



City of Tempe Employee Survey

Submitted to the City of Tempe, Arizona by:

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

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ETC
INSTITUTE

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Purpose and Methodology

ETC Institute administered an employee survey for the City of Tempe during the summer of 2022. This is the fourth 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 Support
- Program and 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 643 of 1,747 employees completed the survey, this provided a response rate of 36.8%. The overall results have a 95% level of confidence with a precision of at least 3.1%. The table to the right shows the number of responses by department.

Department	In which department do you work?		Total Employee Survey Respondents	Department Response Rate
	Total Employees	Percent		
Police Department	492	28.2%	126	25.6%
Community Services Department	170	9.7%	92	54.1%
Not provided	0	0.0%	89	-
Municipal Utilities Department	259	14.8%	76	29.3%
Fire Medical Rescue Department	228	13.1%	48	21.1%
Information Technology Department	82	4.7%	34	41.5%
Engineering & Transportation Department	114	6.5%	33	28.9%
Human Services Department	76	4.4%	31	40.8%
Community Development Department	73	4.2%	26	35.6%
Financial Services Department	108	6.2%	26	24.1%
City Manager's Office, Communications, Marketing & 311, Diversity, Equity, & Inclusion, Government Relations, Mayor & City Council Staff, Animal Welfare, & Veterans Services Department	41	2.3%	20	48.8%
Human Resources Department	20	1.1%	14	70.0%
City Court	39	2.2%	12	30.8%
Economic Development, Innovation & Strategic Management Office, Internal Audit, Municipal Budget Office, Sustainability & Resilience Office, City Clerk's Office	18	1.0%	9	50.0%
City Attorney's Office	27	1.5%	7	25.9%
TOTAL	1747	100.0%	643	36.8%

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 reflect the utilization or awareness, the percentage of “don’t know” responses have been included in the tabular data in Section 4 of this report. When the “don’t know” responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase “who had an opinion.”

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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 2020, 2018, and 2016 survey data when 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)
- Benchmarking (Section 4)
- Tabular data for all survey questions (Section 5)
- Crosstabulations by department (Section 6)
- Copy of the survey instrument (Section 7)

General Findings

Most Employees Are Proud to Work for the City of Tempe

Most (89.8%) of the employees surveyed indicated they are proud to work for the City of Tempe. While this number is still very high for the total workforce, this a significant decrease of 5.5 percentage points in the percentage of “yes” responses compared to 95.3% in 2020. The decrease in “yes” responses coincides with the overall decrease in the sum of respondents who indicated they are either “very satisfied” or “satisfied” with their current job. In 2022, 80.4% of employees surveyed indicated they were either “very satisfied” (32%) or “satisfied” (48.4%) with their current job. This is a decrease of 5.9 percentage points from 86.3% in 2020 to 80.4% in 2022.

Quality of Work Environment

Similar decreases in positive responses were found when examining the quality of the work environment rated by employees. Forty percent (40.3%) of employees surveyed indicated the quality of the work environment in their department was “much better” (17.8%) or “somewhat better” (22.5%) since they started working for the City, this is a decrease of 8.6 percentage points from 2020. Twenty-five percent (25.1%) of respondents indicated the work environment had “stayed the same” since they started working for the City and 34.5% indicated the environment was either “somewhat worse” (18.8%) or “much worse” (15.7%). From 2020 to 2022 the trend in response types shifted from “much better” or “somewhat better” to “somewhat worse” or “much worse” while the number of “stayed the same” responses remained similar to previous years. In 2022, the sum of “somewhat worse” and “much worse” responses was 34.5% compared to 26.7% in 2020, an increase of 7.8 percentage points.

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Another aspect of the City's working environment that saw significant decreases in positive responses was whether or not the City's working environment and leadership encourages employees to go above and beyond the minimum effort that is required for their job. In 2020, 71.9% of employees surveyed indicated the City's working environment and leadership does encourage them to go above and beyond the minimum effort required. In 2022, there was a 7.5 percentage point decrease in the number of employees who gave a "yes" response to this question. Similar decreases were seen when respondents were asked to indicate if they would recommend the City of Tempe as a place to work (83.6% in 2022 compared to 89.3% in 2020), if they would like to finish their public service career at the City (90.3% in 2022 compared to 94.9% in 2020), and the number of employees who have applied for a new internal position within the past two years (32.2% in 2022 compared to 36.2% in 2020).

Overall, a majority of employees surveyed are satisfied with their current job, are proud to work for the City, would recommend employment at the City, would like to finish their public service career with the City, and are encouraged to go above and beyond in their current jobs. However, there were sharp decreases in the number of positive responses for all of these items assessed on the survey.

Specific Findings

The findings from each of the major areas 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 (80.5%) of the employees surveyed, who had an opinion, agreed (ratings of 4 or 5 on a 5-point scale) that they were "aware of the City's educational partnerships, Tempe Professional Development Network, The Mentoring Program, and other programs related to professional development and career mobility"; 8.4% disagreed (ratings of 1 or 2 on a 5-point scale), and 11.1% gave a neutral rating (rating of 3 on a 5-point scale). Other statements employees were most in agreement with include "I receive training to do my job effectively" (71.9%), "there is someone at work who encourages my career development" (61.4%), and "overall, I am satisfied with the professional development opportunities that are available to me at the City" (56.6%).
- Organizational Support.** Sixty-five percent (65.2%) of the employees surveyed, who had an opinion, agreed that the Information Technology department adequately supports their work-

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related needs; 20.4% disagreed, and 14.4% gave a neutral rating. Other departments most employees indicated adequately support their work-related needs include Human Resources (60.8%) and Risk Management/Worker's Compensation (58.4%).

- Program and Service Support.** Seventy-one percent (70.6%) of the employees surveyed, who had an opinion, agreed that their “physical work environment is safe, clean, and maintained in good operating order”; 15.2% disagreed, and 14.2% gave a neutral rating. Other programs most employees indicated adequately support their work-related needs include “the City supports employees with disabilities” (69.8%), “the wellness program” (64.2%), and “overall, I am satisfied with the support that is provided to employees by the City of Tempe” (62%).
- Supervision and Working Environment.** Eighty-four (84.1%) of the employees surveyed, who had an opinion, agreed that their “immediate supervisor treats them with respect”; 7.9% disagreed, and 8% gave a neutral rating. Other statements employees were most in agreement with include “I feel physically safe in my work unit” (84%), “I know what is expected of me at work” (82.7%), “my direct reports treat me with respect” (82.2%), and “I have the materials and equipment I need to do my job effectively” (78%).
- Compensation and Benefits.** Seventy-six percent (75.5%) of the employees surveyed, who had an opinion, agreed that “the City’s health care plan meets my needs”; 10.4% disagreed, and 14.1% gave a neutral rating. Other statements employees were most in agreement with include “the City does a good job of informing me about my benefits” (74%) and “the amount of leave that I receive each year meets my needs” (73.7%).
- Employee Engagement.** Eighty-five percent (85.1%) of the employees surveyed, who had an opinion, agreed that they are “aware of the City values (People, Integrity, Respect, Openness, Creativity, Quality Diversity)”; 4.8% disagreed, and 10.1% 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” (72.1%), “I feel the City practices the City values” (61.5%), and “with respect to my job, communication between departments is good” (61.4%).
- Peer Relationships.** Eighty-seven percent (86.7%) of the employees surveyed, who had an opinion, agreed that their “co-workers treat them with respect”; 4% disagreed, and 9.3% gave a neutral rating.

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Trends

Trends 2022-2020. ETC Institute compared the 2022 and 2020 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 2022 and how they compare to the sum of “strongly agree” and “agree” ratings from 2020 in the seven major areas that were assessed on the survey. Significant changes are considered any changes of +/-4%. Sixty items, out of the 70 items assessed, decreased from 2020 to 2022, 26 of which were significant decreases.

Professional Development/Career Mobility	2022	2020	Difference
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	80.5%	80.7%	-0.2%
I receive training to do my job effectively	71.9%	71.0%	0.9%
There is someone at work who encourages my career development	61.4%	63.3%	-1.9%
Overall, I am satisfied with the professional development opportunities that are available to me at the City	56.6%	55.4%	1.2%
I have been mentored at work	53.6%	55.5%	-1.9%
I have received fair consideration for advancement and promotion, when available, within the City of Tempe	52.6%	53.1%	-0.5%
The City's programs related to professional development and career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me	49.0%	41.4%	7.6%

Department Support	2022	2020	Difference
Information Technology	65.2%	71.3%	-6.1%
Human Resources	60.8%	68.0%	-7.2%
Risk Management/Worker's Compensation	58.4%	57.8%	0.6%
City Manager's Office	46.6%	53.9%	-7.3%
Innovation and Strategic Management Office <i>*Previously Strategic Management and Diversity</i>	37.8%	46.6%	-8.8%

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Program and Service Support	2022	2020	Difference
My physical work environment (building) is safe, clean, and maintained in good operating order	70.6%	72.0%	-1.4%
The City supports employees with a disability	69.8%	72.5%	-2.7%
The wellness program	64.2%	62.5%	1.7%
Overall, I am satisfied with the support that is provided to employees by the City of Tempe	62.0%	68.4%	-6.4%
The Director/Chief and Deputy Directors/Assistant Chiefs in my department are demonstrating and communicating the same values that are expected of me	56.0%	60.7%	-4.7%
The Safe Haven process	29.7%	30.0%	-0.3%
Tempe Employee View/Internal Audit reporting program	29.4%	31.3%	-1.9%
City mediation services	28.5%	30.5%	-2.0%

Supervision/Working Environment	2022	2020	Difference
My immediate supervisor treats me with respect	84.2%	85.6%	-1.4%
I feel physically safe in my work unit	84.0%	84.2%	-0.2%
I know what is expected of me at work	82.7%	87.3%	-4.6%
As a supervisor, my direct reports treat me with respect	82.2%	79.6%	2.6%
I have the materials and equipment I need to do my job effectively	78.0%	79.7%	-1.7%
My work is appreciated by my immediate supervisor	77.6%	79.5%	-1.9%
When I request training, my supervisor is open to working with me to ensure I can attend	77.1%	77.2%	-0.1%
My immediate supervisor gives me clear expectations for work assignments	74.6%	77.2%	-2.6%
The work I perform is evaluated fairly	73.3%	72.8%	0.5%
I am comfortable expressing my opinions about work related issues to my immediate supervisor	72.6%	77.4%	-4.8%
I am able to discuss physical and emotional safety with my supervisor	71.5%	74.7%	-3.2%
My immediate supervisor makes good use of my time	70.6%	75.2%	-4.6%
I receive constructive feedback on my job performance from my immediate supervisor	69.1%	72.7%	-3.6%
My immediate supervisor supports me in achieving my career/job goals	68.6%	69.6%	-1.0%
My immediate supervisor has the skills to deal with conflict	68.5%	71.5%	-3.0%
My immediate supervisor knows my career/job goals	68.3%	72.3%	-4.0%
As a supervisor, I am supported when addressing staff issues (If applicable)	66.9%	71.3%	-4.4%
Overall, I am satisfied with the working environment in my department	64.1%	69.7%	-5.6%
As a supervisor, I have been given the training, tools, and resources to lead my work unit	63.0%	68.4%	-5.4%

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Supervision/Working Environment (Continued)	2022	2020	Difference
Within the last 30 days, I have received feedback on my job performance from my supervisor	61.8%	68.9%	-7.1%
I believe the Director/Chief and Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	57.8%	65.1%	-7.3%
Conflict in my work area is resolved effectively	56.2%	56.1%	0.1%
I believe my opinions matter at work	55.6%	59.2%	-3.6%
I believe assignments in my department are distributed fairly	53.7%	54.6%	-0.9%
The Director/Chief and Deputy Directors/Assistant Chiefs in my department listen to me	52.9%	57.2%	-4.3%
I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	48.9%	59.2%	-10.3%

Compensation and Benefits	2022	2020	Difference
The City's health care plan meets my needs	75.5%	76.7%	-1.2%
The City does a good job of informing me about my benefits	74.0%	80.6%	-6.6%
The amount of leave that I receive each year meets my needs	73.7%	76.4%	-2.7%
The amount that I pay for health care benefits is reasonable	69.1%	66.9%	2.2%
I am satisfied with the City's deferred compensation benefits	65.2%	77.1%	-11.9%
Overall, I am reasonably compensated in pay and benefits for the work I do	56.7%	69.1%	-12.4%
The amount I am paid is fair for the work I do	49.0%	62.5%	-13.5%

Employee Engagement	2022	2020	Difference
I am aware of the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	85.1%	86.9%	-1.8%
I receive information that affects my work in a timely manner from my immediate supervisor	72.1%	74.9%	-2.8%
I feel the City practices these values	61.5%	63.0%	-1.5%
With respect to my job, communication between departments is good	61.4%	61.6%	-0.2%
I have adequate input on decisions affecting my work	57.4%	59.6%	-2.2%
Generally, communication between work units/divisions INSIDE my department is good	57.1%	58.7%	-1.6%
I am encouraged to be innovative and come up with better ways to do things at work	56.9%	64.2%	-7.3%
Employees in my department take personal accountability for their actions and work performance	56.3%	59.6%	-3.3%

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Employee Engagement (Continued)	2022	2020	Difference
I am comfortable expressing my opinions about work related issues to my department Director/Chief and Deputy Directors/Assistant Chiefs	53.8%	57.1%	-3.3%
Overall, I am satisfied with the level of employee engagement in my department	53.3%	59.8%	-6.5%
Generally, communication between my work unit/division and work units/divisions OUTSIDE my department is good	52.5%	55.5%	-3.0%
Employees in my department are highly motivated about accomplishing our goals	50.6%	55.6%	-5.0%
The Director/Chief and Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	46.7%	50.9%	-4.2%

Peer Relationships	2022	2020	Difference
My co-workers treat me with respect	86.7%	86.6%	0.1%
Overall, I am very satisfied with the quality of peer relationships among City employees	77.6%	78.1%	-0.5%
Conflict between co-workers is resolved effectively	65.3%	67.2%	-1.9%

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. This analysis was performed on all 73 statements where employees were asked to rate their level of agreement. 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 73 statements, the top 10 gaps were found in the following statements:

1. I believe my opinions matter at work (Gap = 2.75)
2. Overall, I am satisfied with the working environment in my department (Gap = 2.60)
3. I feel my department practices these values (Gap = 2.45)
4. I am comfortable expressing my opinions about work related issues to my department Director/Chief and Deputy Directors/Assistant Chiefs (Gap = 2.41)
5. I have adequate input on decisions affecting my work (Gap = 2.39)

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6. The Director/Chief and Deputy Directors/Assistant Chiefs in my department are demonstrating and communicating the same values that are expected of me (Gap = 2.35)
7. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit (Gap = 2.34)
8. The Director/Chief and Deputy Directors/Assistant Chiefs in my department engage in processes that actively solicit input from employees to make decisions (Gap = 2.32)
9. Generally, communication between work units/divisions INSIDE my department is good (Gap = 2.31)
10. The Director/Chief and Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions (Gap = 2.28)

Six of the 10 items came from the Employee Engagement section of the survey, four were from the Supervision and Working Environment section, and one was from Program and Service Support. Employees continue to indicate that they feel unheard at work, a likely contributor to the significant decreases in the general findings. Each of the items rated in the Employee Engagement category of the survey saw a decrease in the sum of “strongly agree” and “agree” responses compared to 2020 and only three of the 26 areas in the Supervision and Working Environment section saw increases in the sum of “strongly agree” and “agree” responses compared to 2020. Developing a working environment in which employees are satisfied, being heard, recognized, and are provided with an inclusive environment is the greatest indicator of overall satisfaction with their position at the City of Tempe and is the top priority for improvement based on the 2022 survey results.

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

- **Professional Development and Career Mobility:** “The City’s programs related to professional development and career mobility are useful to me” and “I have received fair consideration for advancement and promotion, when available, within the City.” Employees should be given the

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opportunity to explore professional and career development options. The City should ensure that employees that are considered for advancement or promotion feel the process is transparent.

- Organizational 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 for the second consecutive survey. To ensure employees remain satisfied in this area leaders should continue to demonstrate the core values of the organization and the special attention should be paid to making sure the organization is supportive of those with disabilities.
- Supervision and Working Environment:** “I believe my opinions matter at work” and “conflict in my work area is resolved effectively.” These statements are important to employees but did not see exceptionally high levels of agreement compared to the other items in this category. These two items have continued to dominate the Supervision and Working Environment category and should be addressed by leaders. One of the other items from this category that showed elevated levels of importance was believing assignments are distributed fairly. Department leaders should be more transparent about how opinions are internalized as a department and how assignments are distributed within the department.
- 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:** “I feel the City practices these values” and “I have adequate input on decisions affecting my work.” These two statements encompass most of the areas of concern for employees. Addressing employee engagement first should have a cascading impact on the other items determined to be top priorities.

The statements listed above and on the previous page are the most correlated to the overall satisfaction with the various category. Focusing on these statements can dramatically influence an employee’s satisfaction within a category and therefore influence their overall satisfaction with their job.

Next Steps

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.

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- The City should begin to focus more on transparency and could develop multiple listening sessions before addressing action plans derived from the survey results as a way to show that City leaders are interested in feedback and opinions from employees at all levels of the organization.
- 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 and are transparent in the way that they make decisions.
 - Ensuring employees are receiving recognition from managers/supervisors when they have done an exceptional job performance and ensuring the process is transparent.
 - Ensuring employees feel like they are adequately paid for the work they do.
 - 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 2024.

