%	38.9%	3.4%	34.6%	15.2%	33.3%	17.6%	20.0%	19.5%
Disagree	0.0%	14.3%	0.0%	6.7%	8.6%	5.6%	0.0%	7.7%	3.0%	3.9%	9.5%	0.0%	5.3%
Strongly disagree	25.0%	14.3%	0.0%	0.0%	2.9%	5.6%	3.4%	0.0%	12.1%	0.0%	4.1%	0.0%	3.9%

Q4-18. As a supervisor, my direct reports treat me with respect

Strongly agree	50.0%	42.9%	22.2%	40.0%	50.0%	20.0%	65.0%	37.0%	39.4%	37.7%	40.0%	60.0%	42.8%
Agree	25.0%	28.6%	55.6%	46.7%	38.2%	40.0%	30.0%	40.7%	36.4%	28.3%	41.4%	20.0%	36.8%
Neutral	25.0%	28.6%	22.2%	13.3%	5.9%	40.0%	3.3%	18.5%	15.2%	32.1%	18.6%	20.0%	18.1%
Disagree	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	1.7%	3.7%	3.0%	1.9%	0.0%	0.0%	1.7%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%	0.0%	0.0%	0.0%	0.6%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q4-19. Conflict in my work area is resolved effectively</u>													
Strongly agree	33.3%	26.7%	5.6%	12.1%	10.9%	29.6%	45.2%	27.0%	16.5%	21.8%	16.8%	42.9%	21.6%
Agree	16.7%	26.7%	44.4%	33.3%	56.3%	37.0%	36.5%	16.2%	39.2%	29.1%	34.8%	14.3%	34.5%
Neutral	33.3%	20.0%	22.2%	30.3%	15.6%	18.5%	12.5%	24.3%	19.0%	21.8%	25.5%	28.6%	21.3%
Disagree	16.7%	20.0%	5.6%	15.2%	9.4%	0.0%	4.8%	16.2%	10.1%	14.5%	12.4%	14.3%	10.9%
Strongly disagree	0.0%	6.7%	22.2%	9.1%	7.8%	14.8%	1.0%	16.2%	15.2%	12.7%	10.6%	0.0%	11.7%
<u>Q4-20. I believe assignments in my department are distributed fairly</u>													
Strongly agree	42.9%	28.6%	15.0%	6.1%	12.7%	21.4%	50.5%	20.5%	21.0%	22.7%	15.6%	12.5%	21.8%
Agree	14.3%	42.9%	55.0%	42.4%	42.9%	35.7%	33.3%	28.2%	30.9%	34.5%	27.5%	25.0%	32.8%
Neutral	28.6%	7.1%	5.0%	24.2%	17.5%	17.9%	8.6%	17.9%	17.3%	14.5%	21.3%	37.5%	17.6%
Disagree	14.3%	7.1%	10.0%	18.2%	22.2%	14.3%	3.8%	23.1%	12.3%	15.5%	22.5%	12.5%	17.3%
Strongly disagree	0.0%	14.3%	15.0%	9.1%	4.8%	10.7%	3.8%	10.3%	18.5%	12.7%	13.1%	12.5%	10.6%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q4-21. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit</u>													
Strongly agree	42.9%	28.6%	20.0%	14.7%	21.2%	23.3%	53.3%	31.6%	25.6%	20.0%	15.1%	14.3%	24.3%
Agree	28.6%	28.6%	55.0%	47.1%	40.9%	30.0%	30.5%	26.3%	30.5%	36.5%	39.8%	0.0%	34.9%
Neutral	14.3%	14.3%	5.0%	8.8%	18.2%	26.7%	8.6%	21.1%	11.0%	14.8%	18.1%	28.6%	15.6%
Disagree	0.0%	14.3%	5.0%	17.6%	12.1%	10.0%	3.8%	15.8%	15.9%	11.3%	12.0%	28.6%	12.5%
Strongly disagree	14.3%	14.3%	15.0%	11.8%	7.6%	10.0%	3.8%	5.3%	17.1%	17.4%	15.1%	28.6%	12.8%
<u>Q4-22. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit</u>													
Strongly agree	40.0%	14.3%	10.0%	16.1%	9.2%	10.0%	47.1%	13.9%	12.0%	12.7%	8.6%	0.0%	15.9%
Agree	40.0%	28.6%	30.0%	16.1%	23.1%	16.7%	26.0%	22.2%	20.0%	25.5%	32.5%	0.0%	25.0%
Neutral	0.0%	14.3%	20.0%	22.6%	32.3%	20.0%	10.6%	25.0%	17.3%	26.4%	20.9%	50.0%	21.1%
Disagree	20.0%	21.4%	10.0%	12.9%	24.6%	30.0%	9.6%	25.0%	18.7%	14.5%	20.2%	25.0%	18.6%
Strongly disagree	0.0%	21.4%	30.0%	32.3%	10.8%	23.3%	6.7%	13.9%	32.0%	20.9%	17.8%	25.0%	19.4%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work													Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...		

Q4-23. As a supervisor, I have been given the training, tools, & resources to lead my work unit

Strongly agree	50.0%	25.0%	45.5%	17.6%	17.6%	11.8%	62.5%	20.0%	40.0%	35.2%	22.1%	0.0%	31.8%
Agree	50.0%	37.5%	27.3%	29.4%	55.9%	35.3%	28.1%	26.7%	31.4%	31.5%	44.2%	75.0%	36.6%
Neutral	0.0%	25.0%	18.2%	41.2%	17.6%	52.9%	6.3%	43.3%	17.1%	25.9%	24.7%	25.0%	23.3%
Disagree	0.0%	12.5%	9.1%	11.8%	8.8%	0.0%	3.1%	10.0%	8.6%	3.7%	3.9%	0.0%	5.8%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	3.7%	5.2%	0.0%	2.4%

Q4-24. I feel physically safe in my work unit

Strongly agree	85.7%	40.0%	55.0%	40.0%	34.3%	32.3%	70.8%	52.5%	46.9%	40.9%	33.3%	22.2%	42.1%
Agree	14.3%	53.3%	30.0%	42.9%	47.8%	64.5%	26.4%	30.0%	38.3%	45.2%	49.1%	44.4%	42.1%
Neutral	0.0%	0.0%	15.0%	14.3%	10.4%	0.0%	0.9%	10.0%	3.7%	7.8%	12.9%	33.3%	9.2%
Disagree	0.0%	6.7%	0.0%	2.9%	6.0%	0.0%	0.9%	7.5%	7.4%	5.2%	4.1%	0.0%	4.9%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	1.5%	3.2%	0.9%	0.0%	3.7%	0.9%	0.6%	0.0%	1.6%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q4-25. I am able to discuss physical & emotional safety with my supervisor