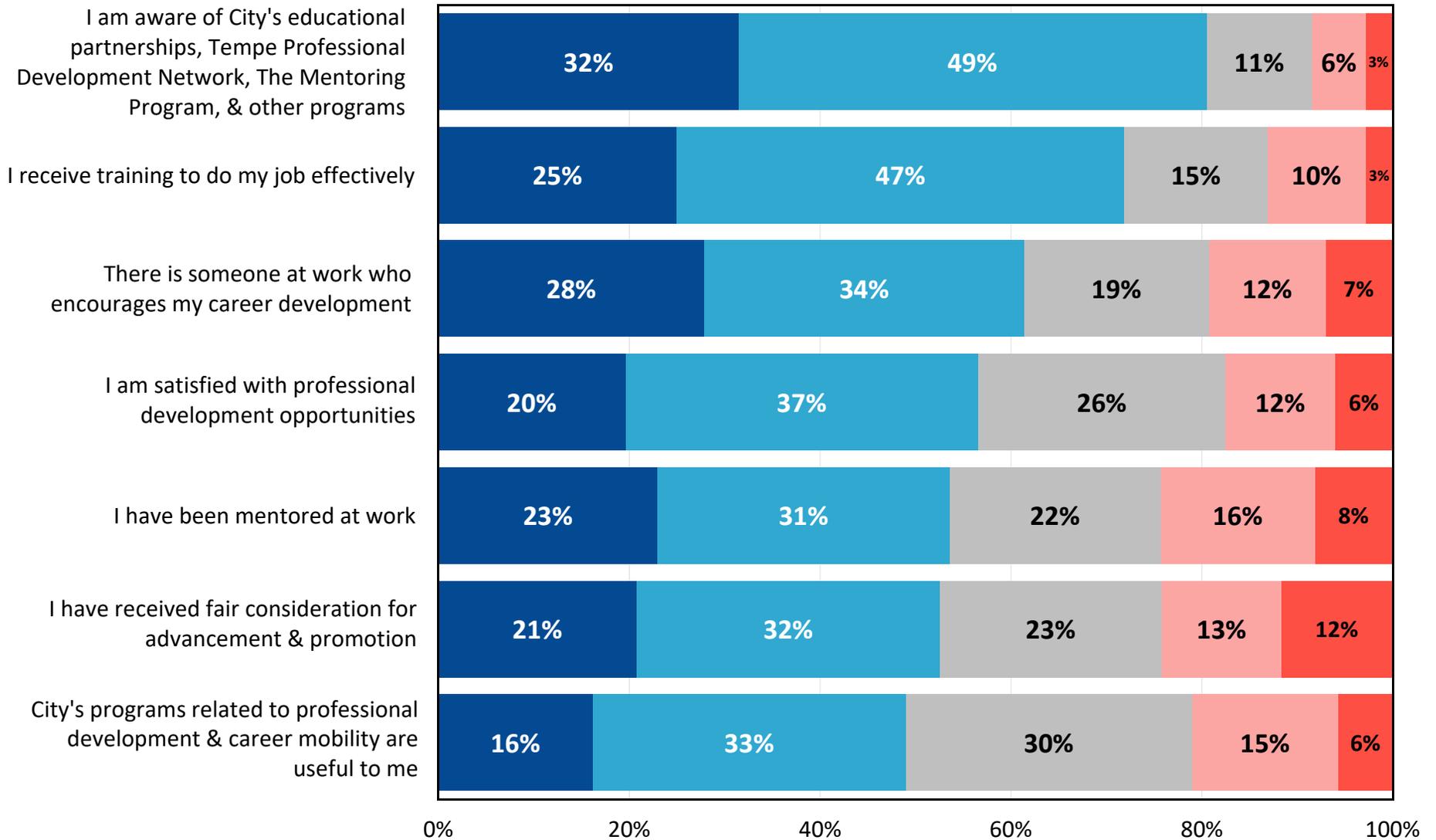


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Charts and Graphs

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")

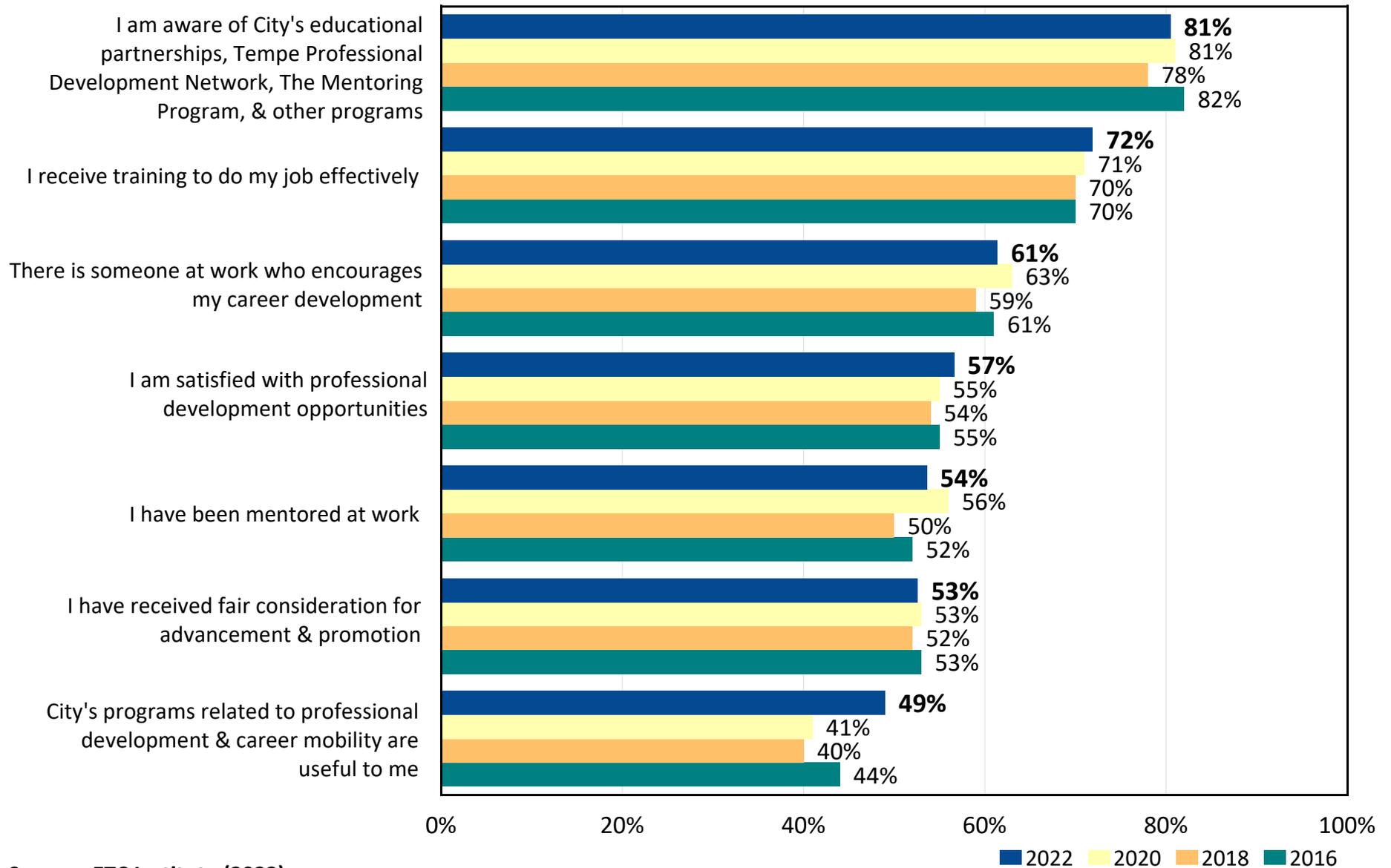


Source: ETC Institute (2022)
Some totals do not equal 100% due to rounding

Strongly Agree Agree Neutral Disagree Strongly Disagree

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

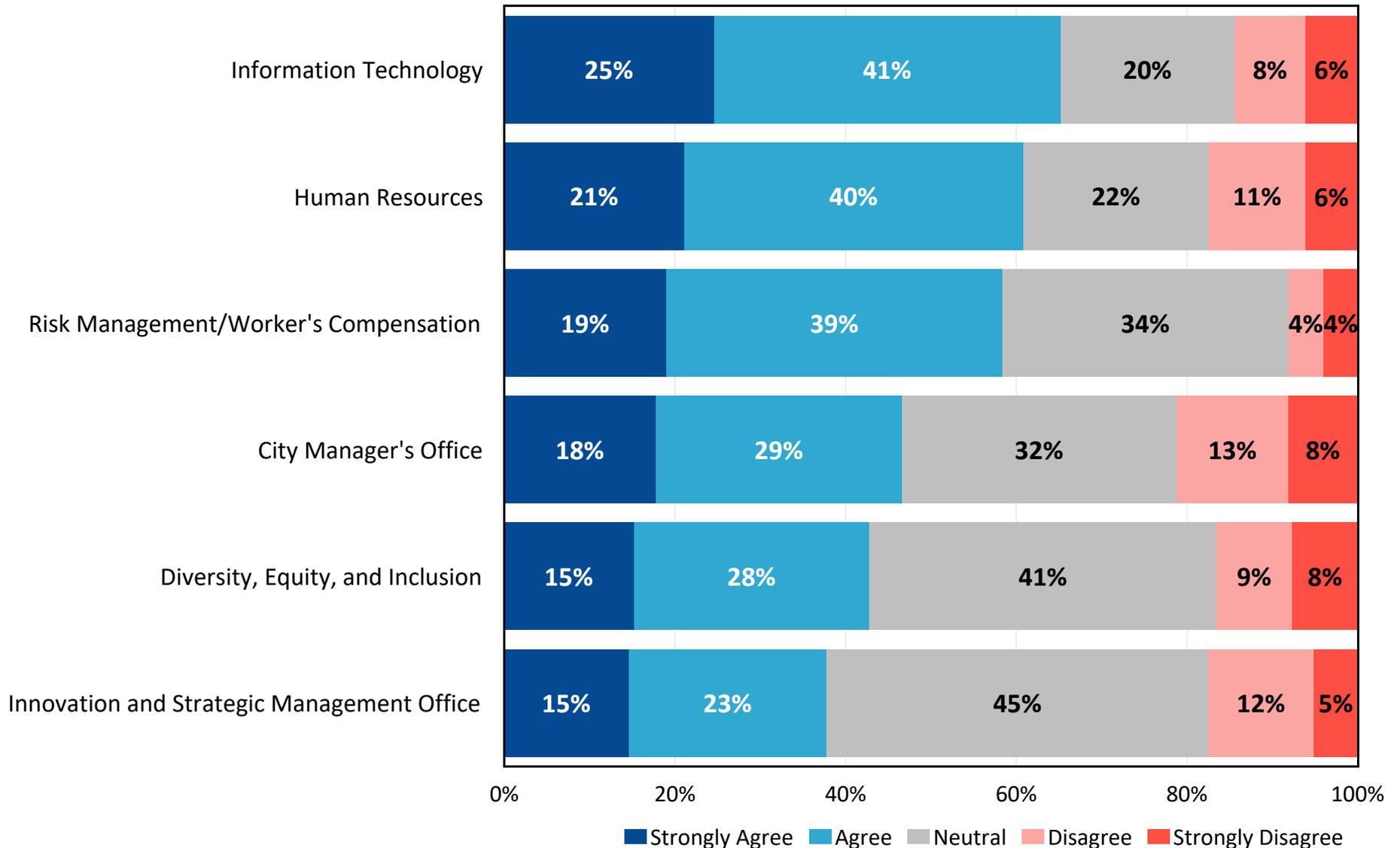
by percentage of respondents who gave "strongly agree" and "agree" ratings (without don't know/NA")



Source: ETC Institute (2022)
Some totals do not equal 100% due to rounding

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")

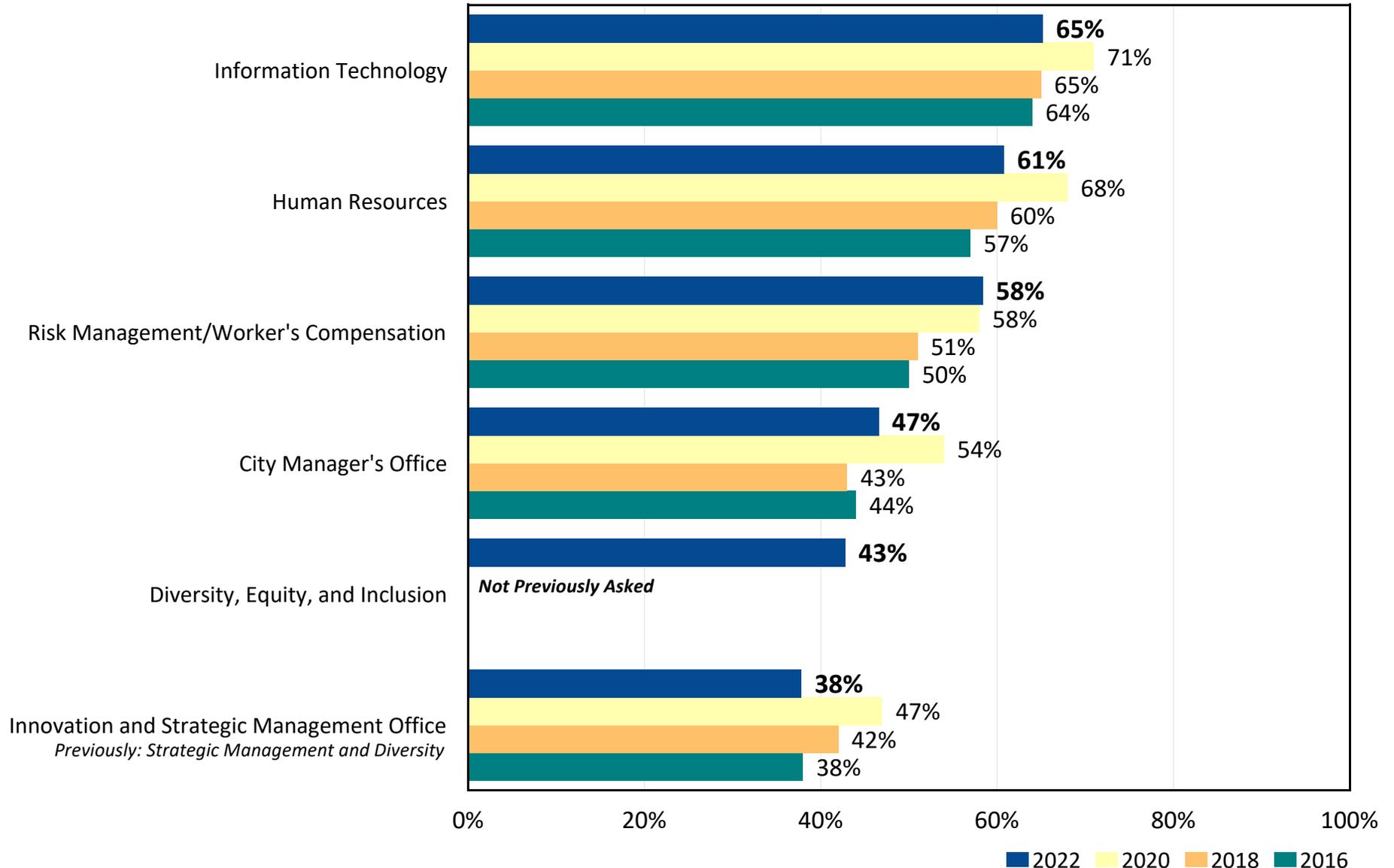


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

(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")

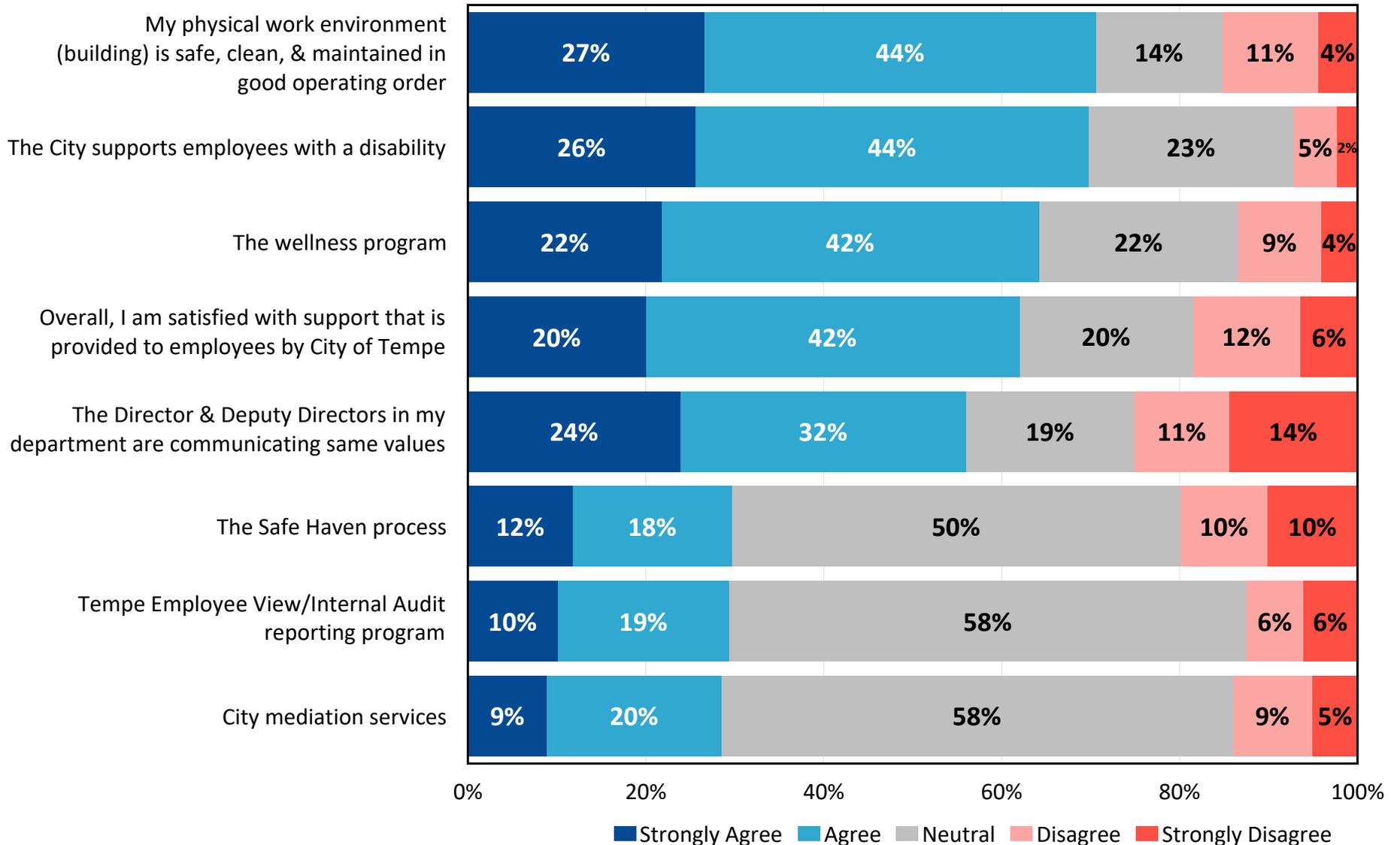


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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")

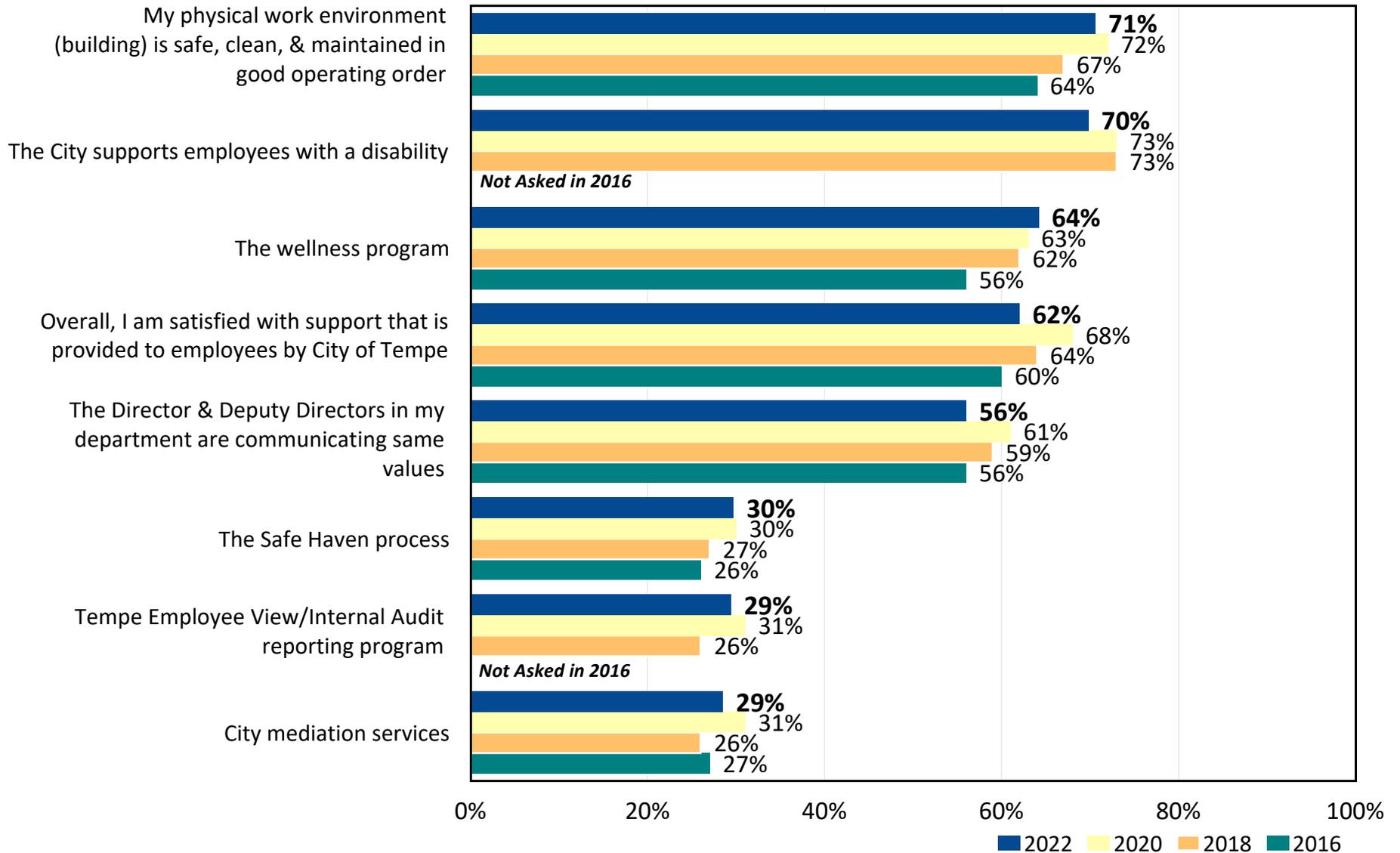


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

(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")

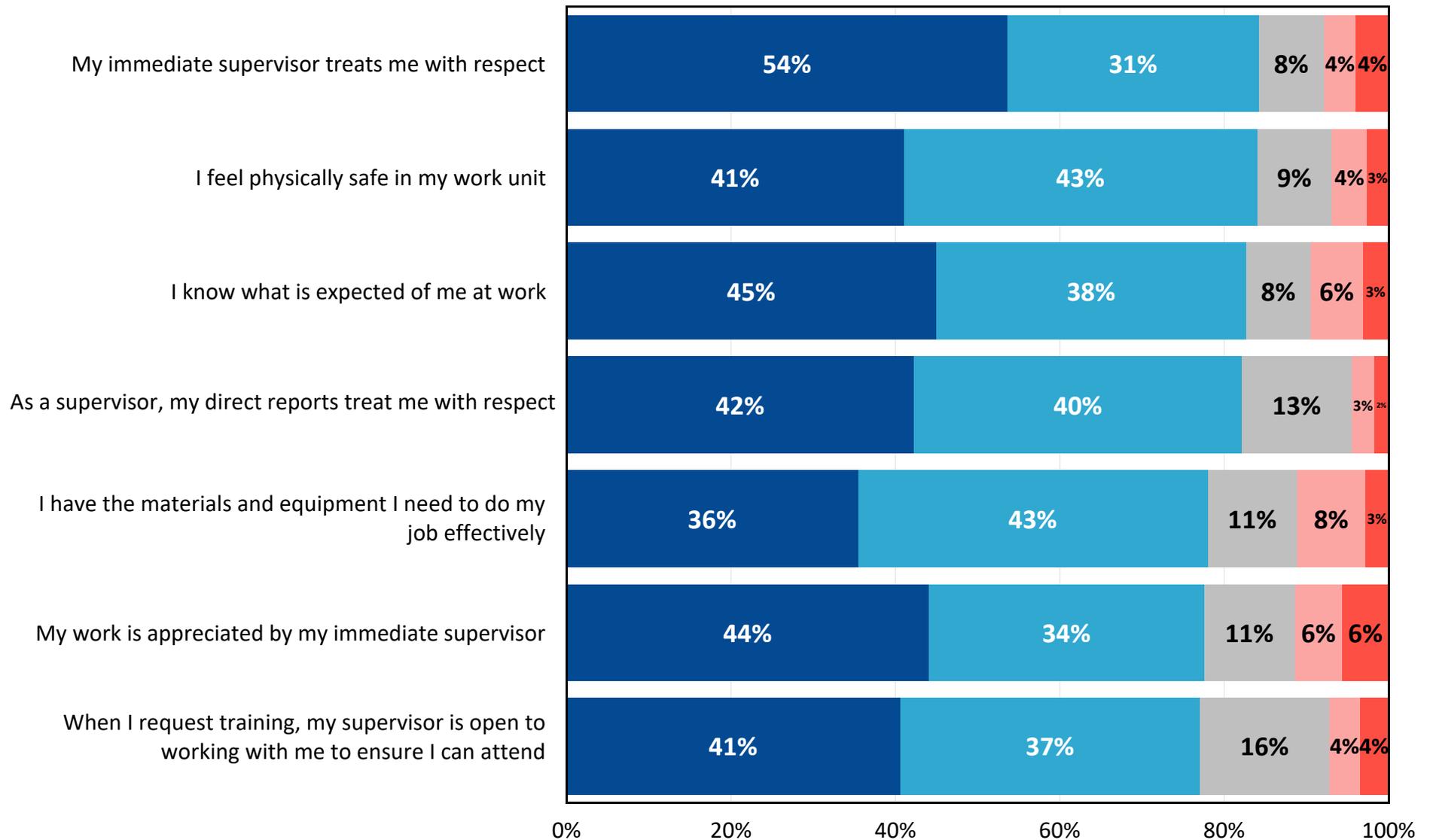


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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

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



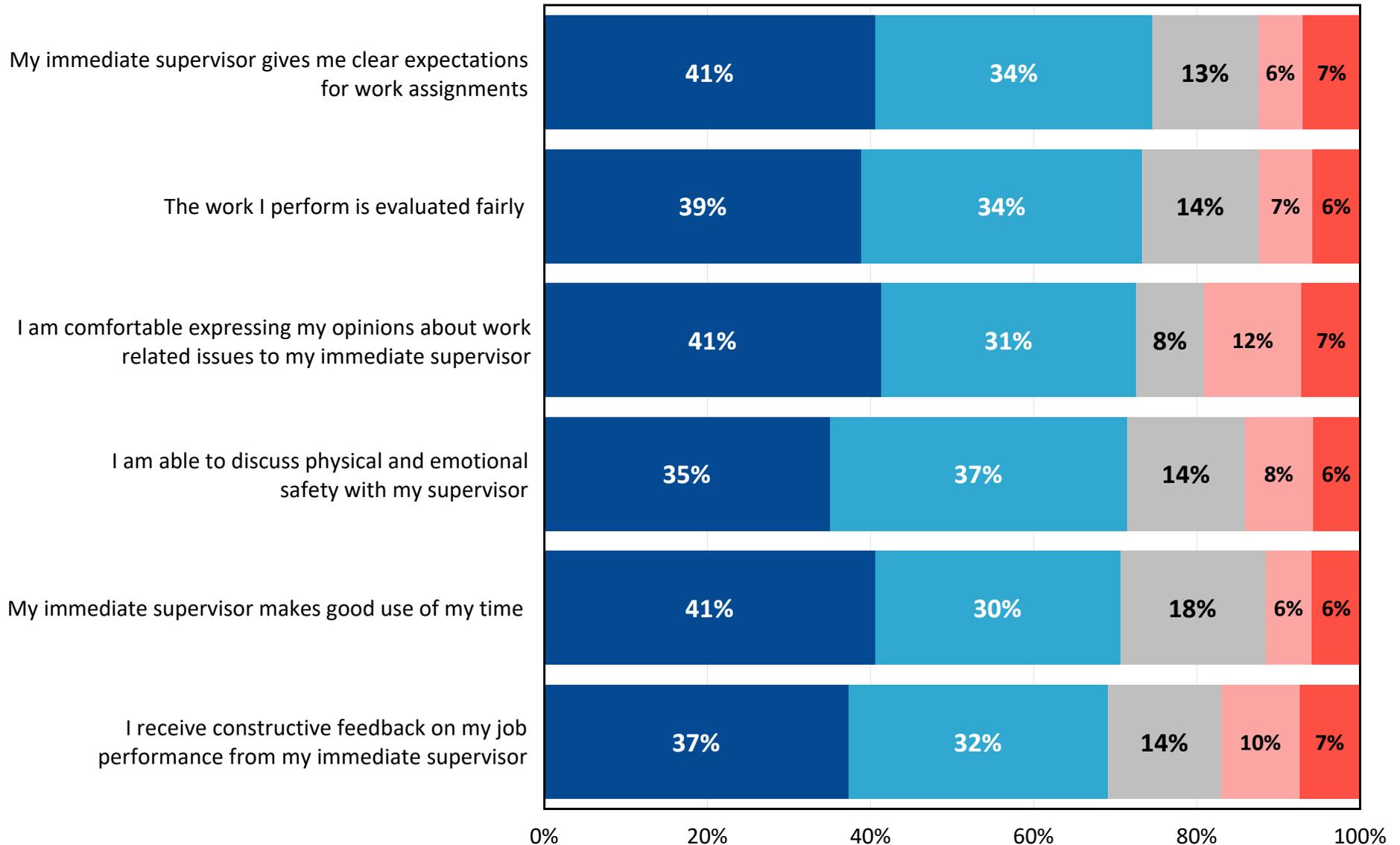
Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Strongly Agree Agree Neutral Disagree Strongly Disagree

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

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



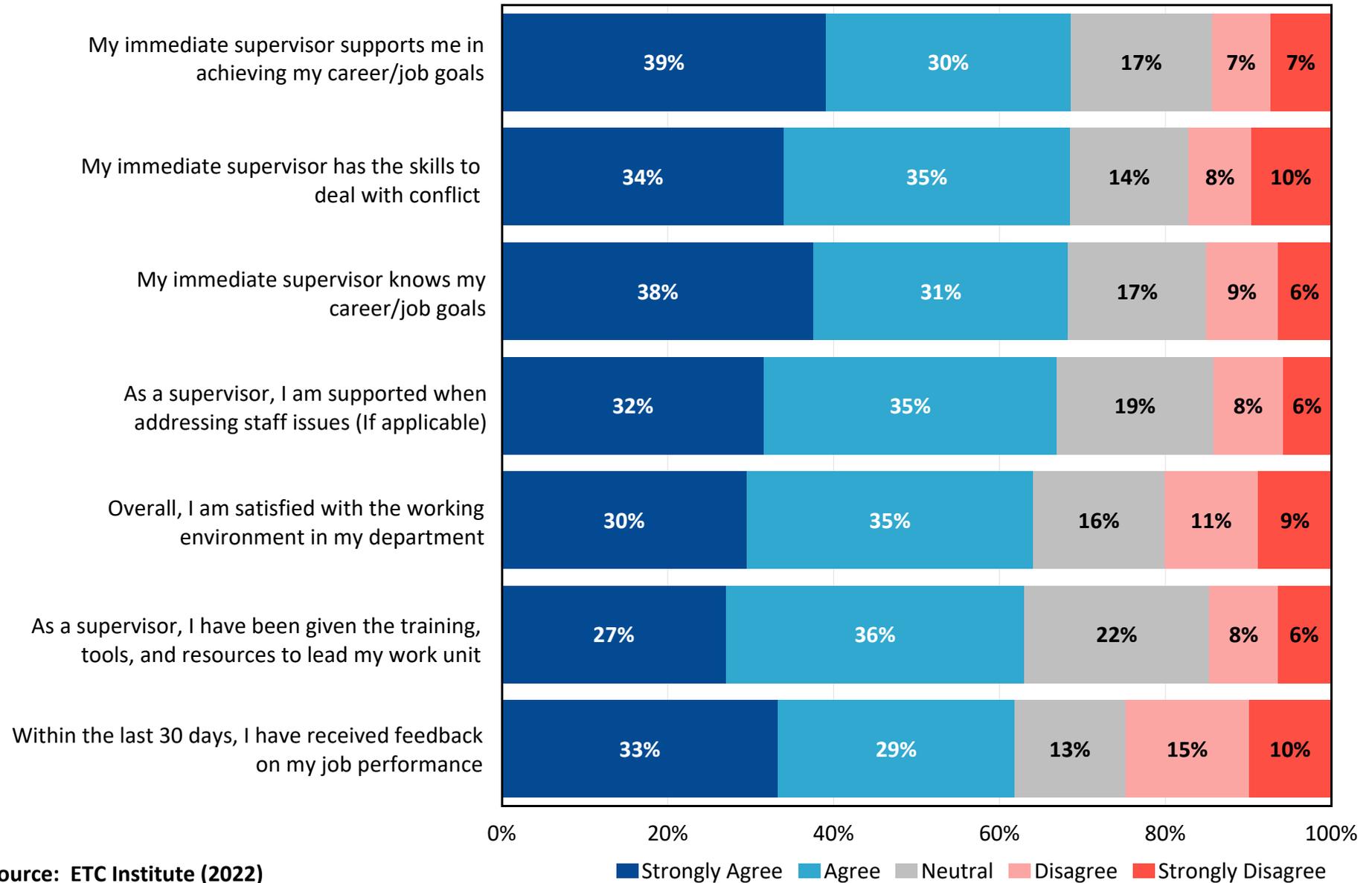
Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Strongly Agree Agree Neutral Disagree Strongly Disagree

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

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

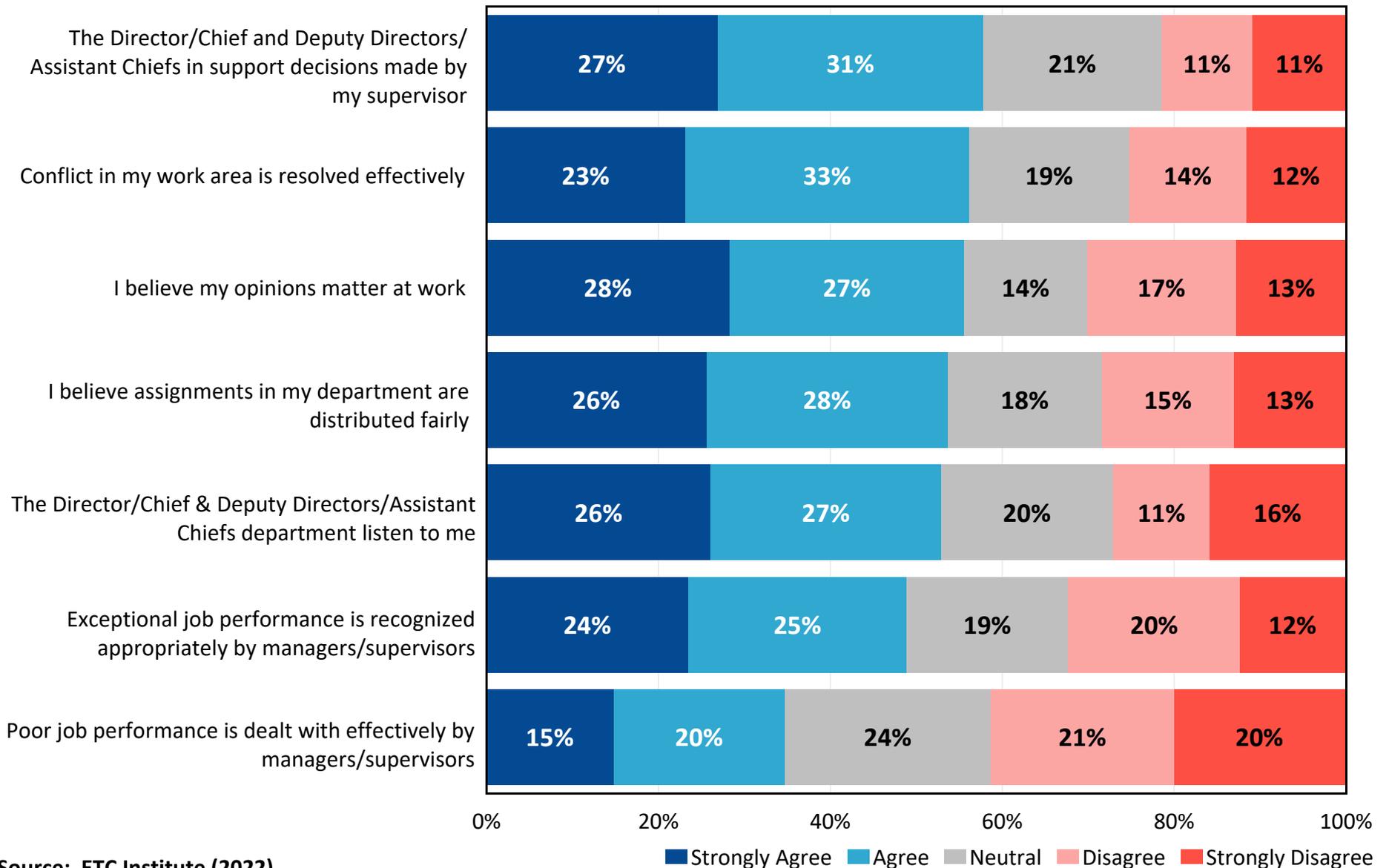


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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

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

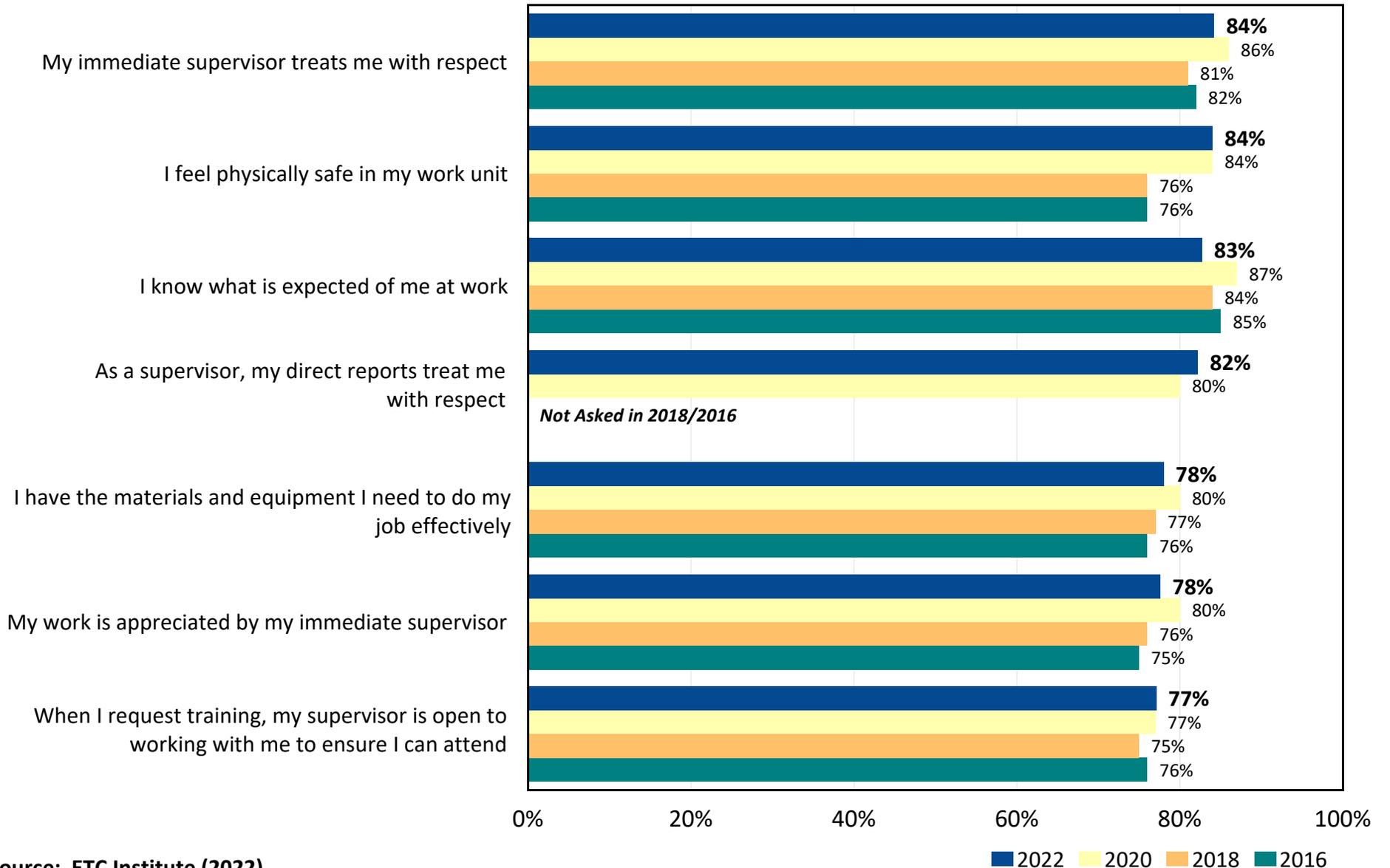


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

(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")