Strongly agree	57.1%	21.4%	47.4%	25.7%	43.3%	43.3%	65.1%	51.3%	43.2%	30.7%	32.3%	44.4%	38.9%
Agree	14.3%	50.0%	42.1%	28.6%	34.3%	36.7%	23.6%	28.2%	29.6%	46.5%	39.5%	33.3%	35.8%
Neutral	14.3%	7.1%	10.5%	28.6%	9.0%	6.7%	6.6%	10.3%	11.1%	14.9%	16.8%	11.1%	13.1%
Disagree	0.0%	0.0%	0.0%	5.7%	9.0%	0.0%	0.9%	2.6%	4.9%	5.3%	5.4%	11.1%	4.7%
Strongly disagree	14.3%	21.4%	0.0%	11.4%	4.5%	13.3%	3.8%	7.7%	11.1%	2.6%	6.0%	0.0%	7.5%

Q4-26. My immediate supervisor has the skills to deal with conflict

Strongly agree	57.1%	26.7%	30.0%	20.0%	40.3%	30.0%	64.8%	39.5%	35.4%	36.8%	34.7%	44.4%	37.3%
Agree	28.6%	53.3%	30.0%	31.4%	32.8%	33.3%	22.9%	34.2%	30.5%	33.0%	44.3%	44.4%	34.2%
Neutral	0.0%	0.0%	10.0%	14.3%	10.4%	16.7%	6.7%	15.8%	8.5%	15.1%	12.6%	0.0%	12.5%
Disagree	0.0%	13.3%	10.0%	8.6%	7.5%	3.3%	3.8%	7.9%	7.3%	8.5%	4.2%	11.1%	6.9%
Strongly disagree	14.3%	6.7%	20.0%	25.7%	9.0%	16.7%	1.9%	2.6%	18.3%	6.6%	4.2%	0.0%	9.2%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work													Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...		

Q4-27. Overall, I am satisfied with the working environment in my department

Strongly agree	57.1%	33.3%	30.0%	20.0%	32.8%	19.4%	66.0%	32.5%	38.1%	31.4%	22.8%	44.4%	33.0%
Agree	42.9%	46.7%	55.0%	31.4%	40.3%	51.6%	26.4%	30.0%	29.8%	37.3%	40.9%	33.3%	36.7%
Neutral	0.0%	13.3%	0.0%	25.7%	11.9%	19.4%	4.7%	20.0%	13.1%	10.2%	16.4%	11.1%	13.7%
Disagree	0.0%	6.7%	5.0%	17.1%	9.0%	0.0%	0.9%	10.0%	11.9%	11.9%	12.9%	11.1%	9.9%
Strongly disagree	0.0%	0.0%	10.0%	5.7%	6.0%	9.7%	1.9%	7.5%	7.1%	9.3%	7.0%	0.0%	6.7%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engin- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q5-1. The City's health care plan meets my needs</u>													
Strongly agree	57.1%	23.1%	61.1%	20.0%	32.1%	29.0%	44.4%	38.2%	32.9%	20.5%	14.5%	44.4%	27.1%
Agree	0.0%	38.5%	33.3%	48.6%	50.9%	54.8%	28.4%	47.1%	54.9%	58.0%	55.8%	33.3%	49.6%
Neutral	28.6%	15.4%	5.6%	8.6%	13.2%	9.7%	19.8%	14.7%	9.8%	15.2%	13.3%	22.2%	13.7%
Disagree	14.3%	23.1%	0.0%	20.0%	3.8%	6.5%	3.7%	0.0%	2.4%	5.4%	13.9%	0.0%	7.9%
Strongly disagree	0.0%	0.0%	0.0%	2.9%	0.0%	0.0%	3.7%	0.0%	0.0%	0.9%	2.4%	0.0%	1.7%
<u>Q5-2. The amount that I pay for health care benefits is reasonable</u>													
Strongly agree	42.9%	30.8%	50.0%	17.1%	32.7%	25.8%	38.3%	38.2%	31.7%	15.0%	10.1%	33.3%	23.8%
Agree	14.3%	30.8%	38.9%	42.9%	44.2%	41.9%	35.1%	35.3%	45.1%	50.4%	43.5%	33.3%	43.1%
Neutral	28.6%	15.4%	5.6%	17.1%	19.2%	19.4%	18.1%	23.5%	13.4%	21.2%	26.8%	11.1%	19.8%
Disagree	0.0%	15.4%	5.6%	17.1%	3.8%	12.9%	7.4%	2.9%	9.8%	12.4%	14.3%	22.2%	10.7%
Strongly disagree	14.3%	7.7%	0.0%	5.7%	0.0%	0.0%	1.1%	0.0%	0.0%	0.9%	5.4%	0.0%	2.5%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q5-3. The City does a good job of informing me about my benefits</u>													
Strongly agree	42.9%	33.3%	57.9%	22.9%	24.1%	30.0%	57.7%	40.5%	36.0%	23.9%	12.9%	44.4%	28.9%
Agree	42.9%	40.0%	42.1%	60.0%	56.9%	56.7%	30.9%	45.9%	46.5%	59.0%	60.2%	22.2%	51.7%
Neutral	14.3%	20.0%	0.0%	11.4%	15.5%	3.3%	7.2%	13.5%	14.0%	12.0%	19.9%	22.2%	13.9%
Disagree	0.0%	6.7%	0.0%	5.7%	3.4%	10.0%	3.1%	0.0%	3.5%	5.1%	5.3%	11.1%	4.8%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	1.8%	0.0%	0.7%
<u>Q5-4. The amount of leave that I receive each year meets my needs</u>													
Strongly agree	28.6%	33.3%	52.6%	22.9%	30.0%	29.0%	46.2%	33.3%	31.8%	25.6%	18.0%	44.4%	27.9%
Agree	57.1%	53.3%	36.8%	51.4%	43.3%	51.6%	39.4%	38.9%	47.1%	54.7%	55.2%	22.2%	48.5%
Neutral	0.0%	6.7%	0.0%	5.7%	11.7%	12.9%	4.8%	11.1%	9.4%	14.5%	12.8%	11.1%	10.9%
Disagree	14.3%	0.0%	10.5%	14.3%	13.3%	3.2%	7.7%	16.7%	8.2%	4.3%	8.7%	22.2%	9.6%
Strongly disagree	0.0%	6.7%	0.0%	5.7%	1.7%	3.2%	1.9%	0.0%	3.5%	0.9%	5.2%	0.0%	3.1%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engin- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q5-5. The amount I am paid is fair for the work I do</u>													
Strongly agree	42.9%	26.7%	42.1%	14.3%	19.7%	20.0%	48.6%	28.9%	27.9%	10.9%	13.9%	50.0%	22.9%
Agree	42.9%	26.7%	42.1%	40.0%	40.9%	46.7%	40.2%	34.2%	39.5%	46.2%	37.6%	0.0%	39.6%
Neutral	0.0%	13.3%	5.3%	11.4%	16.7%	10.0%	4.7%	10.5%	9.3%	15.1%	19.1%	12.5%	13.6%
Disagree	0.0%	26.7%	10.5%	17.1%	15.2%	10.0%	5.6%	15.8%	16.3%	16.0%	17.3%	12.5%	14.7%
Strongly disagree	14.3%	6.7%	0.0%	17.1%	7.6%	13.3%	0.9%	10.5%	7.0%	11.8%	12.1%	25.0%	9.2%
<u>Q5-6. I am satisfied with the City's deferred compensation benefits</u>													
Strongly agree	50.0%	26.7%	47.4%	17.6%	24.0%	26.7%	56.1%	42.4%	34.2%	18.3%	19.0%	33.3%	29.0%
Agree	50.0%	60.0%	42.1%	50.0%	48.0%	50.0%	31.8%	36.4%	49.4%	57.8%	52.4%	33.3%	48.1%
Neutral	0.0%	13.3%	10.5%	26.5%	22.0%	16.7%	5.6%	18.2%	11.4%	15.6%	19.0%	22.2%	15.9%
Disagree	0.0%	0.0%	0.0%	0.0%	6.0%	3.3%	5.6%	3.0%	2.5%	5.5%	6.0%	11.1%	4.6%
Strongly disagree	0.0%	0.0%	0.0%	5.9%	0.0%	3.3%	0.9%	0.0%	2.5%	2.8%	3.6%	0.0%	2.4%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