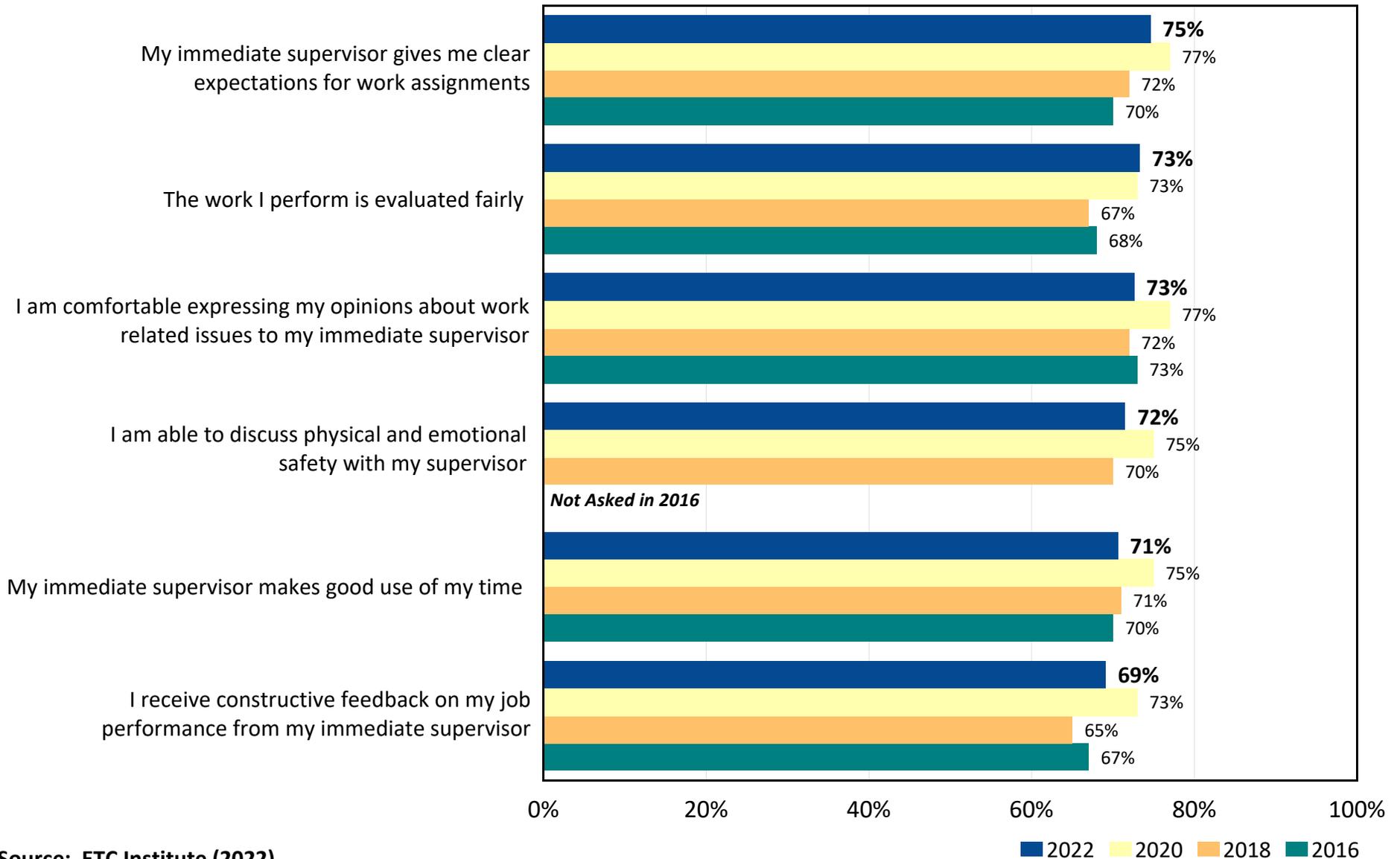


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

(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")

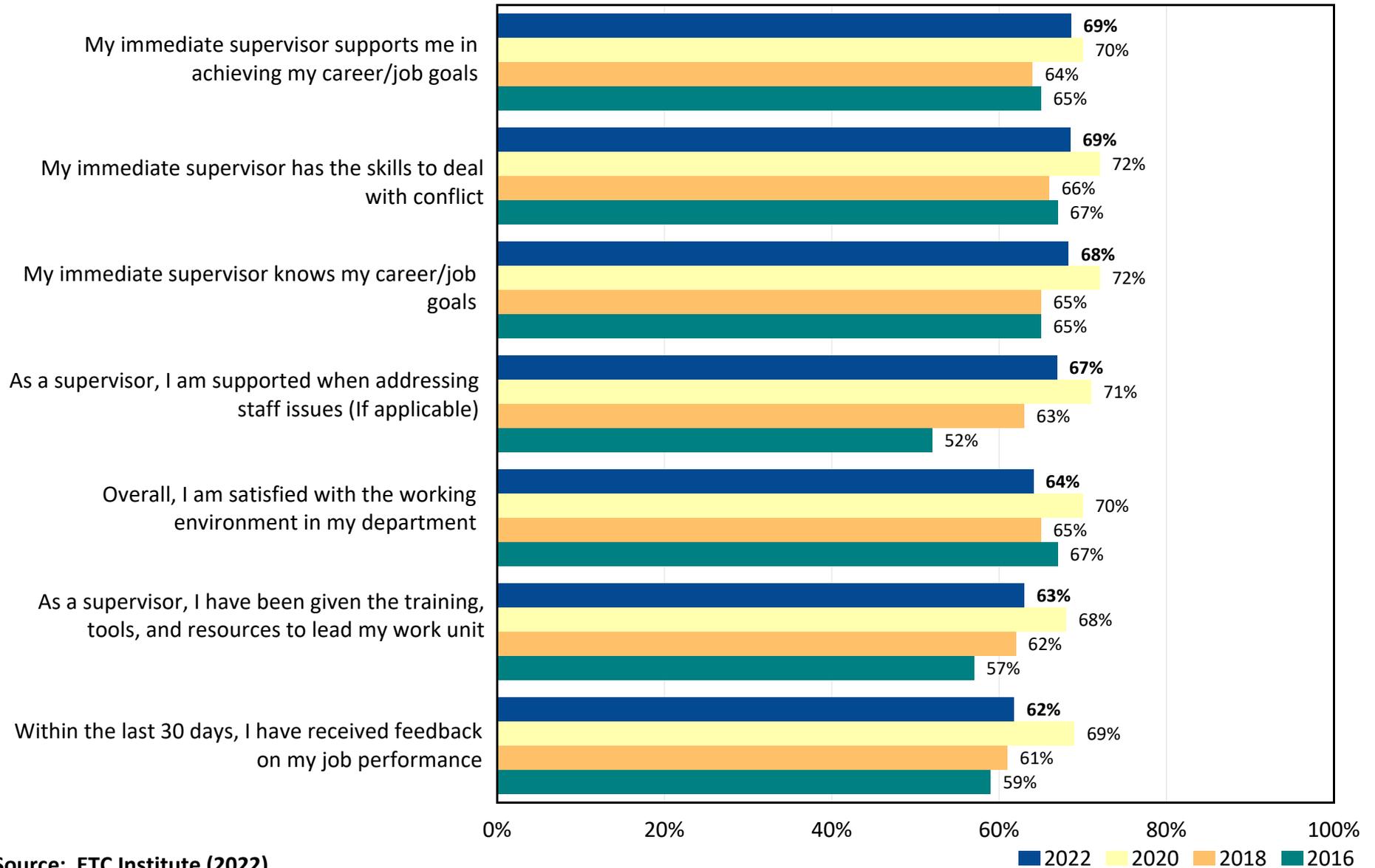


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

(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")

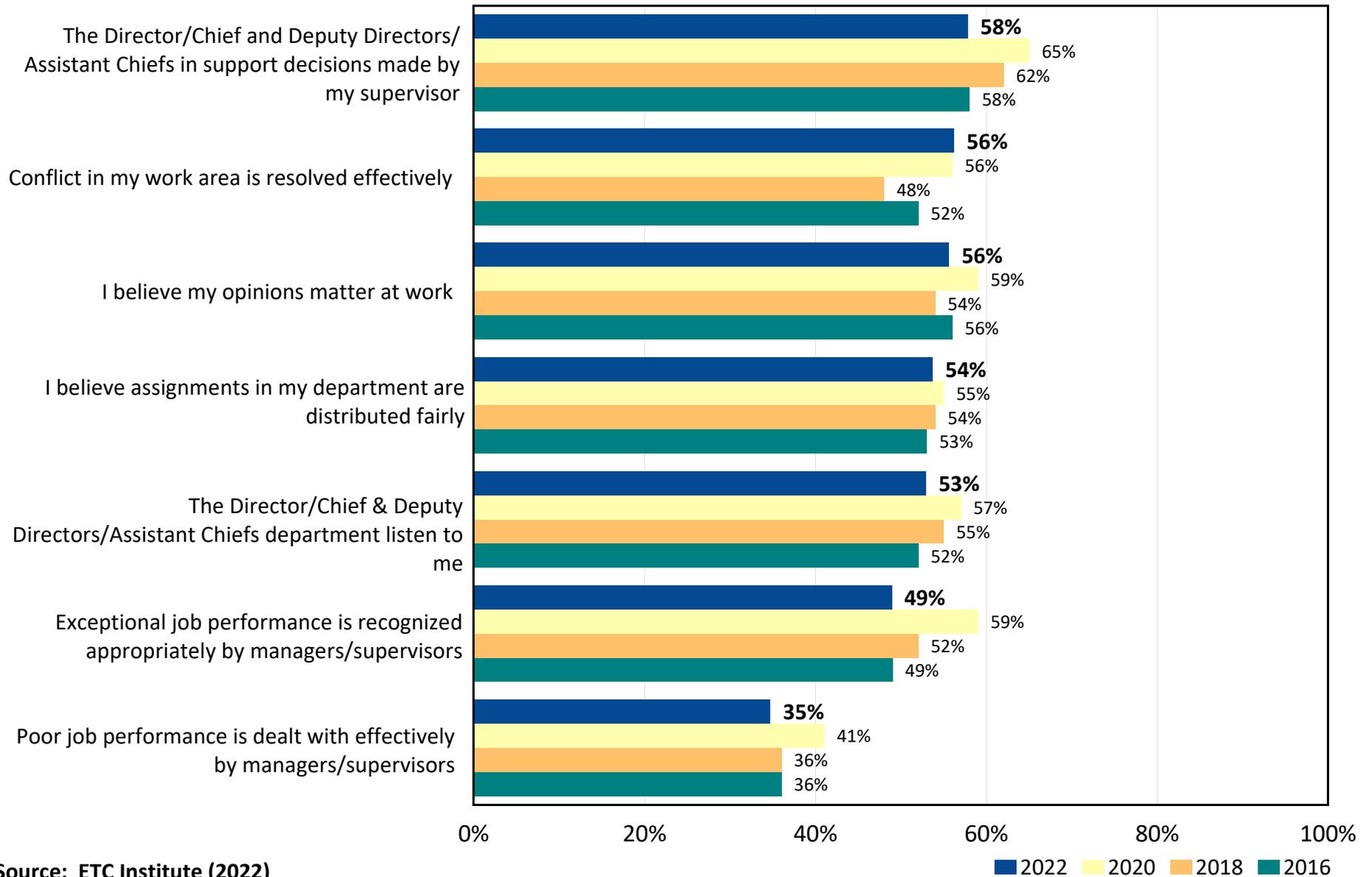


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

(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")

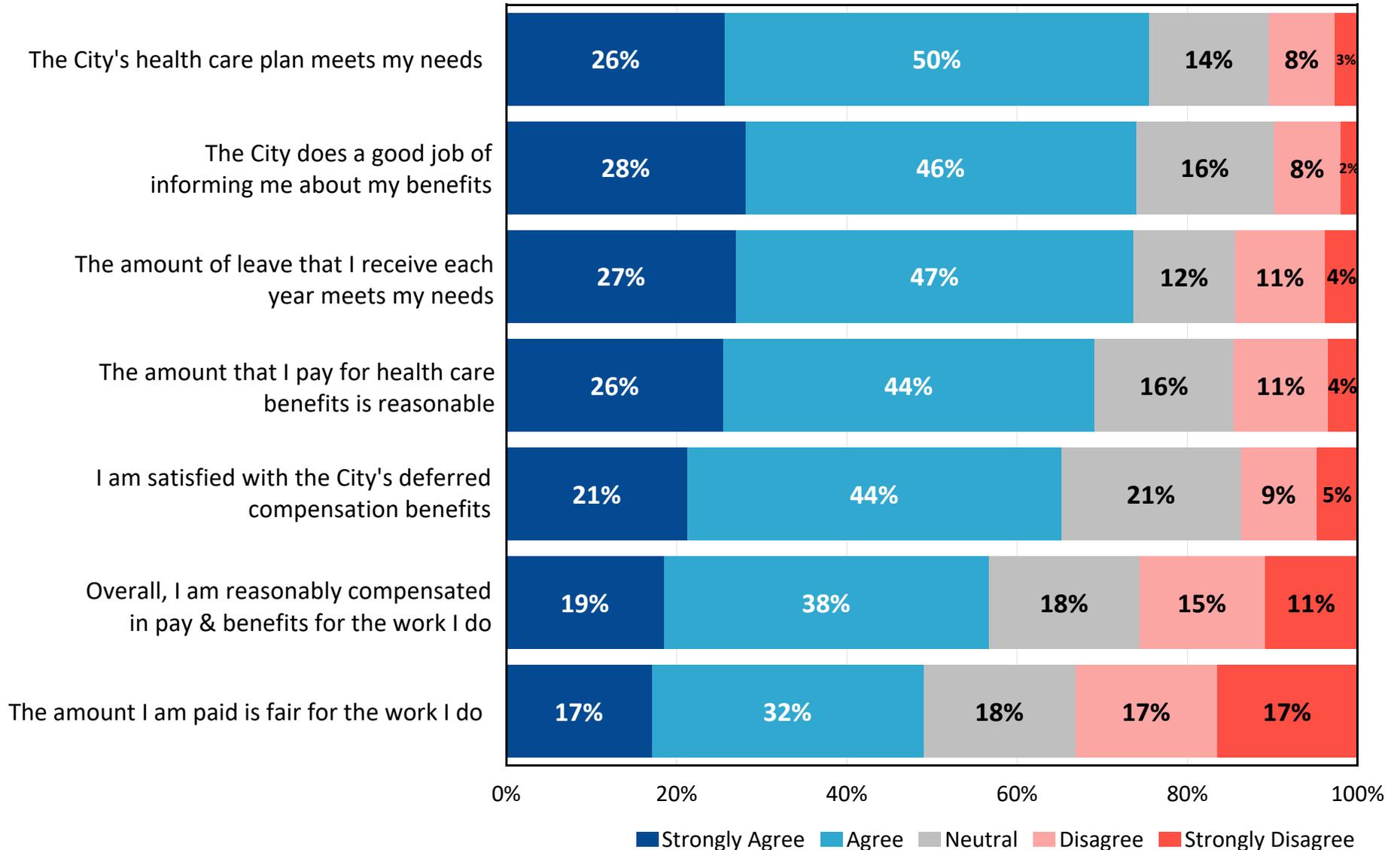


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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")

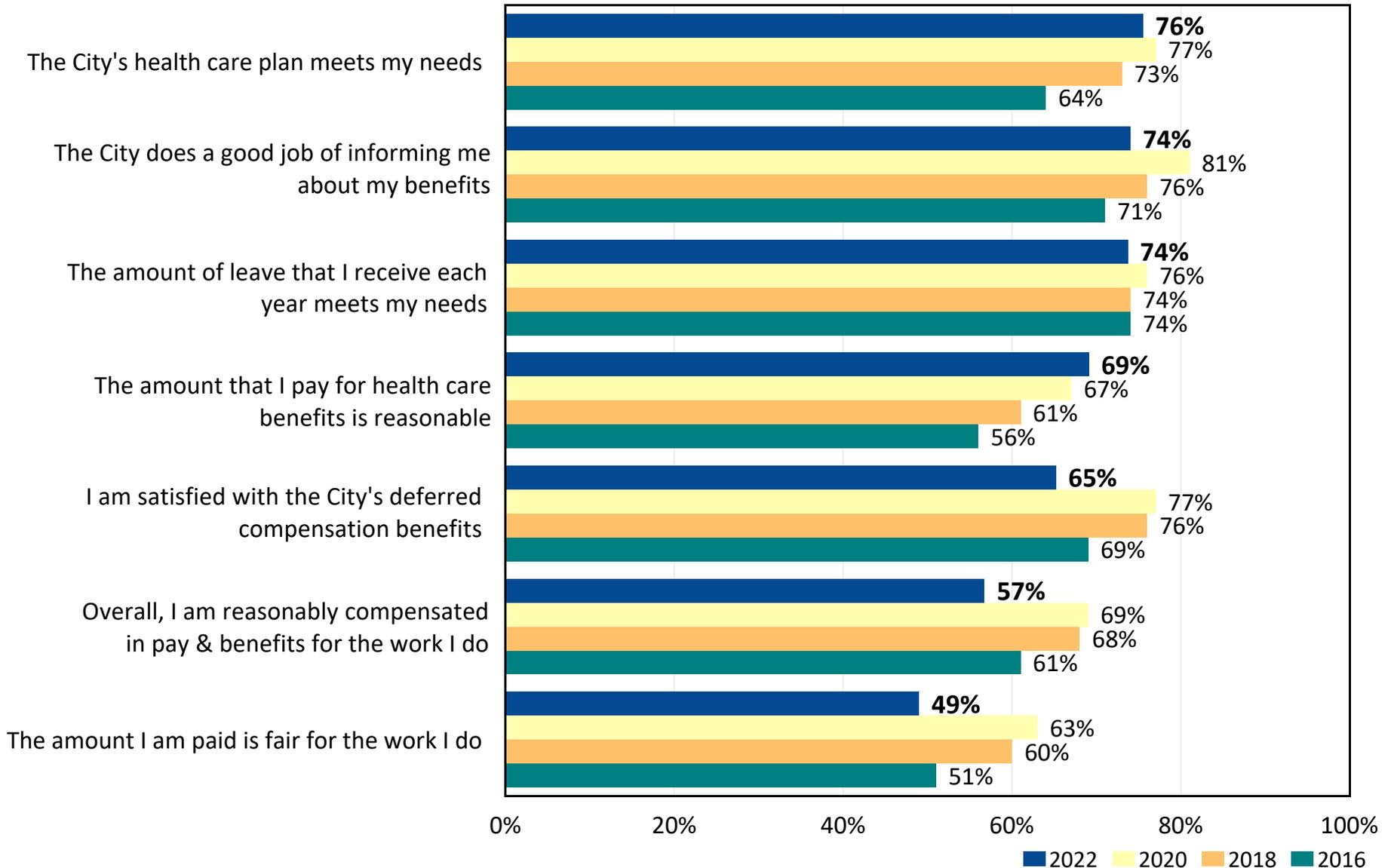


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

(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")

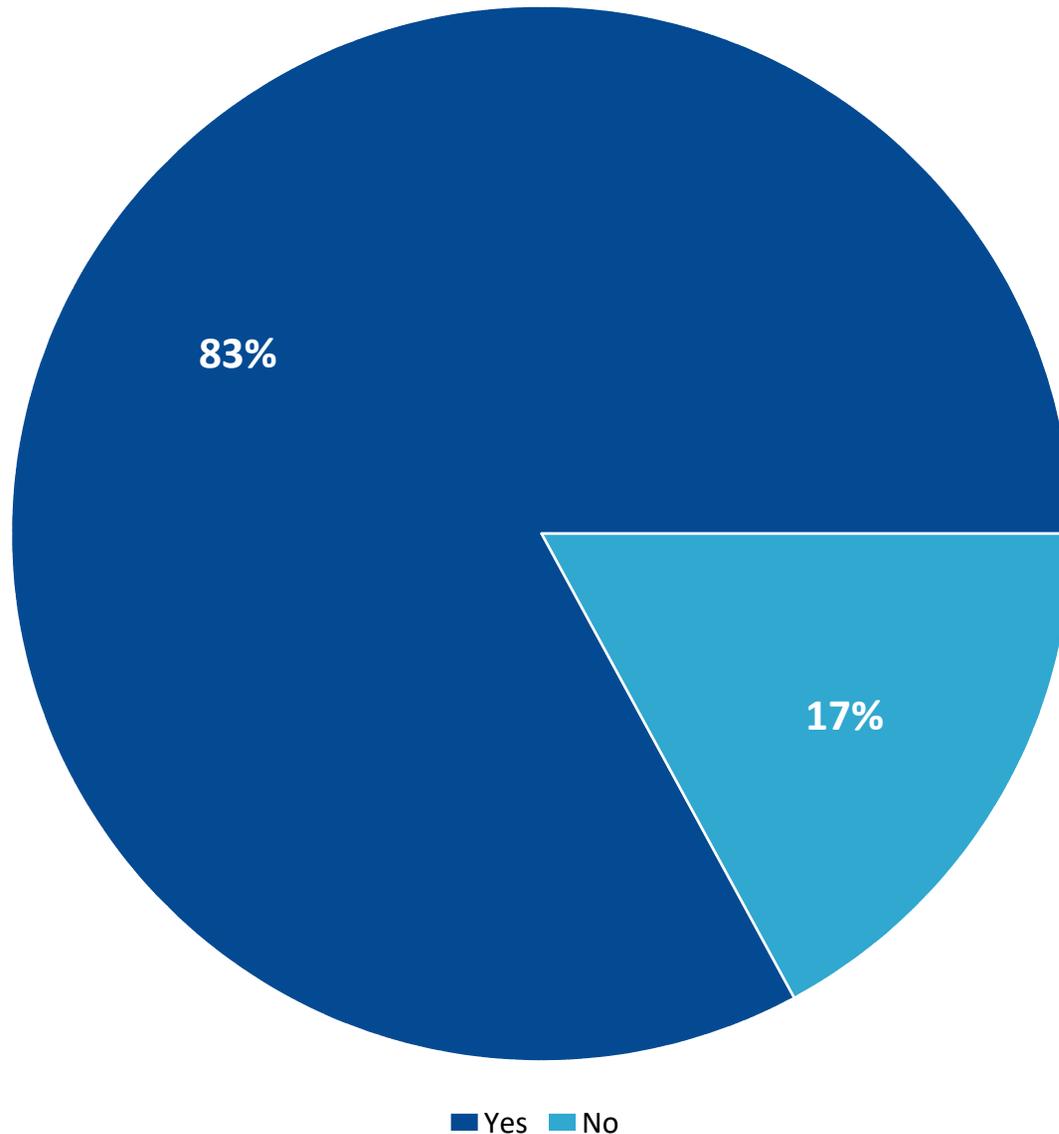


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q5a. Are you currently enrolled in the City's sponsored health care plans?