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

Strongly agree	57.1%	26.7%	52.6%	11.4%	23.1%	29.0%	50.0%	28.9%	29.1%	16.7%	15.7%	50.0%	25.5%
Agree	28.6%	53.3%	26.3%	42.9%	44.6%	38.7%	40.6%	44.7%	46.5%	47.5%	44.8%	12.5%	43.6%
Neutral	0.0%	6.7%	5.3%	20.0%	16.9%	12.9%	5.7%	13.2%	9.3%	16.7%	19.2%	0.0%	14.4%
Disagree	14.3%	6.7%	15.8%	14.3%	9.2%	6.5%	2.8%	5.3%	9.3%	14.2%	14.5%	25.0%	11.0%
Strongly disagree	0.0%	6.7%	0.0%	11.4%	6.2%	12.9%	0.9%	7.9%	5.8%	5.0%	5.8%	12.5%	5.5%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work

	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	Total
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Q6-1. I receive information that affects my work in a timely manner from my immediate supervisor

Strongly agree	57.1%	26.7%	55.0%	22.9%	29.2%	29.0%	58.5%	37.5%	30.2%	25.8%	24.4%	33.3%	31.4%
Agree	42.9%	33.3%	30.0%	34.3%	53.8%	38.7%	34.0%	30.0%	47.7%	50.8%	46.5%	44.4%	43.5%
Neutral	0.0%	33.3%	15.0%	25.7%	4.6%	16.1%	5.7%	20.0%	2.3%	11.7%	14.0%	11.1%	12.0%
Disagree	0.0%	6.7%	0.0%	14.3%	9.2%	6.5%	0.9%	7.5%	12.8%	9.2%	13.4%	11.1%	9.8%
Strongly disagree	0.0%	0.0%	0.0%	2.9%	3.1%	9.7%	0.9%	5.0%	7.0%	2.5%	1.7%	0.0%	3.4%

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

Strongly agree	71.4%	26.7%	50.0%	8.6%	25.8%	22.6%	51.4%	35.1%	28.6%	25.6%	18.1%	37.5%	26.6%
Agree	14.3%	46.7%	20.0%	40.0%	30.3%	45.2%	29.5%	29.7%	34.5%	35.9%	22.2%	12.5%	30.5%
Neutral	0.0%	6.7%	15.0%	8.6%	16.7%	16.1%	8.6%	16.2%	13.1%	17.1%	15.2%	37.5%	14.1%
Disagree	0.0%	13.3%	10.0%	25.7%	19.7%	12.9%	4.8%	8.1%	11.9%	14.5%	24.0%	12.5%	16.8%
Strongly disagree	14.3%	6.7%	5.0%	17.1%	7.6%	3.2%	5.7%	10.8%	11.9%	6.8%	20.5%	0.0%	12.0%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work

	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	Total
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Q6-3. Generally, communication between work units/divisions inside my department is good

Strongly agree	57.1%	28.6%	30.0%	11.4%	15.2%	12.9%	51.5%	17.9%	23.3%	22.0%	12.3%	37.5%	21.7%
Agree	28.6%	28.6%	50.0%	34.3%	45.5%	51.6%	35.9%	35.9%	33.7%	40.7%	33.3%	25.0%	37.0%
Neutral	14.3%	14.3%	10.0%	5.7%	18.2%	19.4%	6.8%	17.9%	18.6%	14.4%	20.5%	25.0%	16.2%
Disagree	0.0%	21.4%	10.0%	34.3%	12.1%	12.9%	4.9%	12.8%	8.1%	16.9%	18.7%	12.5%	14.5%
Strongly disagree	0.0%	7.1%	0.0%	14.3%	9.1%	3.2%	1.0%	15.4%	16.3%	5.9%	15.2%	0.0%	10.7%

Q6-4. Generally, communication between my work unit/division & work units/divisions outside my department is good

Strongly agree	42.9%	23.1%	21.1%	12.1%	17.5%	10.0%	47.4%	16.7%	14.1%	14.5%	9.8%	11.1%	17.7%
Agree	57.1%	30.8%	52.6%	36.4%	31.7%	53.3%	35.1%	36.1%	38.8%	47.3%	31.9%	44.4%	37.8%
Neutral	0.0%	23.1%	10.5%	18.2%	31.7%	23.3%	11.3%	25.0%	28.2%	22.7%	32.5%	33.3%	25.1%
Disagree	0.0%	23.1%	10.5%	18.2%	14.3%	13.3%	4.1%	16.7%	10.6%	10.9%	15.3%	0.0%	12.2%
Strongly disagree	0.0%	0.0%	5.3%	15.2%	4.8%	0.0%	2.1%	5.6%	8.2%	4.5%	10.4%	11.1%	7.2%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work

	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	Total
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Q6-5. With respect to my job, communication between departments is good

Strongly agree	42.9%	20.0%	40.0%	5.7%	17.9%	16.1%	46.6%	21.1%	18.6%	18.5%	12.0%	22.2%	20.4%
Agree	57.1%	26.7%	45.0%	45.7%	41.8%	54.8%	40.8%	34.2%	37.2%	49.6%	36.1%	33.3%	41.2%
Neutral	0.0%	20.0%	0.0%	20.0%	28.4%	22.6%	5.8%	23.7%	22.1%	17.6%	27.1%	33.3%	20.8%
Disagree	0.0%	26.7%	10.0%	17.1%	10.4%	6.5%	4.9%	15.8%	11.6%	8.4%	15.1%	11.1%	11.0%
Strongly disagree	0.0%	6.7%	5.0%	11.4%	1.5%	0.0%	1.9%	5.3%	10.5%	5.9%	9.6%	0.0%	6.6%

Q6-6. I have adequate input on decisions affecting my work

Strongly agree	57.1%	13.3%	40.0%	12.1%	17.9%	16.7%	42.9%	25.0%	24.4%	21.0%	14.4%	44.4%	22.1%
Agree	42.9%	53.3%	30.0%	48.5%	46.3%	53.3%	33.3%	32.5%	41.9%	41.2%	31.7%	22.2%	37.5%
Neutral	0.0%	13.3%	10.0%	15.2%	13.4%	13.3%	16.2%	17.5%	14.0%	17.6%	22.2%	22.2%	17.6%
Disagree	0.0%	13.3%	15.0%	12.1%	16.4%	13.3%	4.8%	17.5%	7.0%	10.1%	19.8%	11.1%	13.7%
Strongly disagree	0.0%	6.7%	5.0%	12.1%	6.0%	3.3%	2.9%	7.5%	12.8%	10.1%	12.0%	0.0%	9.1%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work													Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...		

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

Strongly agree	42.9%	21.4%	35.0%	12.5%	11.3%	20.7%	40.4%	25.0%	21.3%	14.2%	10.1%	37.5%	18.7%
Agree	42.9%	28.6%	40.0%	34.4%	38.7%	44.8%	31.7%	38.9%	32.5%	39.6%	21.5%	25.0%	32.2%
Neutral	14.3%	14.3%	10.0%	15.6%	22.6%	17.2%	19.2%	16.7%	18.8%	25.5%	22.2%	25.0%	20.7%
Disagree	0.0%	28.6%	10.0%	15.6%	16.1%	13.8%	4.8%	11.1%	15.0%	6.6%	22.8%	12.5%	14.8%
Strongly disagree	0.0%	7.1%	5.0%	21.9%	11.3%	3.4%	3.8%	8.3%	12.5%	14.2%	23.4%	0.0%	13.6%

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

Strongly agree	42.9%	26.7%	47.4%	20.0%	28.4%	26.7%	43.6%	35.9%	34.1%	26.1%	15.1%	44.4%	26.7%
Agree	42.9%	46.7%	47.4%	42.9%	43.3%	33.3%	34.7%	35.9%	32.9%	39.5%	37.8%	22.2%	37.5%
Neutral	14.3%	20.0%	5.3%	17.1%	13.4%	23.3%	12.9%	17.9%	7.1%	17.6%	23.3%	22.2%	17.0%
Disagree	0.0%	0.0%	0.0%	5.7%	10.4%	10.0%	5.9%	7.7%	15.3%	10.1%	12.8%	11.1%	10.8%
Strongly disagree	0.0%	6.7%	0.0%	14.3%	4.5%	6.7%	3.0%	2.6%	10.6%	6.7%	11.0%	0.0%	7.9%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work													Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...		

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

Strongly agree	28.6%	28.6%	35.0%	5.7%	19.7%	13.3%	55.2%	28.9%	20.0%	15.4%	8.9%	33.3%	20.8%
Agree	57.1%	28.6%	35.0%	31.4%	47.0%	40.0%	34.3%	31.6%	34.1%	38.5%	32.5%	22.2%	34.8%
Neutral	14.3%	21.4%	20.0%	40.0%	15.2%	30.0%	5.7%	23.7%	21.2%	23.1%	29.0%	33.3%	22.8%
Disagree	0.0%	14.3%	5.0%	14.3%	12.1%	3.3%	3.8%	7.9%	14.1%	14.5%	18.3%	11.1%	13.4%
Strongly disagree	0.0%	7.1%	5.0%	8.6%	6.1%	13.3%	1.0%	7.9%	10.6%	8.5%	11.2%	0.0%	8.3%

Q6-10. Employees in my department take personal accountability for their actions & work performance

Strongly agree	50.0%	28.6%	30.0%	14.3%	17.9%	16.7%	50.5%	18.4%	23.8%	14.3%	12.8%	33.3%	21.3%
Agree	33.3%	28.6%	50.0%	28.6%	43.3%	43.3%	37.1%	52.6%	32.1%	38.7%	40.7%	22.2%	38.3%
Neutral	0.0%	0.0%	5.0%	28.6%	22.4%	16.7%	7.6%	15.8%	16.7%	21.8%	20.3%	33.3%	18.6%
Disagree	16.7%	35.7%	5.0%	17.1%	10.4%	13.3%	3.8%	7.9%	13.1%	18.5%	18.6%	0.0%	14.2%
Strongly disagree	0.0%	7.1%	10.0%	11.4%	6.0%	10.0%	1.0%	5.3%	14.3%	6.7%	7.6%	11.1%	7.5%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work													Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ring & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...		