by percentage of respondents

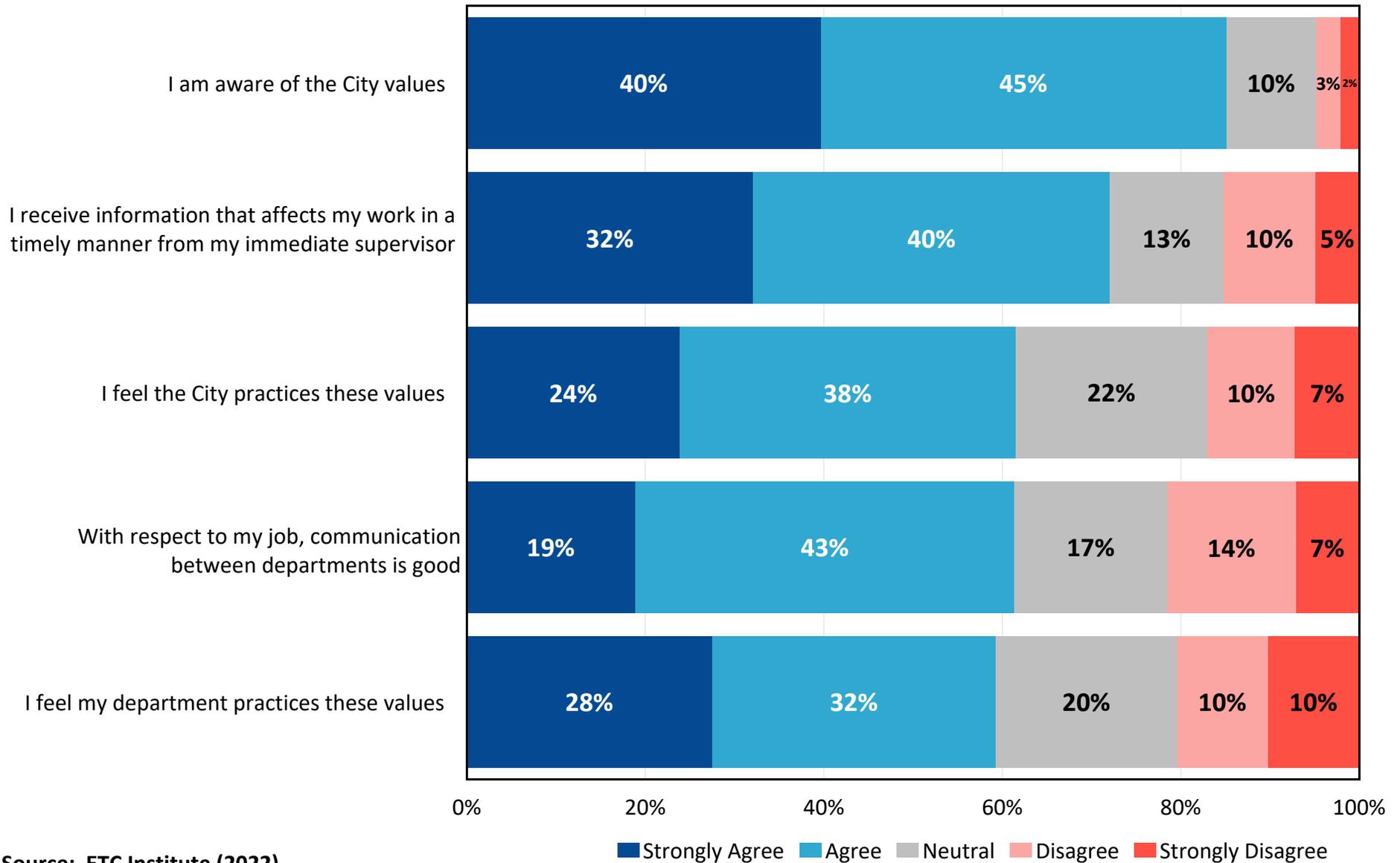


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q6. Level of Agreement with Statements Regarding Employee Engagement

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

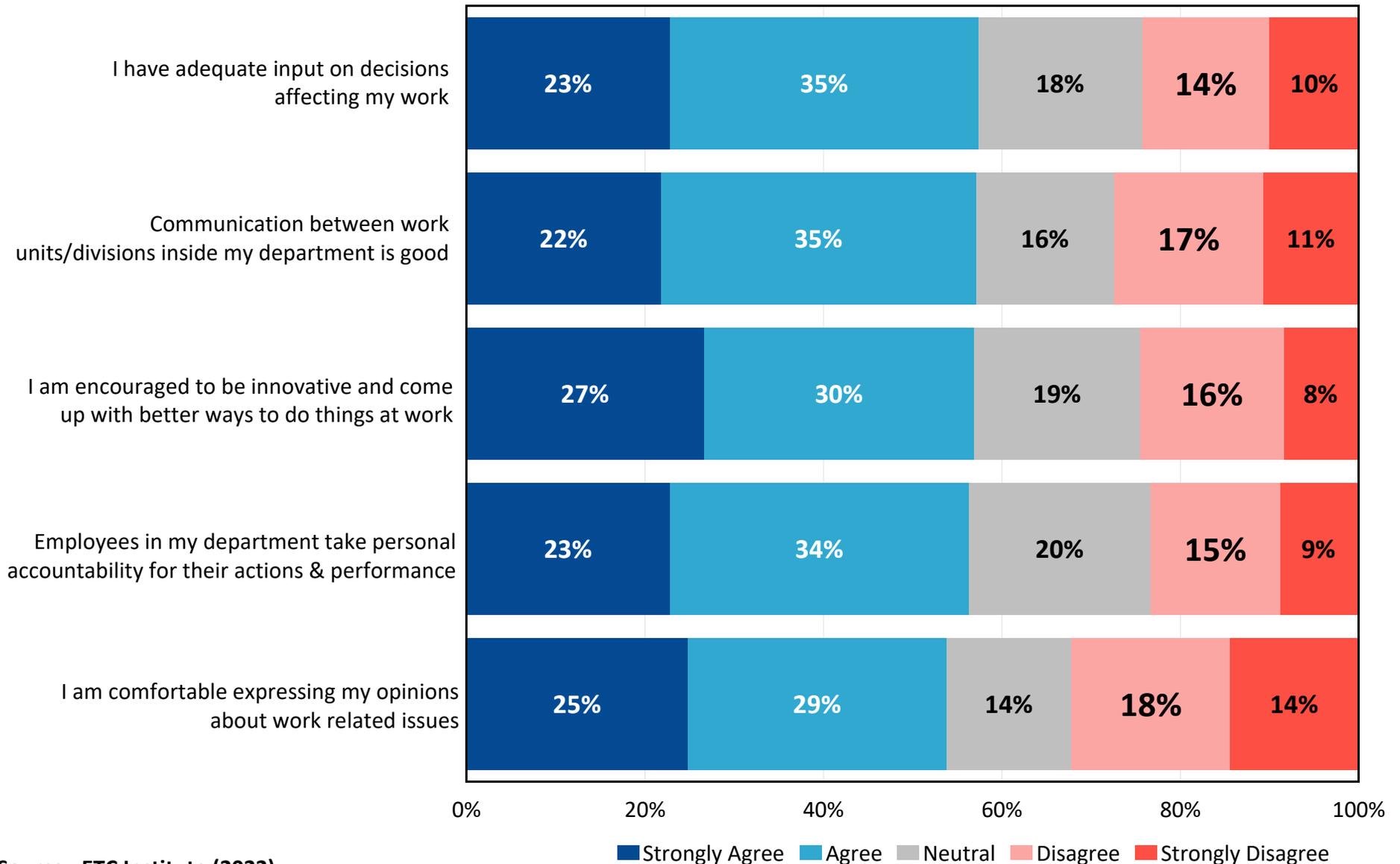


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q6'cont. Level of Agreement with Statements Regarding Employee Engagement

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

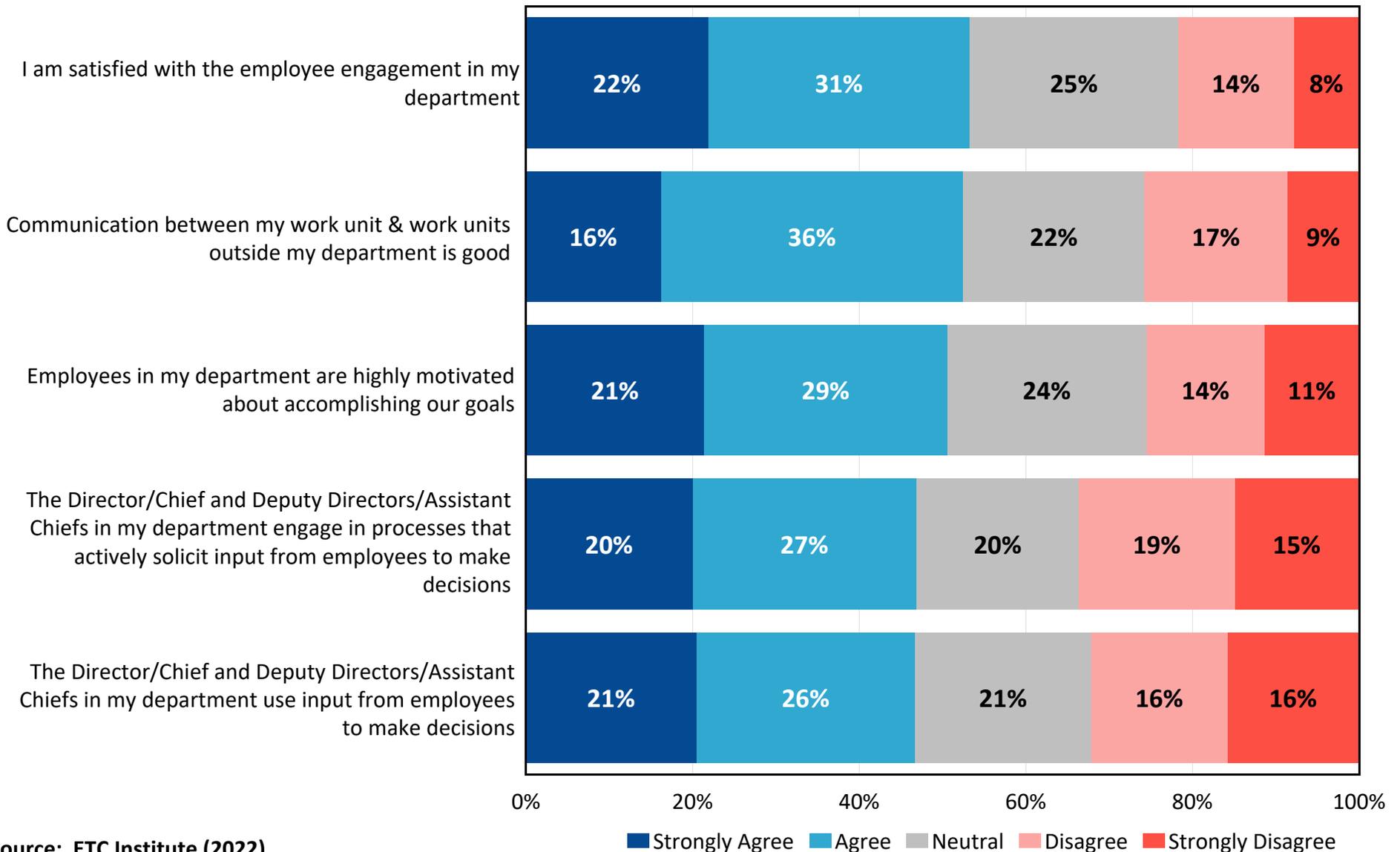


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q6'cont. Level of Agreement with Statements Regarding Employee Engagement

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

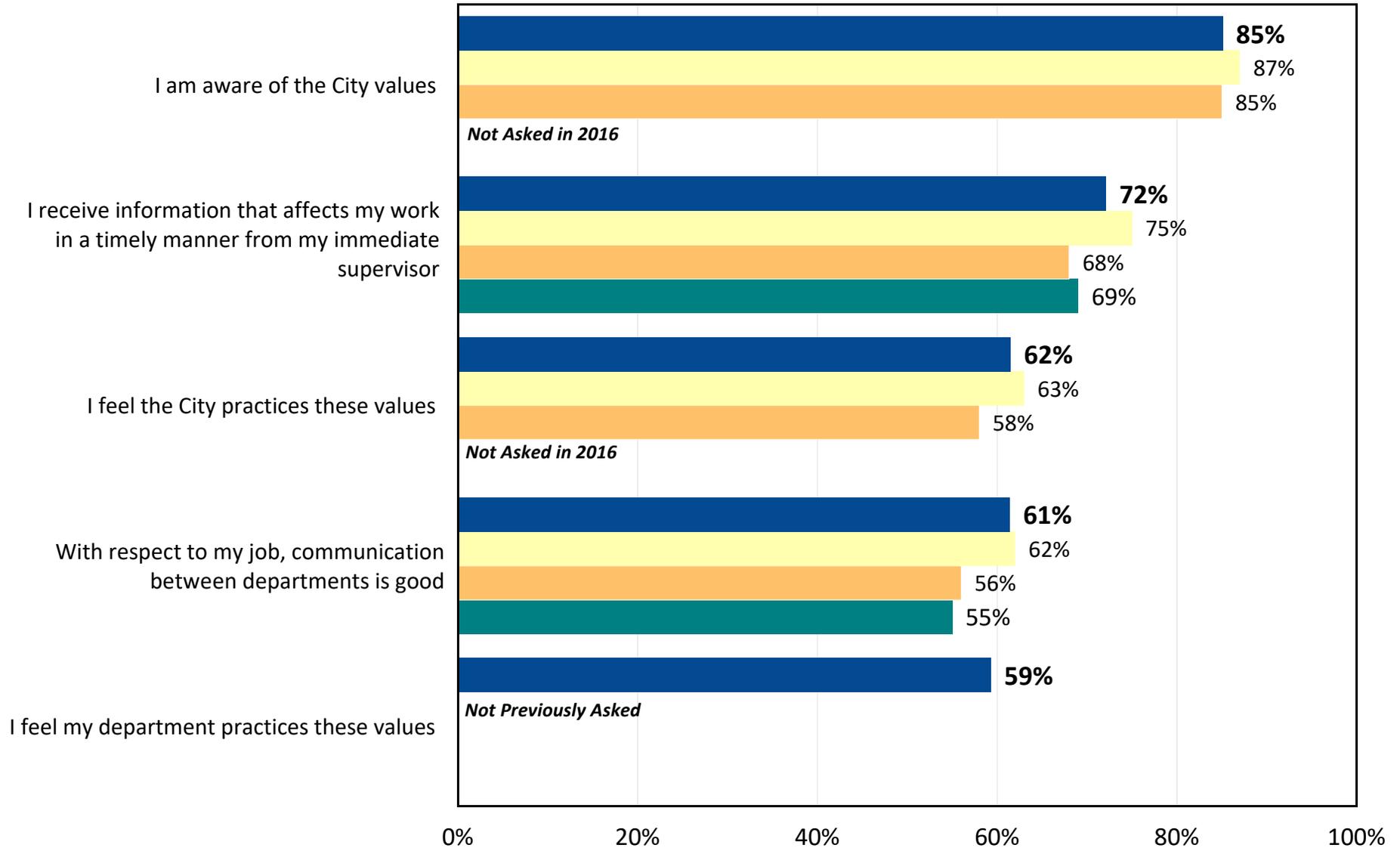


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

(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")



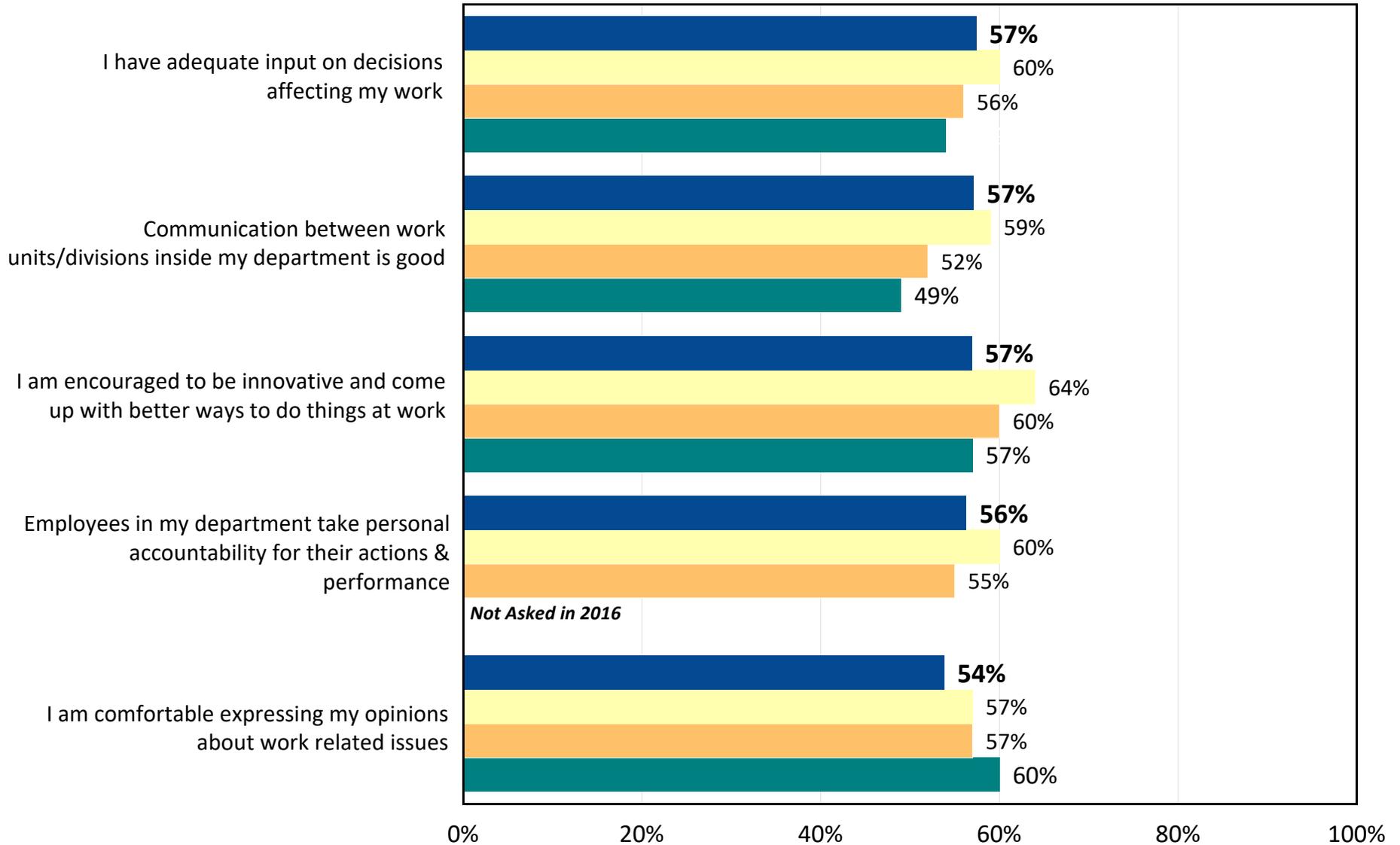
Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

■ 2022 ■ 2020 ■ 2018 ■ 2016

(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")



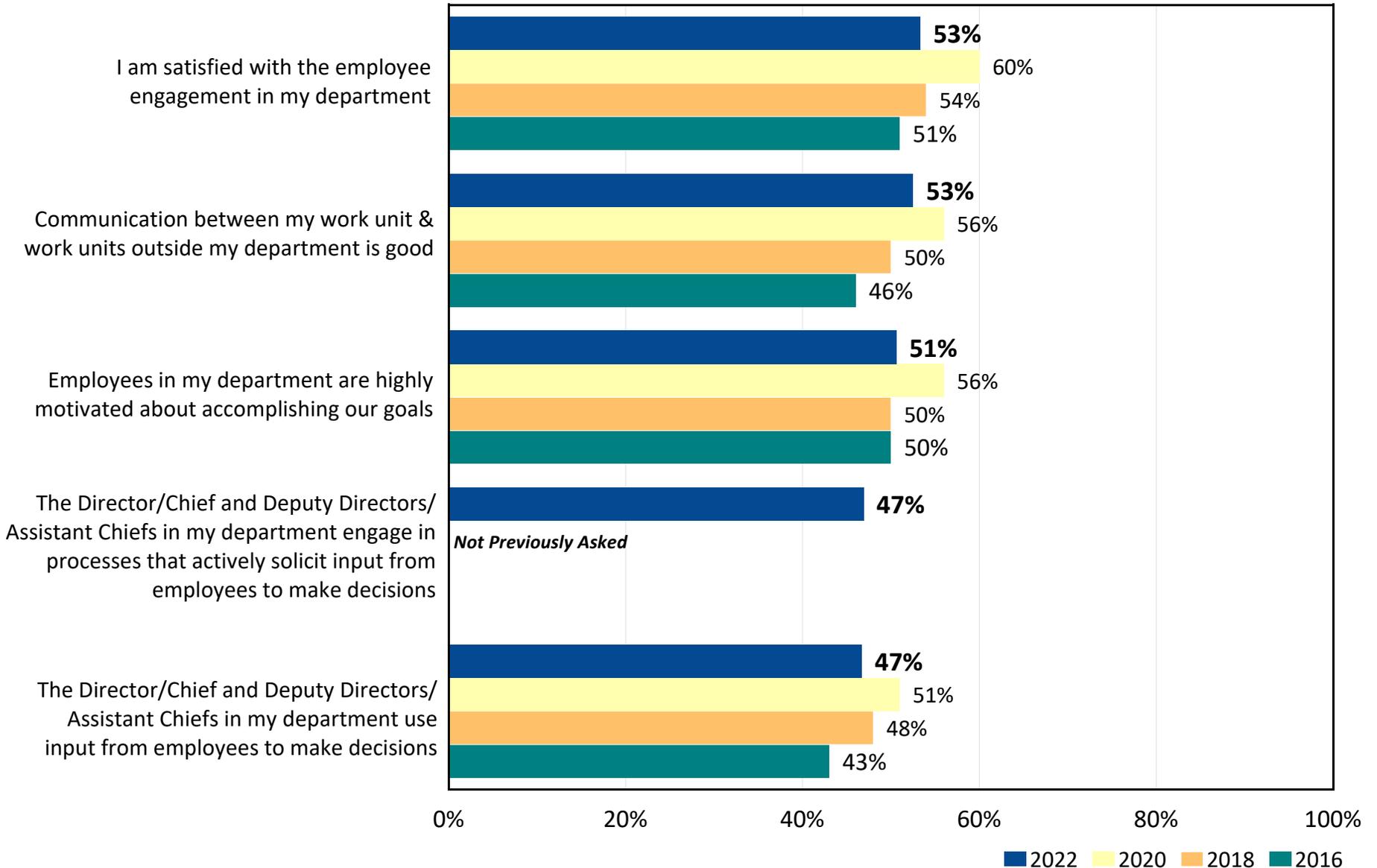
Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

2022 2020 2018 2016

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

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

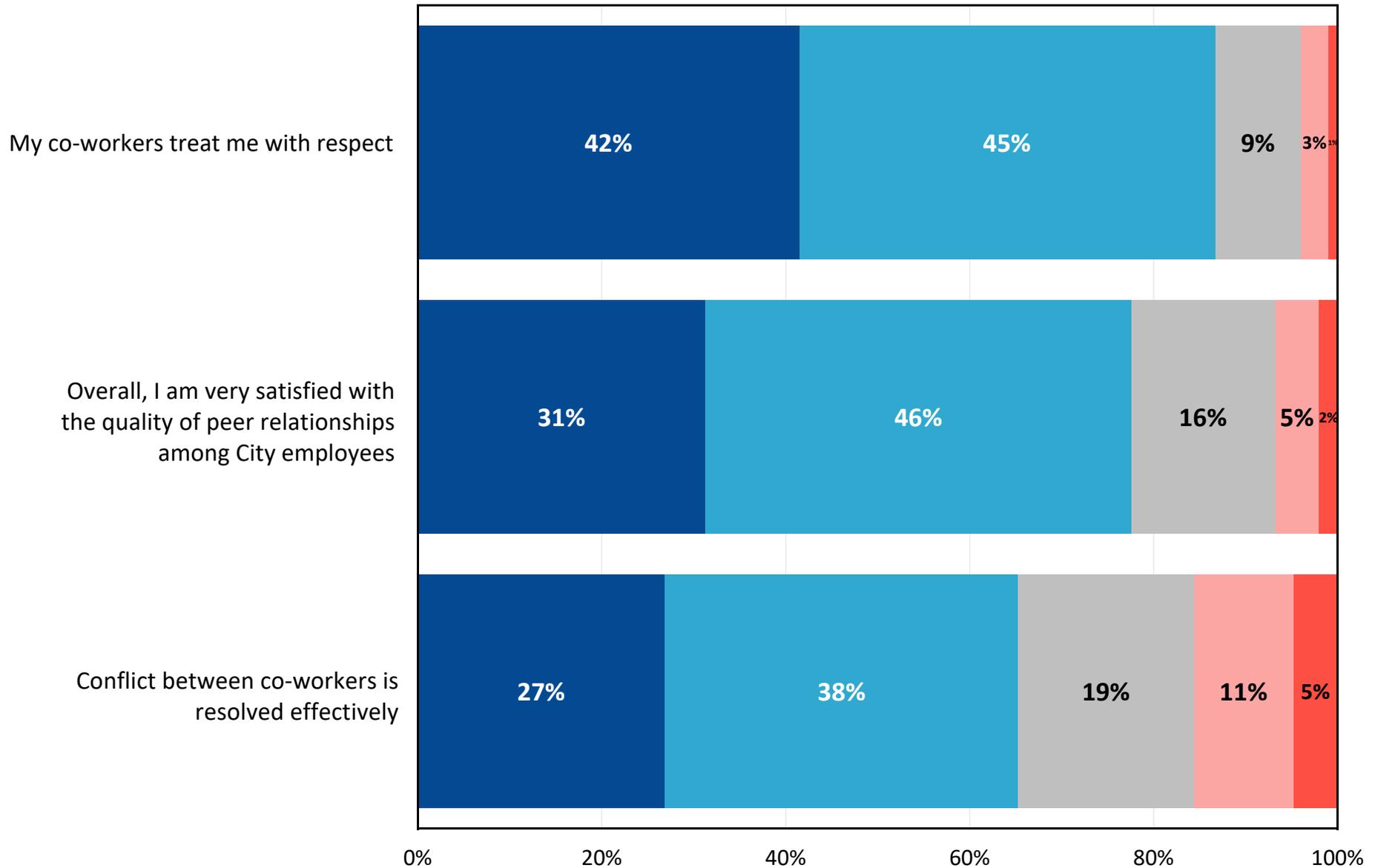


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q7. Level of Agreement with Statements Regarding Peer Relationships

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



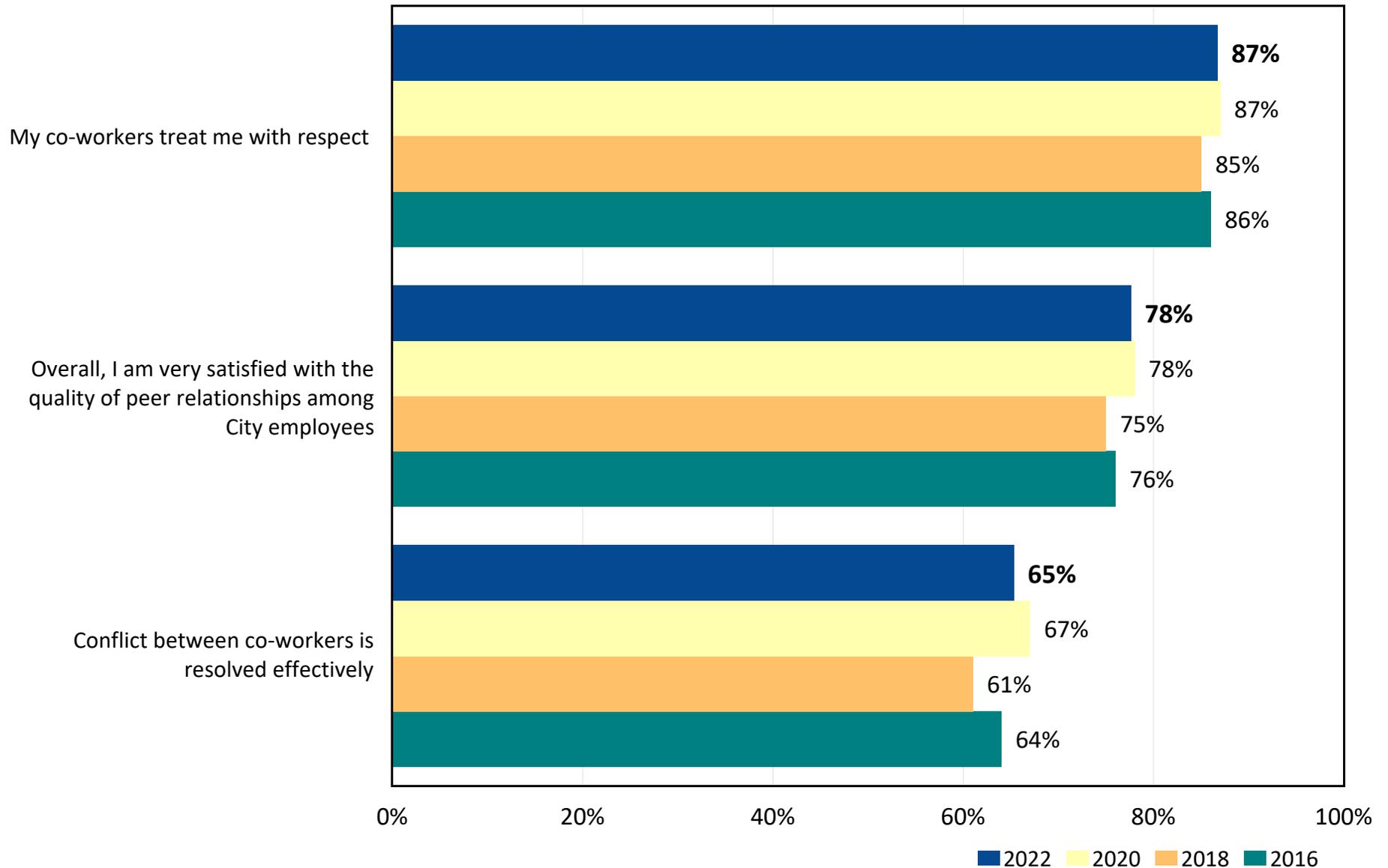
Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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")

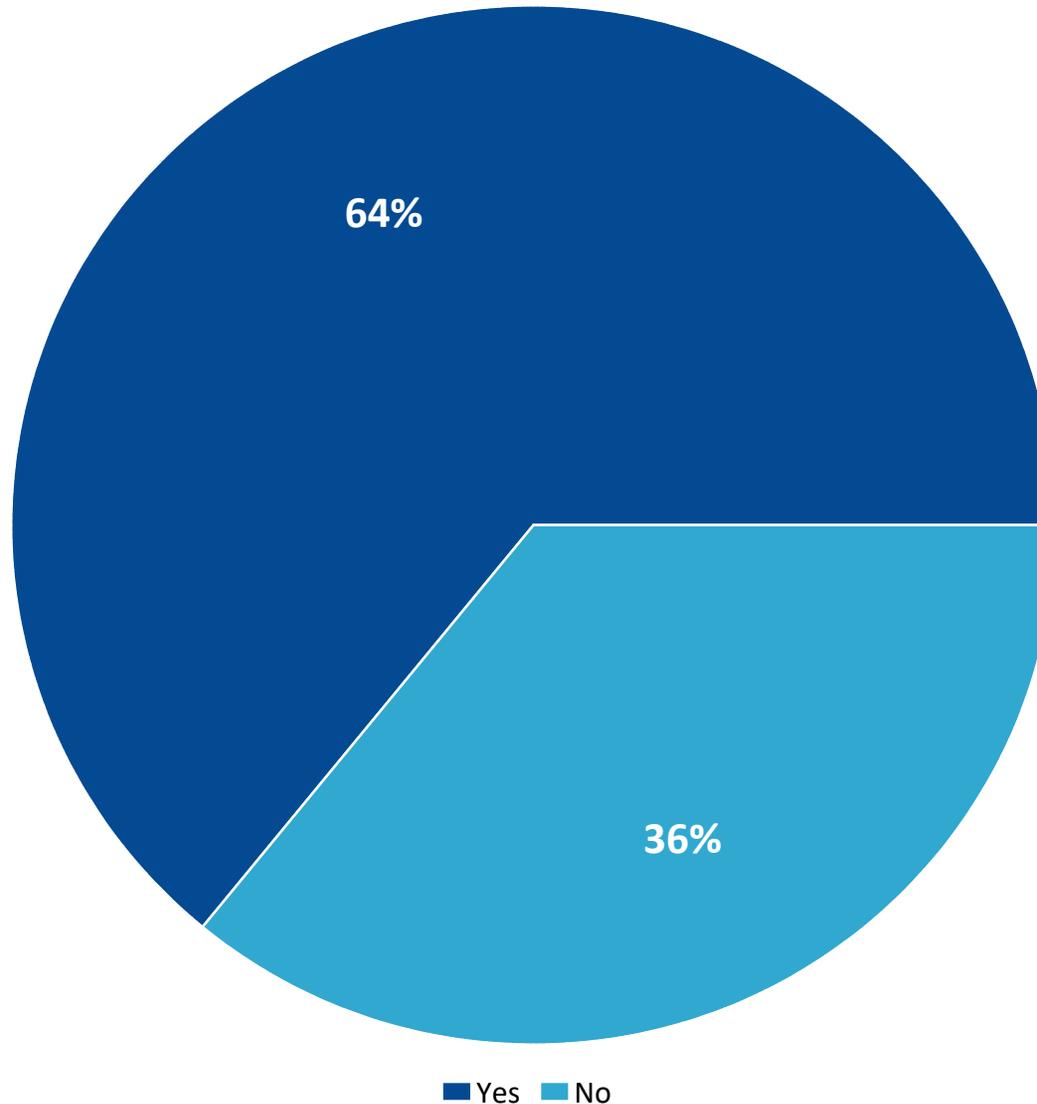


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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

by percentage of respondents (without "not provided")

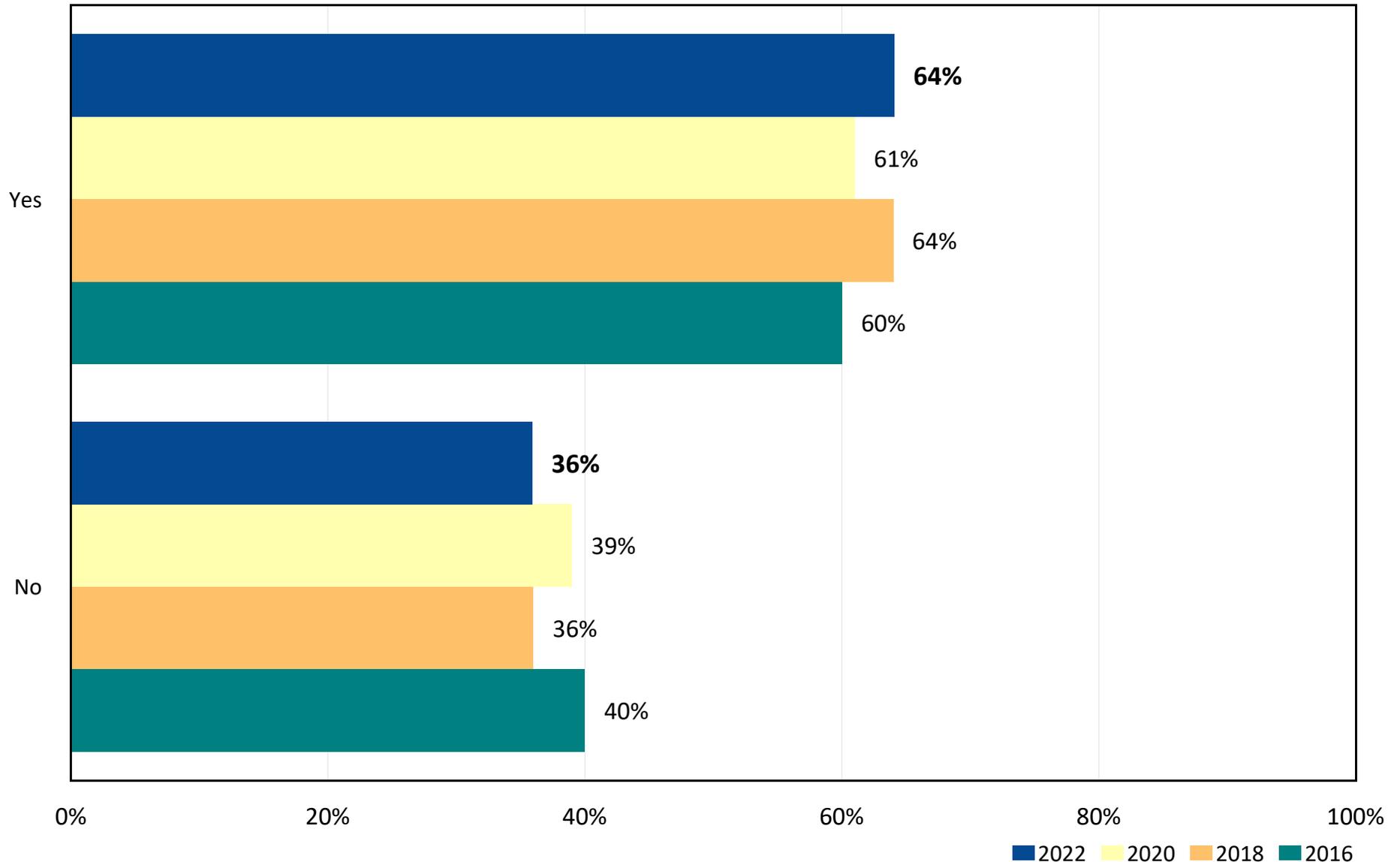


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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

by percentage of respondents (without "not provided")