Q6-11. Overall, I am satisfied with the level of employee engagement in my department

Strongly agree	42.9%	26.7%	45.0%	8.6%	17.9%	16.7%	51.9%	15.8%	20.9%	19.2%	10.2%	33.3%	21.2%
Agree	42.9%	26.7%	40.0%	37.1%	50.7%	53.3%	37.5%	31.6%	36.0%	40.0%	39.5%	11.1%	38.6%
Neutral	14.3%	33.3%	10.0%	25.7%	14.9%	20.0%	6.7%	34.2%	16.3%	17.5%	22.8%	44.4%	19.6%
Disagree	0.0%	13.3%	5.0%	14.3%	13.4%	3.3%	1.9%	13.2%	19.8%	16.7%	18.6%	0.0%	14.1%
Strongly disagree	0.0%	0.0%	0.0%	14.3%	3.0%	6.7%	1.9%	5.3%	7.0%	6.7%	9.0%	11.1%	6.5%

Q6-12. I am aware of the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)

Strongly agree	85.7%	40.0%	65.0%	41.2%	40.0%	35.5%	68.6%	32.5%	40.7%	35.2%	26.5%	55.6%	39.6%
Agree	14.3%	53.3%	35.0%	41.2%	50.8%	58.1%	28.6%	55.0%	47.7%	50.8%	54.1%	33.3%	47.3%
Neutral	0.0%	6.7%	0.0%	8.8%	7.7%	0.0%	1.0%	7.5%	8.1%	7.4%	12.9%	11.1%	8.5%
Disagree	0.0%	0.0%	0.0%	2.9%	1.5%	3.2%	1.0%	5.0%	1.2%	6.6%	4.1%	0.0%	3.3%
Strongly disagree	0.0%	0.0%	0.0%	5.9%	0.0%	3.2%	1.0%	0.0%	2.3%	0.0%	2.4%	0.0%	1.3%

WITHOUT "DON'T KNOW/NA"

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

N=780

Q27. In which department do you work

	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	Total
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Q6-13. I feel the City practices these values

Strongly agree	42.9%	40.0%	25.0%	20.6%	15.4%	23.3%	56.9%	20.0%	29.8%	22.7%	9.5%	11.1%	23.5%
Agree	42.9%	46.7%	40.0%	26.5%	36.9%	50.0%	34.3%	42.5%	33.3%	44.5%	47.3%	44.4%	39.5%
Neutral	14.3%	13.3%	10.0%	20.6%	30.8%	16.7%	5.9%	25.0%	20.2%	16.8%	25.4%	22.2%	21.1%
Disagree	0.0%	0.0%	10.0%	17.6%	13.8%	3.3%	1.0%	10.0%	9.5%	9.2%	11.2%	22.2%	9.5%
Strongly disagree	0.0%	0.0%	15.0%	14.7%	3.1%	6.7%	2.0%	2.5%	7.1%	6.7%	6.5%	0.0%	6.4%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q7-1. My co-workers treat me with respect</u>													
Strongly agree	42.9%	40.0%	50.0%	37.1%	51.5%	26.7%	66.7%	48.7%	43.0%	34.4%	31.8%	44.4%	40.2%
Agree	57.1%	60.0%	25.0%	45.7%	45.5%	56.7%	25.7%	33.3%	40.7%	50.8%	56.6%	33.3%	46.4%
Neutral	0.0%	0.0%	15.0%	5.7%	1.5%	10.0%	4.8%	12.8%	9.3%	9.8%	7.5%	11.1%	7.9%
Disagree	0.0%	0.0%	10.0%	11.4%	1.5%	3.3%	1.9%	2.6%	2.3%	4.1%	2.9%	11.1%	3.8%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	0.0%	3.3%	1.0%	2.6%	4.7%	0.8%	1.2%	0.0%	1.7%
<u>Q7-2. Conflict between co-workers is resolved effectively</u>													
Strongly agree	50.0%	28.6%	21.1%	20.6%	27.7%	17.2%	52.9%	22.2%	17.9%	25.6%	18.6%	22.2%	25.5%
Agree	16.7%	35.7%	47.4%	50.0%	44.6%	48.3%	33.7%	41.7%	42.9%	38.5%	49.1%	33.3%	41.7%
Neutral	33.3%	7.1%	0.0%	11.8%	15.4%	24.1%	8.7%	16.7%	17.9%	17.1%	17.4%	11.1%	15.7%
Disagree	0.0%	21.4%	21.1%	5.9%	9.2%	3.4%	2.9%	13.9%	6.0%	13.7%	10.2%	33.3%	10.5%
Strongly disagree	0.0%	7.1%	10.5%	11.8%	3.1%	6.9%	1.9%	5.6%	15.5%	5.1%	4.8%	0.0%	6.6%

WITHOUT "DON'T KNOW/NA"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q7-3. Overall, I am very satisfied with the quality of peer relationships among City employees</u>													
Strongly agree	42.9%	42.9%	45.0%	22.9%	35.4%	16.7%	60.0%	33.3%	28.2%	30.0%	21.6%	33.3%	30.9%
Agree	28.6%	35.7%	40.0%	45.7%	47.7%	56.7%	33.3%	35.9%	47.1%	47.5%	60.2%	33.3%	47.2%
Neutral	28.6%	21.4%	5.0%	22.9%	13.8%	20.0%	3.8%	20.5%	17.6%	15.0%	12.3%	11.1%	14.4%
Disagree	0.0%	0.0%	5.0%	8.6%	3.1%	3.3%	1.0%	7.7%	3.5%	4.2%	3.5%	22.2%	4.8%
Strongly disagree	0.0%	0.0%	5.0%	0.0%	0.0%	3.3%	1.9%	2.6%	3.5%	3.3%	2.3%	0.0%	2.6%

WITHOUT "NOT PROVIDED"

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

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q8. Are you aware of the Council priorities & City's Strategic Plan

Yes	100.0%	35.7%	94.7%	67.6%	67.2%	67.7%	76.6%	70.0%	70.6%	48.4%	44.6%	88.9%	61.4%
No	0.0%	64.3%	5.3%	32.4%	32.8%	32.3%	23.4%	30.0%	29.4%	51.6%	55.4%	11.1%	38.6%

WITHOUT "DON'T KNOW"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q9. Are you proud to work for City of Tempe

Yes	100.0%	100.0%	93.8%	87.1%	96.5%	92.9%	99.0%	100.0%	96.1%	96.4%	94.0%	100.0%	95.3%
No	0.0%	0.0%	6.3%	12.9%	3.5%	7.1%	1.0%	0.0%	3.9%	3.6%	6.0%	0.0%	4.7%

WITHOUT "DON'T KNOW"