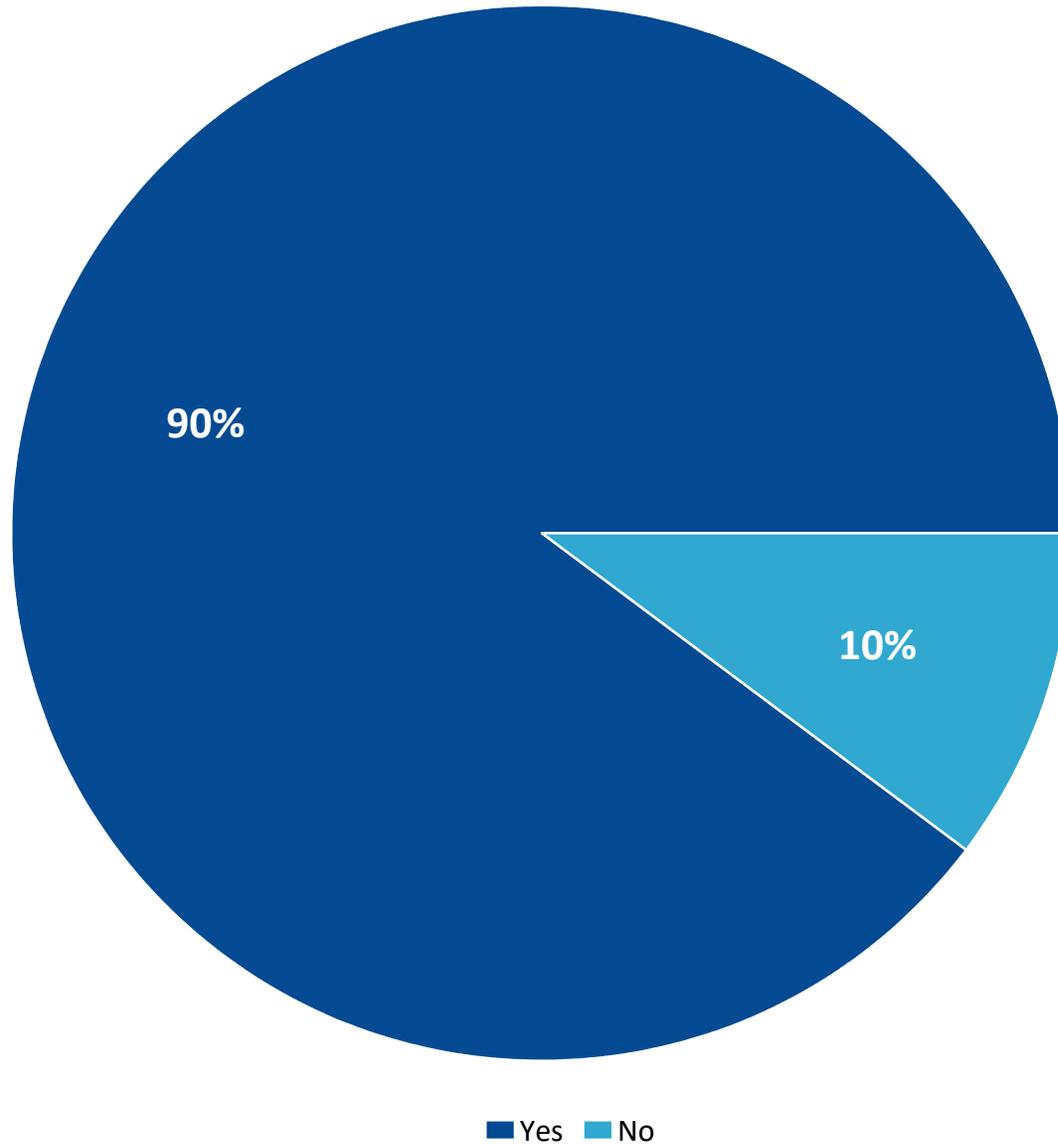


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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

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

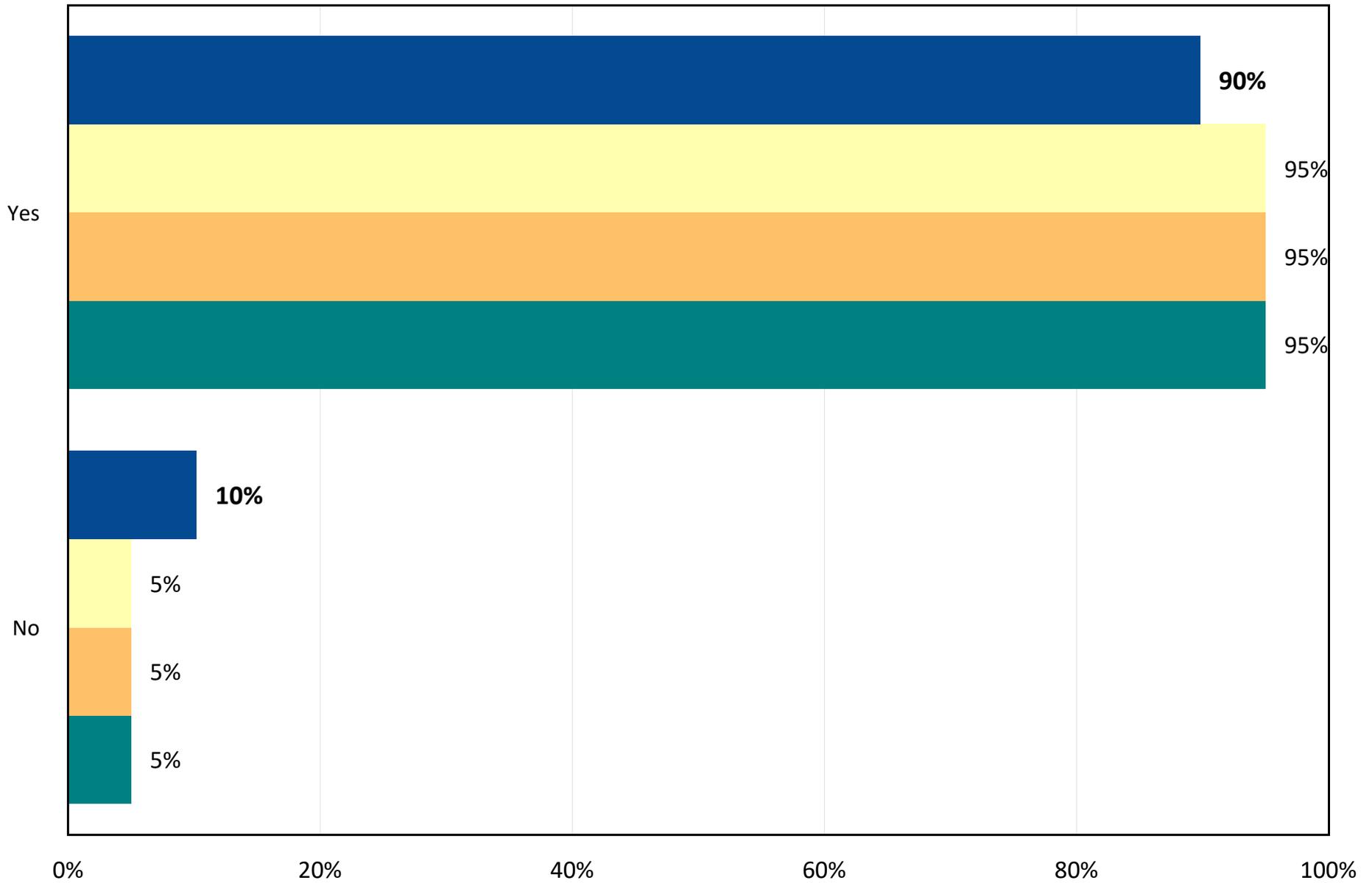


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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

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



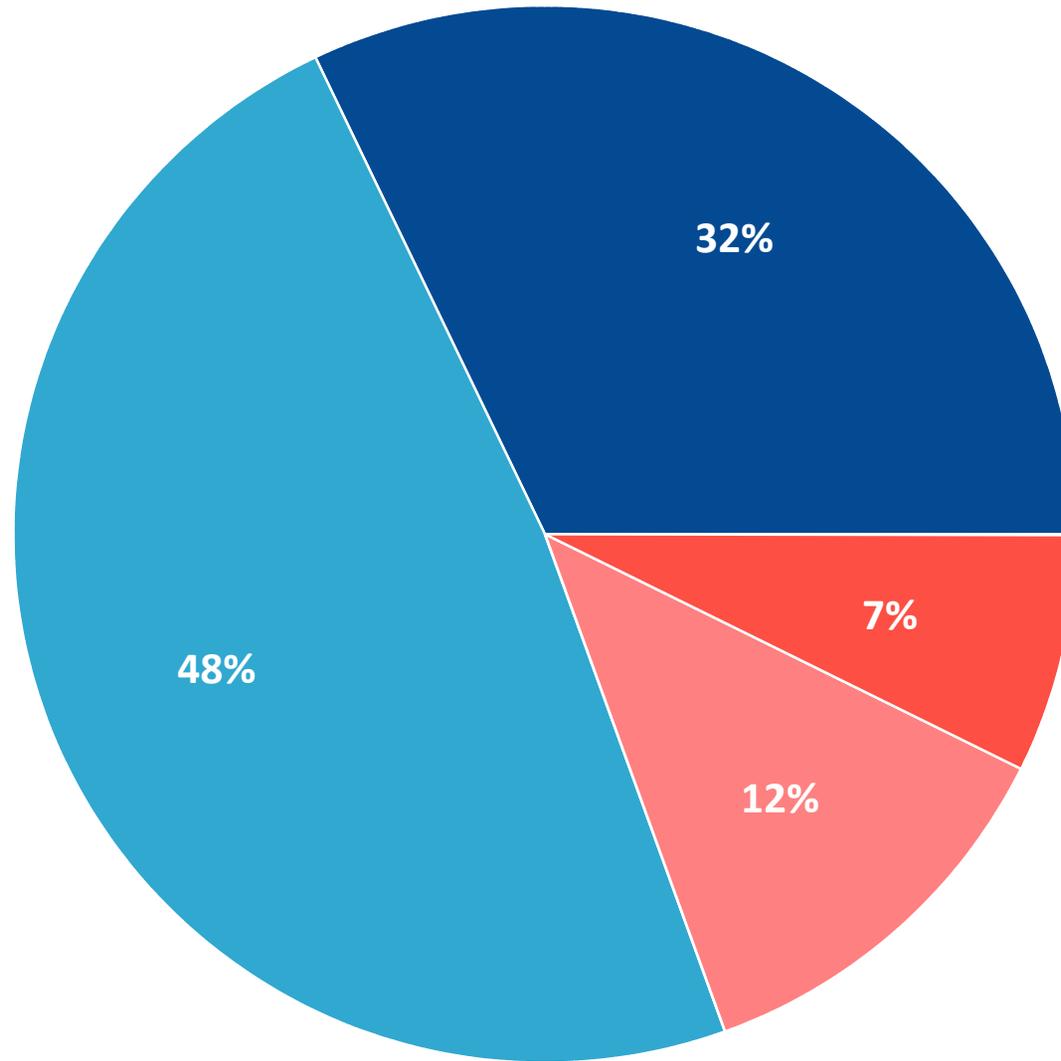
Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

■ 2022 ■ 2020 ■ 2018 ■ 2016

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

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



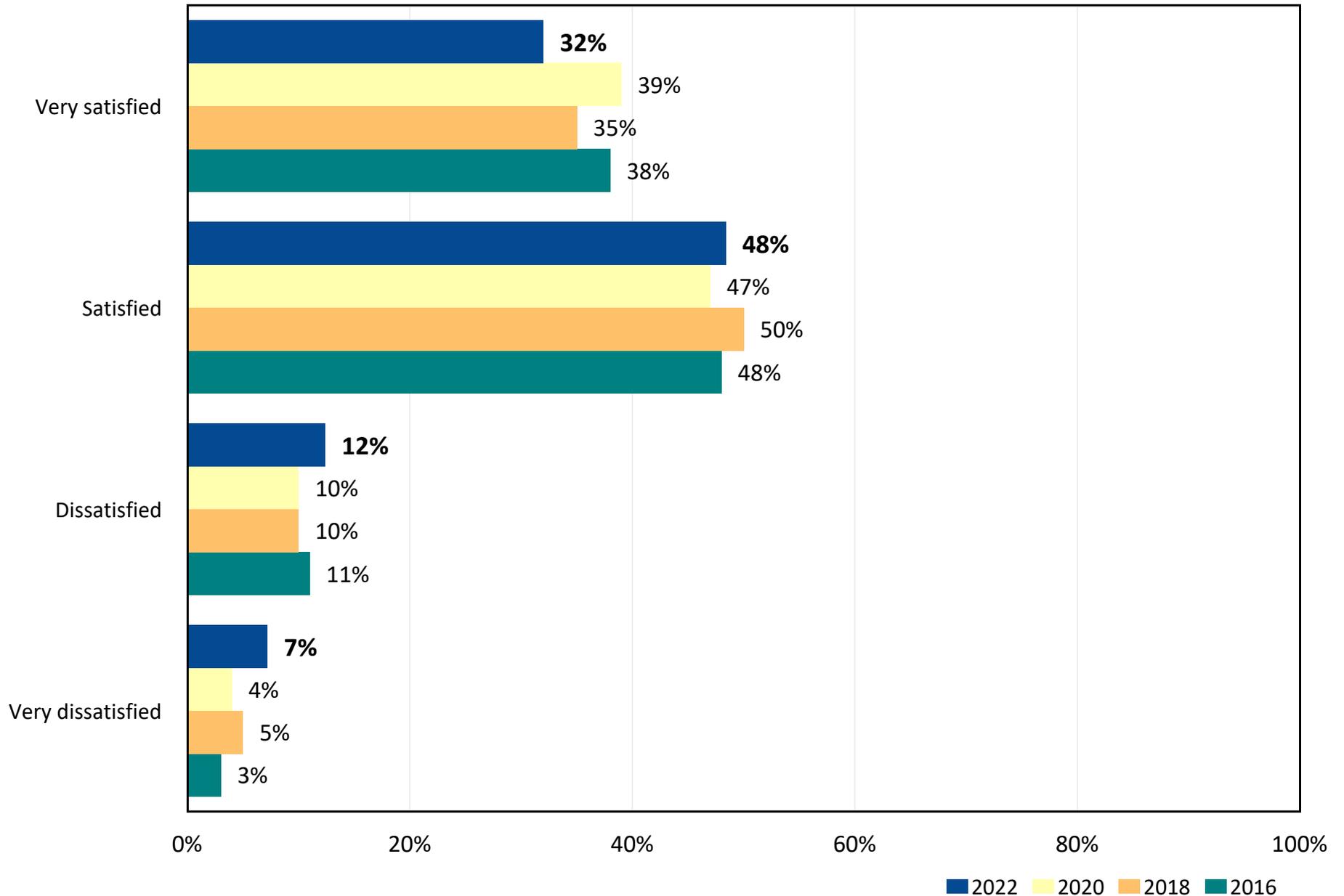
Very satisfied Satisfied
Dissatisfied Very dissatisfied

Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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

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

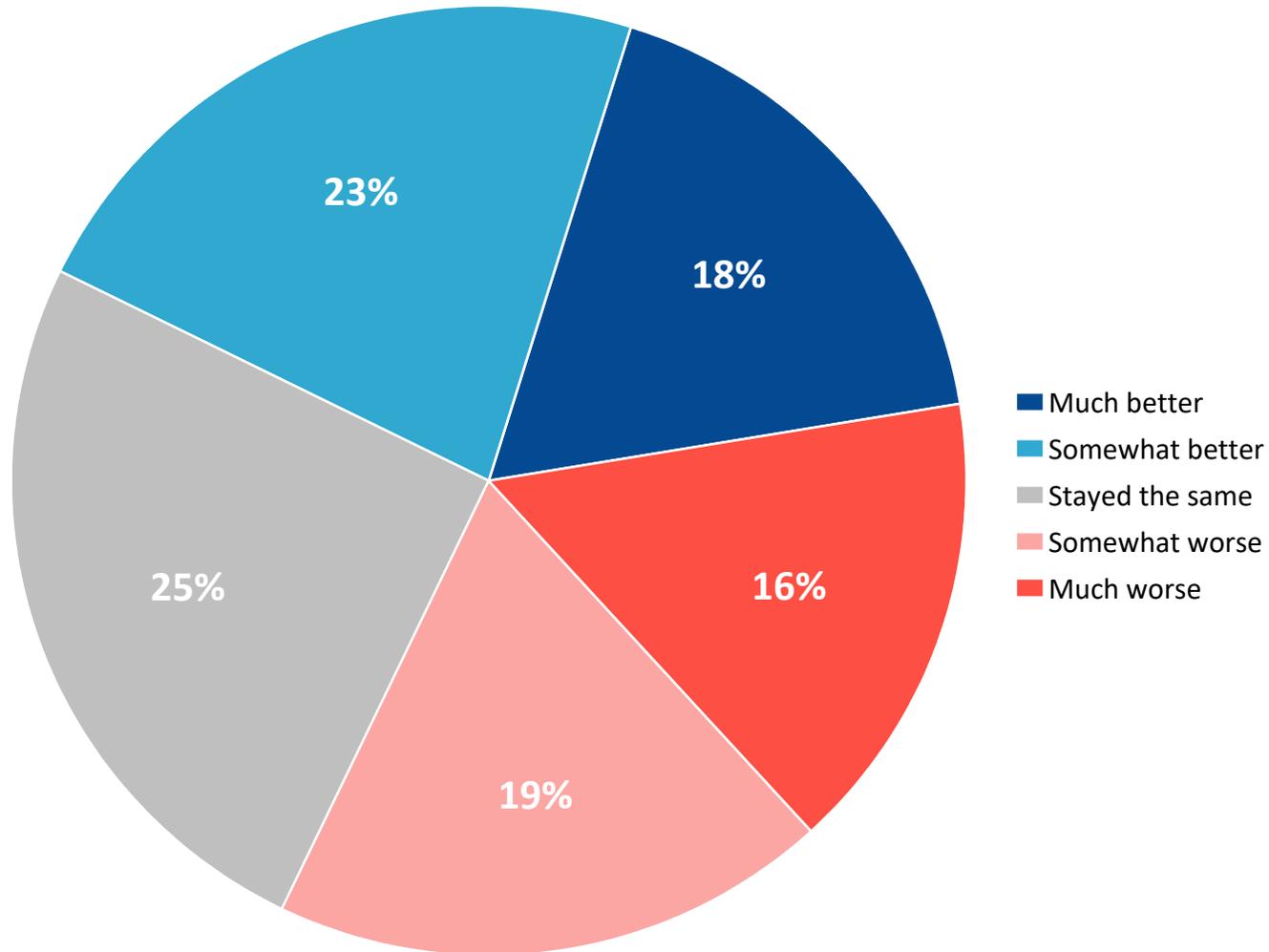


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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”)