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

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

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

Very satisfied	42.9%	42.9%	40.0%	44.1%	34.8%	29.0%	73.8%	36.8%	42.9%	39.2%	22.0%	55.6%	39.0%
Satisfied	57.1%	50.0%	55.0%	38.2%	53.0%	58.1%	22.4%	50.0%	44.0%	49.2%	57.1%	33.3%	47.3%
Dissatisfied	0.0%	7.1%	5.0%	11.8%	10.6%	6.5%	0.9%	5.3%	9.5%	8.3%	13.7%	11.1%	9.5%
Very dissatisfied	0.0%	0.0%	0.0%	5.9%	1.5%	6.5%	2.8%	7.9%	3.6%	3.3%	7.1%	0.0%	4.3%

WITHOUT "DON'T KNOW"

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

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engin- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q11. How has quality of environment in your work area changed since you started working for City</u>													
Much better	28.6%	26.7%	11.1%	14.3%	14.3%	6.7%	38.7%	18.4%	25.3%	30.8%	13.4%	11.1%	21.2%
Somewhat better	28.6%	40.0%	22.2%	37.1%	39.7%	23.3%	22.6%	26.3%	31.3%	29.9%	27.3%	22.2%	27.7%
Stayed the same	28.6%	6.7%	44.4%	17.1%	20.6%	26.7%	27.4%	39.5%	21.7%	17.9%	21.5%	44.4%	24.3%
Somewhat worse	14.3%	20.0%	22.2%	14.3%	20.6%	36.7%	9.4%	7.9%	10.8%	12.8%	19.8%	22.2%	16.0%
Much worse	0.0%	6.7%	0.0%	17.1%	4.8%	6.7%	1.9%	7.9%	10.8%	8.5%	18.0%	0.0%	10.7%

WITHOUT "DON'T KNOW"

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

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

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

Yes	100.0%	91.7%	100.0%	82.8%	93.5%	86.2%	97.1%	94.1%	88.3%	90.0%	87.1%	77.8%	89.3%
No	0.0%	8.3%	0.0%	17.2%	6.5%	13.8%	2.9%	5.9%	11.7%	10.0%	12.9%	22.2%	10.7%

WITHOUT "DON'T KNOW"

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

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engin- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

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

Yes	85.7%	64.3%	76.5%	46.9%	69.4%	74.1%	94.0%	80.6%	69.9%	73.8%	67.6%	77.8%	71.9%
No	14.3%	35.7%	23.5%	53.1%	30.6%	25.9%	6.0%	19.4%	30.1%	26.2%	32.4%	22.2%	28.1%

WITHOUT "DON'T KNOW"

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

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

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

Yes	85.7%	100.0%	100.0%	93.1%	95.8%	100.0%	98.1%	97.0%	94.1%	98.1%	93.2%	85.7%	94.9%
No	14.3%	0.0%	0.0%	6.9%	4.2%	0.0%	1.9%	3.0%	5.9%	1.9%	6.8%	14.3%	5.1%

WITHOUT "NOT PROVIDED"

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

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

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

Yes	0.0%	33.3%	35.0%	48.5%	41.5%	38.7%	27.9%	39.5%	39.5%	47.9%	28.8%	55.6%	36.2%
No	100.0%	66.7%	65.0%	51.5%	58.5%	61.3%	72.1%	60.5%	60.5%	52.1%	71.2%	44.4%	63.8%

WITHOUT "DON'T KNOW"

Q16. Overall, do you think the City has done a good job taking care of its employees during the COVID-19 pandemic? (without "don't know")

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q16. Has City done a good job taking care of its employees during COVID-19 pandemic

Yes	100.0%	91.7%	100.0%	93.5%	90.9%	89.3%	95.9%	83.8%	91.0%	83.2%	83.8%	100.0%	87.2%
No	0.0%	8.3%	0.0%	6.5%	9.1%	10.7%	4.1%	16.2%	9.0%	16.8%	16.2%	0.0%	12.8%

Q17. Do you have any unmet basic needs at this time? Our CARE7 team is available for confidential assistance.

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
<u>Q17. Do you have any unmet basic needs at this time</u>													
PPE resources	0.0%	0.0%	0.0%	0.0%	0.0%	9.7%	0.9%	5.0%	1.2%	2.4%	5.1%	0.0%	2.8%
Food	0.0%	0.0%	0.0%	0.0%	1.5%	6.5%	0.0%	2.5%	1.2%	0.8%	2.3%	0.0%	1.3%
Cleaning supplies	0.0%	0.0%	0.0%	2.9%	3.0%	6.5%	1.9%	5.0%	1.2%	0.8%	2.9%	0.0%	2.3%
Medical support	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	2.5%	0.0%	0.8%	2.9%	0.0%	1.0%
Counseling/behavioral health support	0.0%	0.0%	0.0%	5.7%	6.0%	3.2%	0.9%	2.5%	0.0%	3.3%	2.9%	0.0%	2.7%
Disability accommodations	0.0%	0.0%	0.0%	2.9%	0.0%	3.2%	0.9%	2.5%	0.0%	0.8%	2.3%	0.0%	1.2%
Other	0.0%	0.0%	5.0%	2.9%	0.0%	6.5%	1.9%	5.0%	0.0%	1.6%	0.6%	0.0%	1.8%

WITHOUT "DON'T KNOW/NA"

Q18. Do you feel the City is currently providing you with the adequate personal protective equipment to ensure your safety during the COVID-19 pandemic? (without "don't know/NA")

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q18. Is City currently providing you with adequate personal protective equipment to ensure your safety during COVID-19 pandemic

Yes	100.0%	86.7%	100.0%	82.8%	96.2%	92.6%	98.1%	86.8%	92.5%	95.6%	94.9%	83.3%	93.0%
No	0.0%	13.3%	0.0%	17.2%	3.8%	7.4%	1.9%	13.2%	7.5%	4.4%	5.1%	16.7%	7.0%

WITHOUT "DON'T KNOW"

Q19. Do you feel the City values your work during the COVID-19 pandemic? (without "don't know")

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q19. Does City value your work during COVID-19 pandemic

Yes	100.0%	92.3%	100.0%	82.8%	84.7%	84.6%	96.1%	91.9%	88.6%	78.3%	78.2%	100.0%	84.6%
No	0.0%	7.7%	0.0%	17.2%	15.3%	15.4%	3.9%	8.1%	11.4%	21.7%	21.8%	0.0%	15.4%

Q20. Did your household suffer any of the following setbacks during the COVID-19 pandemic?

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engin- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
Q20. Did your household suffer any following setbacks during COVID-19 pandemic													
Death of a household member	0.0%	0.0%	0.0%	2.9%	0.0%	3.2%	3.7%	2.5%	3.5%	2.4%	1.1%	0.0%	1.9%
Hospitalization of a household member	0.0%	0.0%	0.0%	2.9%	6.0%	0.0%	2.8%	7.5%	1.2%	2.4%	4.0%	0.0%	2.9%
Household member infected & quarantined	0.0%	0.0%	5.0%	2.9%	6.0%	6.5%	11.2%	7.5%	5.8%	7.3%	9.1%	0.0%	7.2%
Forced isolation from household due to job	0.0%	0.0%	5.0%	2.9%	3.0%	9.7%	9.3%	12.5%	1.2%	4.1%	6.9%	0.0%	5.6%
Loss of childcare/dependent care	42.9%	0.0%	10.0%	8.6%	11.9%	9.7%	11.2%	27.5%	7.0%	12.2%	7.4%	11.1%	11.0%
Homeschooling difficulties	57.1%	6.7%	20.0%	14.3%	16.4%	12.9%	23.4%	22.5%	15.1%	18.7%	32.0%	22.2%	21.9%
Household change (family/friends moving in/out)	0.0%	0.0%	0.0%	11.4%	9.0%	16.1%	8.4%	17.5%	8.1%	8.9%	8.0%	0.0%	9.0%

Q20. Did your household suffer any of the following setbacks during the COVID-19 pandemic?

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q20. Did your household suffer any following setbacks during COVID-19 pandemic (Cont.)

Dwindling food, supplies, & resources	0.0%	0.0%	0.0%	11.4%	6.0%	6.5%	8.4%	10.0%	3.5%	6.5%	8.0%	0.0%	6.4%
Other	0.0%	6.7%	0.0%	11.4%	9.0%	12.9%	8.4%	10.0%	4.7%	9.8%	5.1%	11.1%	7.8%

WITHOUT "DON'T KNOW"

Q21. Has your financial situation gotten worse as a result of the COVID-19 pandemic? (without "don't know")

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q21. Has your financial situation gotten worse as a result of COVID-19 pandemic

Yes	42.9%	20.0%	5.3%	21.9%	18.6%	33.3%	23.8%	33.3%	16.3%	24.8%	31.5%	11.1%	25.1%
No	57.1%	80.0%	94.7%	78.1%	81.4%	66.7%	76.2%	66.7%	83.8%	75.2%	68.5%	88.9%	74.9%

WITHOUT "NONE OF THESE"

Q21a. Please indicate how your financial situation has gotten worse as a result of the COVID-19 pandemic. (without "none of these")

N=137

Q27. In which department do you work

	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	Total
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Q21a. How has your financial situation gotten worse as a result of COVID-19 pandemic

Job loss in household	100.0%	66.7%	0.0%	60.0%	44.4%	50.0%	47.4%	55.6%	50.0%	47.4%	37.5%	100.0%	46.7%
Projects/contracts postponed	0.0%	33.3%	100.0%	0.0%	22.2%	37.5%	15.8%	0.0%	8.3%	5.3%	27.5%	0.0%	17.5%
Unable to work due to sickness of myself or other(s) in my household	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.8%	11.1%	8.3%	10.5%	12.5%	0.0%	9.5%
Value of stocks/ investments down	50.0%	33.3%	0.0%	20.0%	11.1%	62.5%	10.5%	33.3%	33.3%	26.3%	45.0%	100.0%	33.6%
Work hours reduced	50.0%	0.0%	0.0%	20.0%	55.6%	25.0%	42.1%	33.3%	16.7%	36.8%	30.0%	0.0%	31.4%

WITHOUT "NOT PROVIDED"

Q22. Have you or someone in your household filed for unemployment during the COVID-19 pandemic? (without "not provided")

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q22. Have you filed for unemployment during COVID-19 pandemic

Yes	0.0%	13.3%	0.0%	12.5%	19.0%	9.7%	11.3%	7.7%	13.9%	12.9%	13.1%	22.2%	13.1%
No	100.0%	80.0%	94.7%	87.5%	79.4%	90.3%	88.7%	87.2%	84.8%	85.3%	86.3%	77.8%	85.7%
Would like to but cannot access	0.0%	6.7%	5.3%	0.0%	1.6%	0.0%	0.0%	5.1%	1.3%	1.7%	0.6%	0.0%	1.2%

WITHOUT "DON'T KNOW"

Q23. Please rate your level of agreement with the following statement: My level of stress, anxiety, and/or depression is high during this time. (without "don't know")

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engin- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q23. My level of stress, anxiety, and/or depression is high during this time

Strongly agree	28.6%	20.0%	10.5%	25.7%	22.7%	24.1%	15.4%	31.6%	9.5%	15.3%	21.1%	11.1%	19.2%
Agree	42.9%	46.7%	36.8%	28.6%	48.5%	34.5%	33.7%	34.2%	46.4%	30.5%	39.2%	66.7%	38.2%
Neutral	28.6%	20.0%	21.1%	20.0%	19.7%	31.0%	28.8%	21.1%	23.8%	29.7%	19.9%	22.2%	24.3%
Disagree	0.0%	13.3%	26.3%	11.4%	7.6%	10.3%	12.5%	10.5%	15.5%	15.3%	9.9%	0.0%	11.2%
Strongly disagree	0.0%	0.0%	5.3%	14.3%	1.5%	0.0%	9.6%	2.6%	4.8%	9.3%	9.9%	0.0%	7.1%

Q24. What are your primary sources of City-specific information about COVID-19?

N=780

	Q27. In which department do you work												Total
	City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	
Q24. What are your primary sources of City-specific information about COVID-19													
Tempe 11 (Cable TV)	0.0%	0.0%	15.0%	0.0%	9.0%	3.2%	1.9%	10.0%	3.5%	4.1%	1.7%	0.0%	3.6%
City websites	100.0%	80.0%	85.0%	68.6%	74.6%	83.9%	44.9%	80.0%	72.1%	59.3%	36.0%	66.7%	58.2%
Water bill newsletter (Tempe Today)	0.0%	0.0%	15.0%	5.7%	6.0%	0.0%	0.9%	2.5%	1.2%	2.4%	0.6%	11.1%	2.3%
City social media (Twitter, Facebook, Instagram, Nextdoor)	57.1%	13.3%	55.0%	11.4%	38.8%	19.4%	13.1%	27.5%	17.4%	14.6%	8.6%	44.4%	18.2%
City videos (on YouTube, City website, social media)	14.3%	6.7%	15.0%	2.9%	16.4%	3.2%	6.5%	15.0%	4.7%	5.7%	4.6%	0.0%	6.5%
TV news	42.9%	26.7%	30.0%	17.1%	22.4%	16.1%	22.4%	30.0%	26.7%	30.9%	18.3%	0.0%	22.9%
Email subscriptions	28.6%	20.0%	60.0%	8.6%	55.2%	29.0%	25.2%	35.0%	23.3%	18.7%	33.7%	33.3%	29.4%

Q24. What are your primary sources of City-specific information about COVID-19?

N=780

Q27. In which department do you work												Total
City Attorn- ey's Office	City Court	City Manag- er's Office	Comm- unity Develo- pment	Comm- unity Servic- es	Engine- ering & Transp- ortatio...	Fire Medica- l Resc- ue De...	Human Services	Internal Services	Munici- pal Utilities	Police	Munici- pal Budget Offic...	

Q24. What are your primary sources of City-specific information about COVID-19 (Cont.)

Tempe 311 (by phone, website, mobile app)	0.0%	0.0%	5.0%	5.7%	7.5%	6.5%	0.9%	2.5%	0.0%	4.1%	3.4%	0.0%	3.1%
Radio news	28.6%	0.0%	10.0%	20.0%	10.4%	6.5%	7.5%	7.5%	7.0%	17.1%	10.3%	11.1%	10.8%
Newspapers	28.6%	20.0%	10.0%	5.7%	13.4%	9.7%	6.5%	15.0%	7.0%	11.4%	12.6%	11.1%	11.0%
County, State, and/or Federal agencies	42.9%	20.0%	30.0%	11.4%	26.9%	25.8%	27.1%	25.0%	24.4%	21.1%	28.6%	44.4%	25.4%

Section 6

Survey Instrument



2020 City of Tempe Employee Survey

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

___(1) Yes ___(2) No

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

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

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

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

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

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

___(1) Yes ___(2) No ___(9) Don't know

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

___(1) Yes ___(2) No ___(9) Don't know

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

___(1) Yes ___(2) No ___(9) Don't know

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

___(1) Yes ___(2) No

16. Overall, do you think the City has done a good job taking care of its employees during the COVID-19 Pandemic?

___(1) Yes ___(2) No [Answer 16a.] ___(9) Don't know

16a. If "NO", please provide suggestions: _____

17. Do you have any unmet basic needs at this time? Our CARE7 team is available for confidential assistance. [Check all that apply.]

- ___(1) PPE resources
- ___(2) Food
- ___(3) Cleaning supplies
- ___(4) Medical support
- ___(5) Counseling/behavioral health support
- ___(6) Disability accommodations
- ___(7) Other: _____

18. Do you feel the City is currently providing you with the adequate personal protective equipment to ensure your safety during the COVID-19 Pandemic?

___(1) Yes ___(2) No ___(9) Don't know/NA

19. Do you feel the City values your work during the COVID-19 Pandemic?

___(1) Yes ___(2) No ___(9) Don't know

20. Did your household suffer any of the following setbacks during the COVID-19 Pandemic? [Check all that apply.]

- ___(1) Death of a household member
- ___(2) Hospitalization of a household member
- ___(3) Household member infected and quarantined
- ___(4) Forced isolation from household due to job
- ___(5) Loss of childcare/dependent care
- ___(6) Homeschooling difficulties
- ___(7) Household change (family/friends moving in/out)
- ___(8) Dwindling food, supplies, and resources
- ___(9) Other: _____

21. Has your financial situation gotten worse as a result of the COVID-19 Pandemic?

___(1) Yes [Answer 21a.] ___(2) No ___(9) Don't know

21a. Please indicate how your financial situation has gotten worse as a result of the COVID-19 Pandemic. [Check all that apply.]

- ___(1) Job loss in household
- ___(2) Projects/contracts postponed
- ___(3) Unable to work due to sickness of myself or other(s) in my household
- ___(4) Value of stocks/investments down
- ___(5) Work hours reduced
- ___(9) None of these

22. Have you or someone in your household filed for unemployment during the COVID-19 Pandemic?

___(1) Yes ___(2) No ___(3) Would like to but cannot access

23. Please rate your level of agreement with the following statement: My level of stress, anxiety, and/or depression is high during this time.

- ___(1) Strongly Agree
- ___(2) Agree
- ___(3) Neutral
- ___(4) Disagree
- ___(5) Strongly Disagree
- ___(9) Don't know

24. What are your primary sources of City-specific information about COVID-19? [Check all that apply.]

- (1) Tempe 11 (Cable TV)
- (2) City Websites
- (3) Water bill newsletter (Tempe Today)
- (4) City Social Media (Twitter, Facebook, Instagram, Nextdoor)
- (5) City videos (on YouTube, City Website, social media)
- (6) TV news
- (7) E-mail subscriptions
- (8) Tempe 311 (by Phone, Website, Mobile App)
- (9) Radio news
- (10) Newspapers
- (11) County, State, and/or Federal agencies

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.

25. What gender do you identify with?

- (1) Male
- (2) Female
- (3) Non-Conforming
- (4) Prefer not to answer

26. What do you feel best describes your race? [Check all that apply.]

- (1) White/Anglo
- (2) Black/African American
- (3) Asian/Pacific Islander
- (4) Native American/Alaskan Native
- (5) Hispanic/Latino
- (6) Other: _____
- (7) Prefer not to answer

27. In which department do you work?

- (1) City Attorney's Office
- (2) City Court
- (3) City Manager's Office
- (4) Community Development
- (5) Community Services
- (6) Engineering & Transportation Department
- (7) Fire Medical Rescue Department
- (8) Human Services
- (9) Internal Services
- (10) Municipal Utilities
- (11) Police
- (12) Municipal Budget Office, City Clerk's Office, Strategic Management and Diversity Office, Sustainability Office, Economic Development, or Internal Audit

28. Which job title BEST describes your position?

- (1) Director/Chief or Deputy Director/Assistant Chief
- (2) Manager
- (3) Supervisor
- (4) Non-Supervisor

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

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

30. What is your employment status?

- (1) Full-time permanent
- (2) Part-time permanent
- (3) Full-time temporary
- (4) Part-time temporary
- (5) Contract employee
- (6) Volunteer

31. Are you currently a resident of Tempe? (1) Yes (2) No

32. Do you, or a member of your household, have a disability? (1) Yes (2) No

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

If you would like a response to your specific concerns, please contact:

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

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

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

This concludes the survey – Thank you for your time!