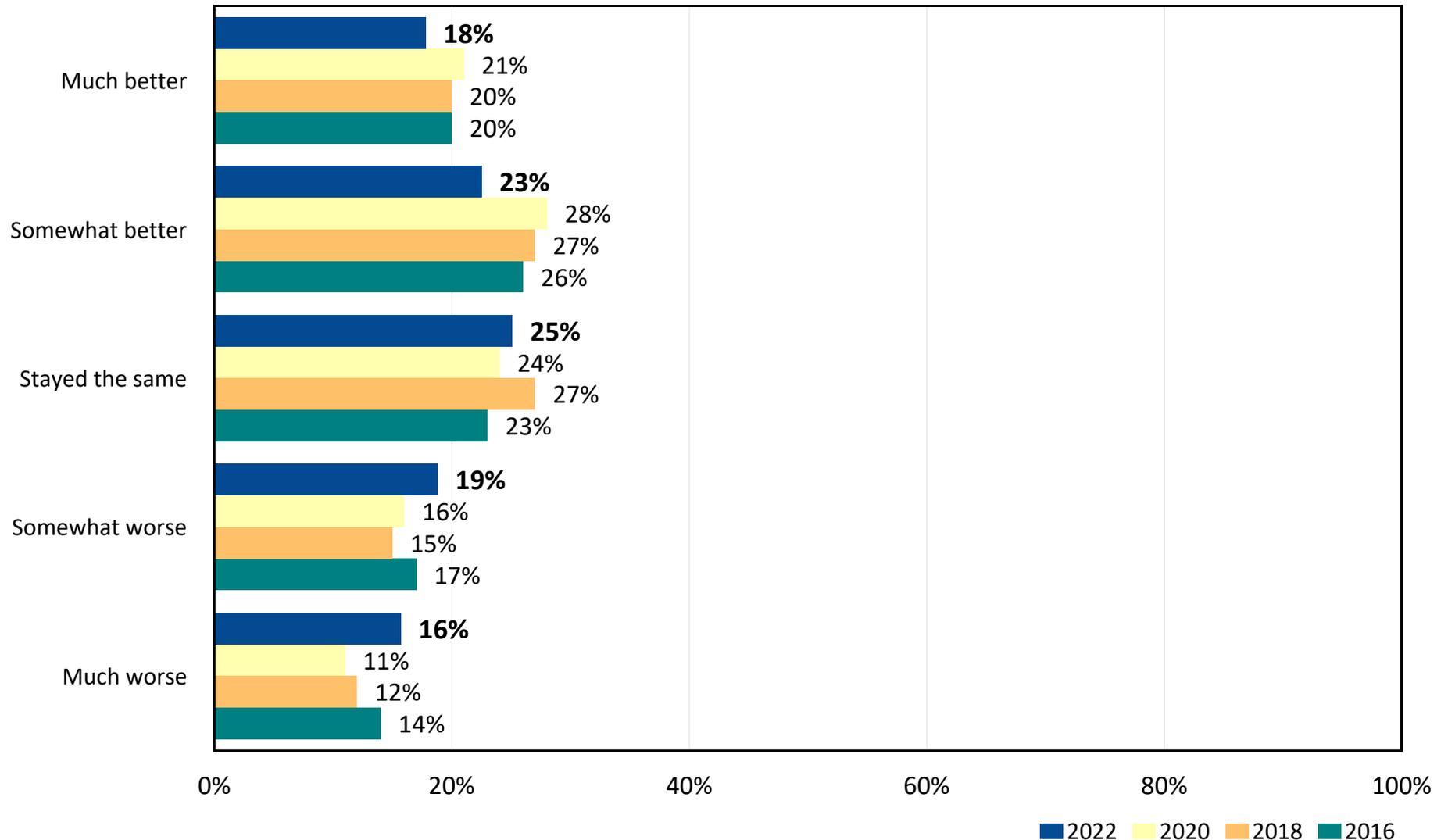


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

(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")

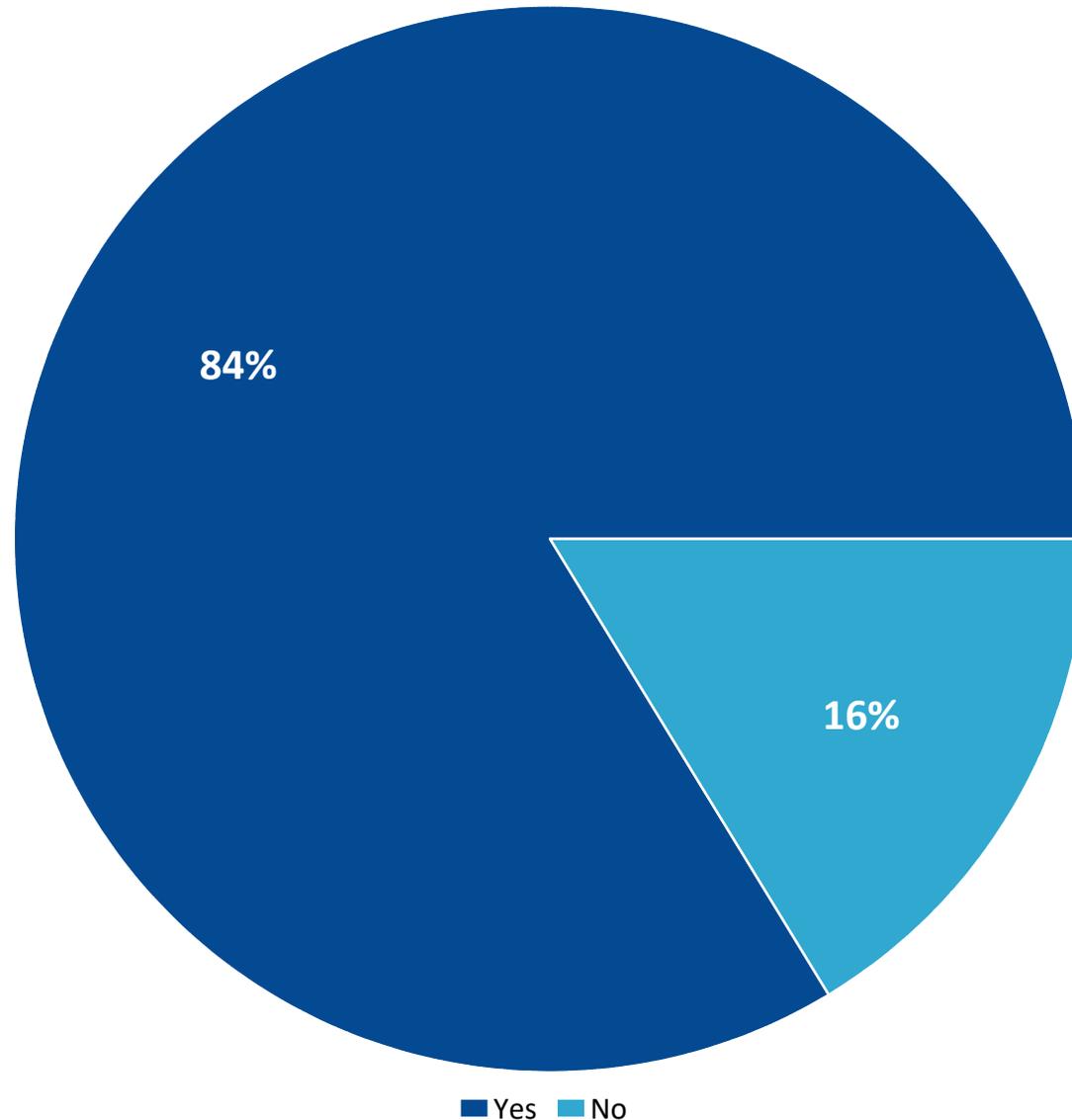


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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”)

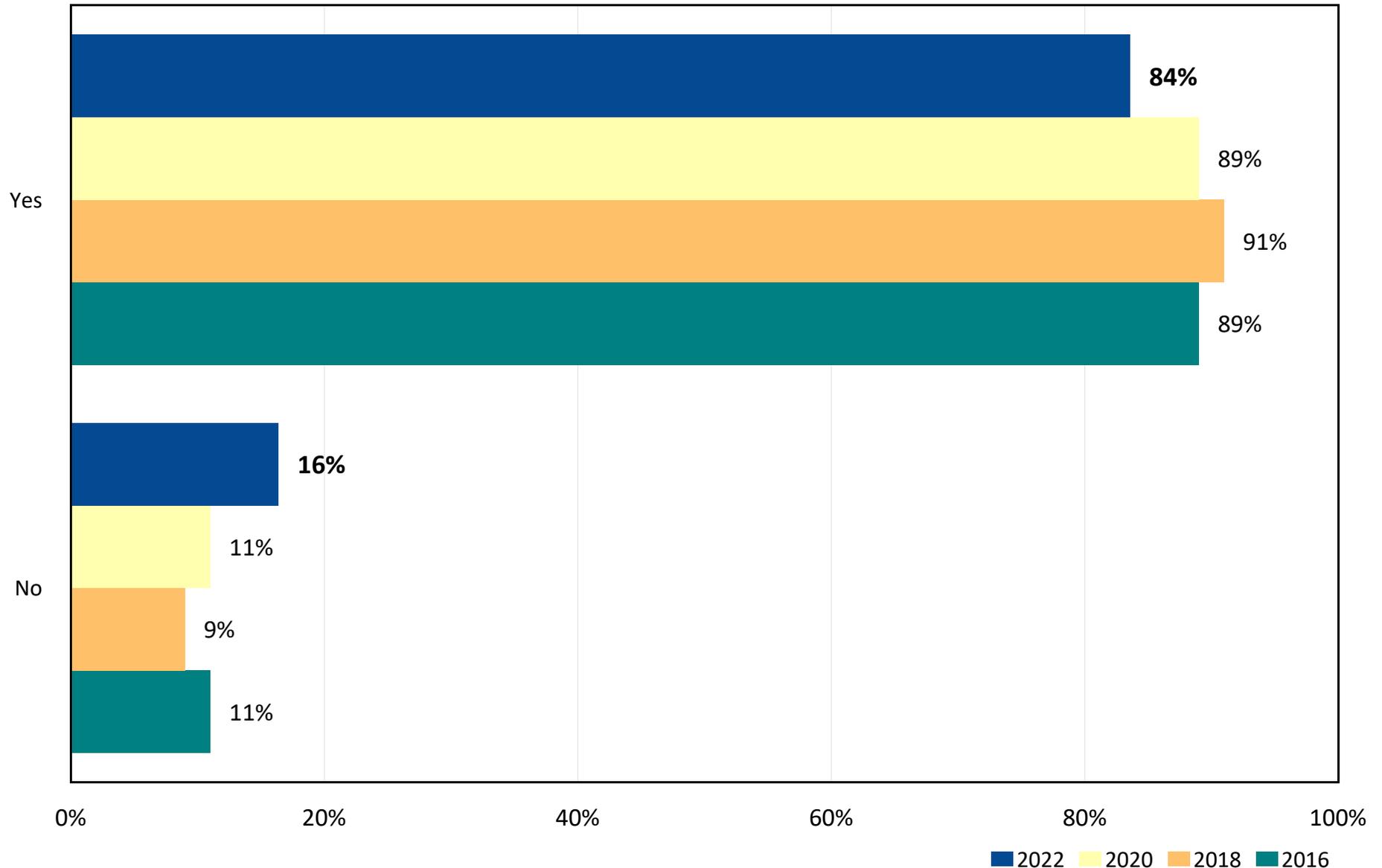


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

(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")

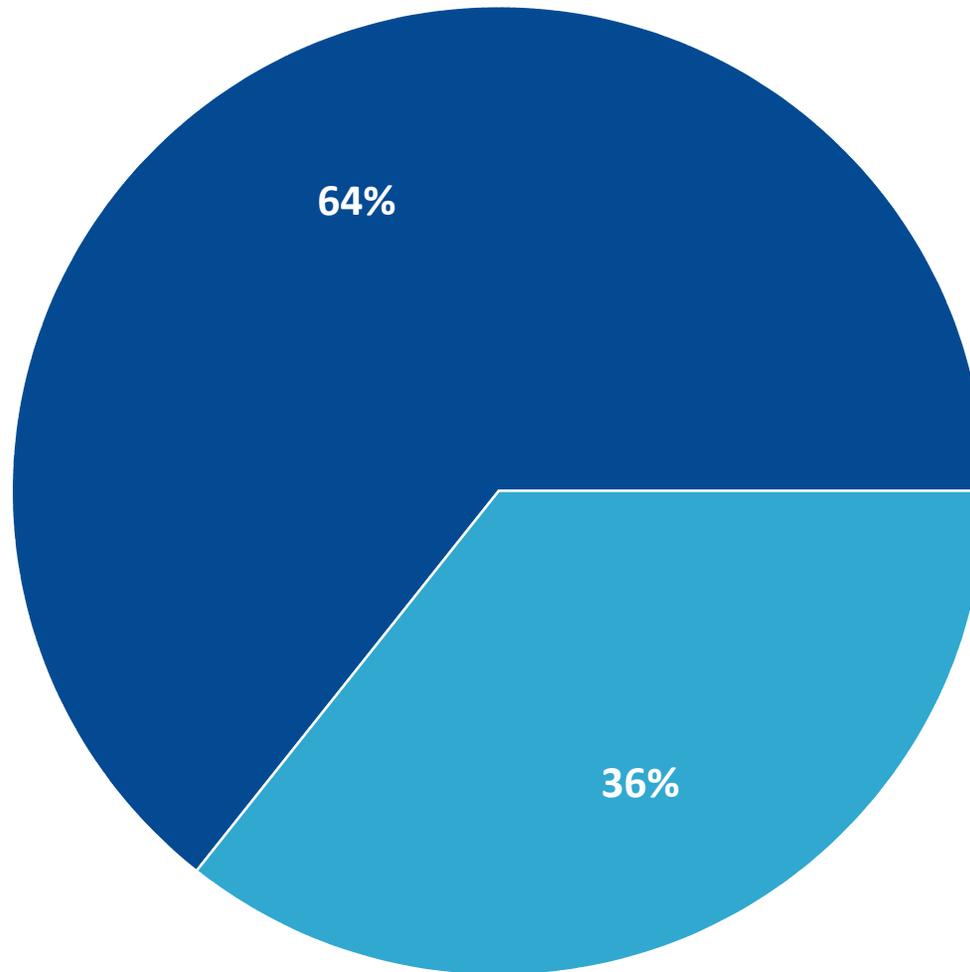


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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")



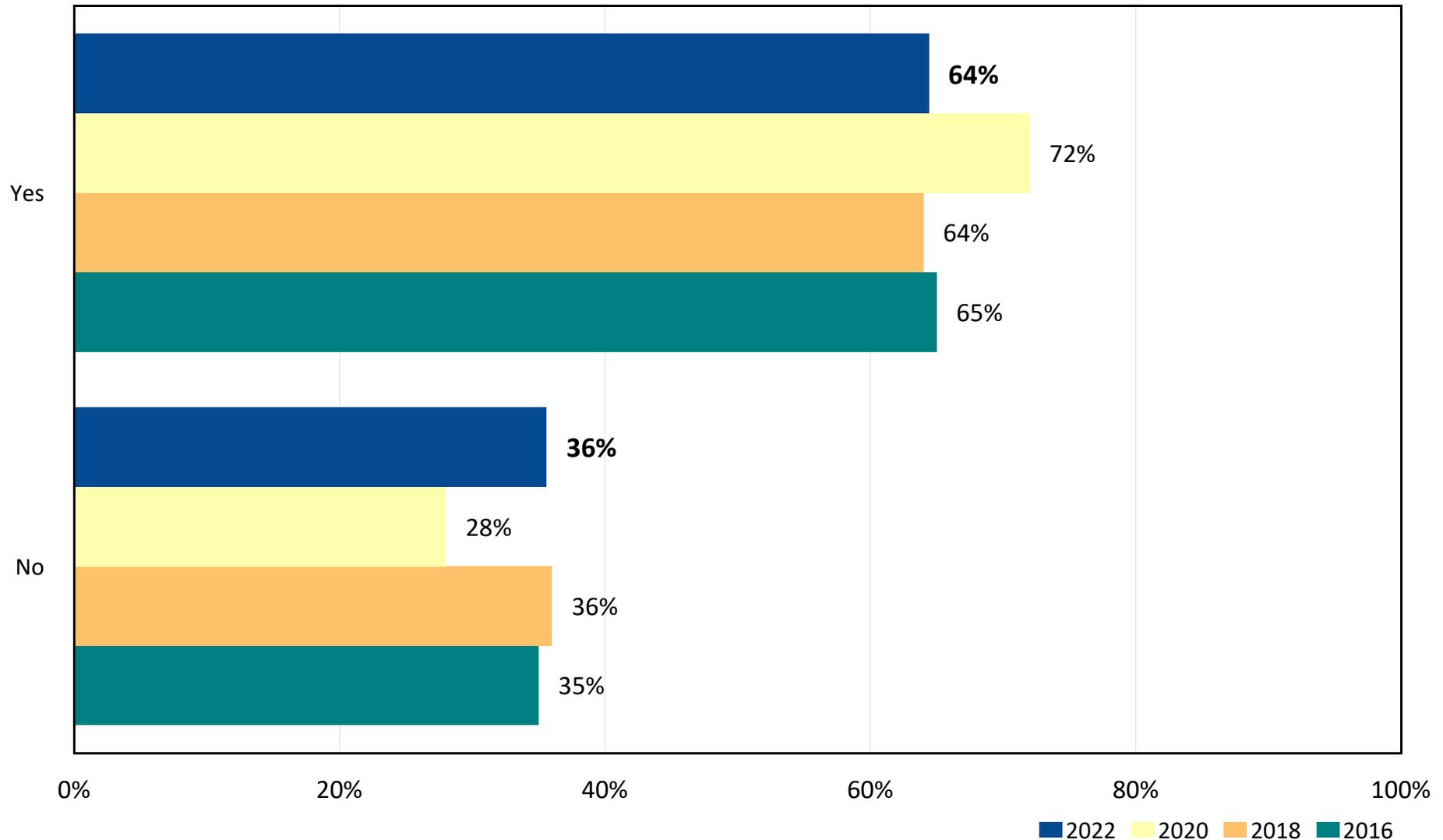
■ Yes ■ No

Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

(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")

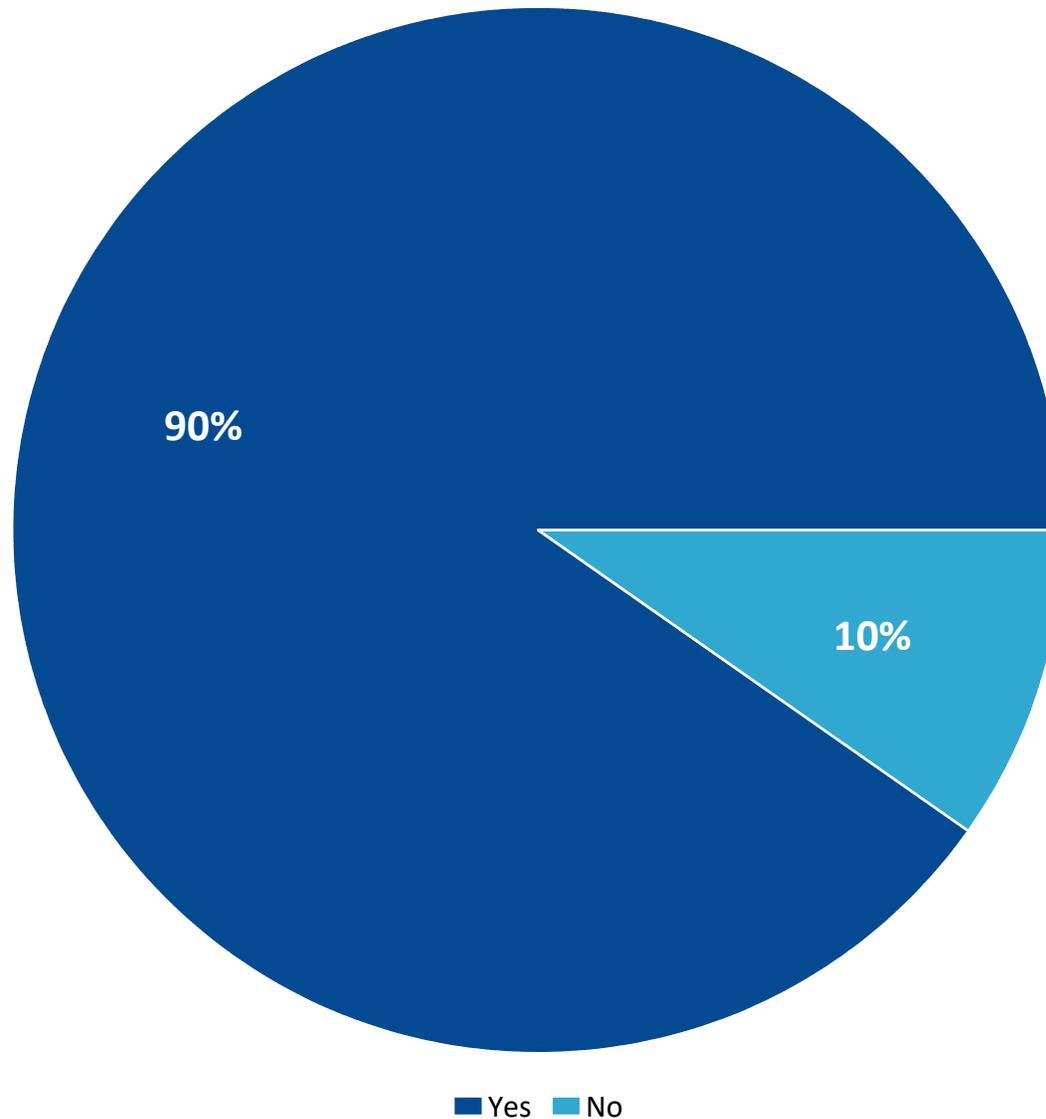


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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

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

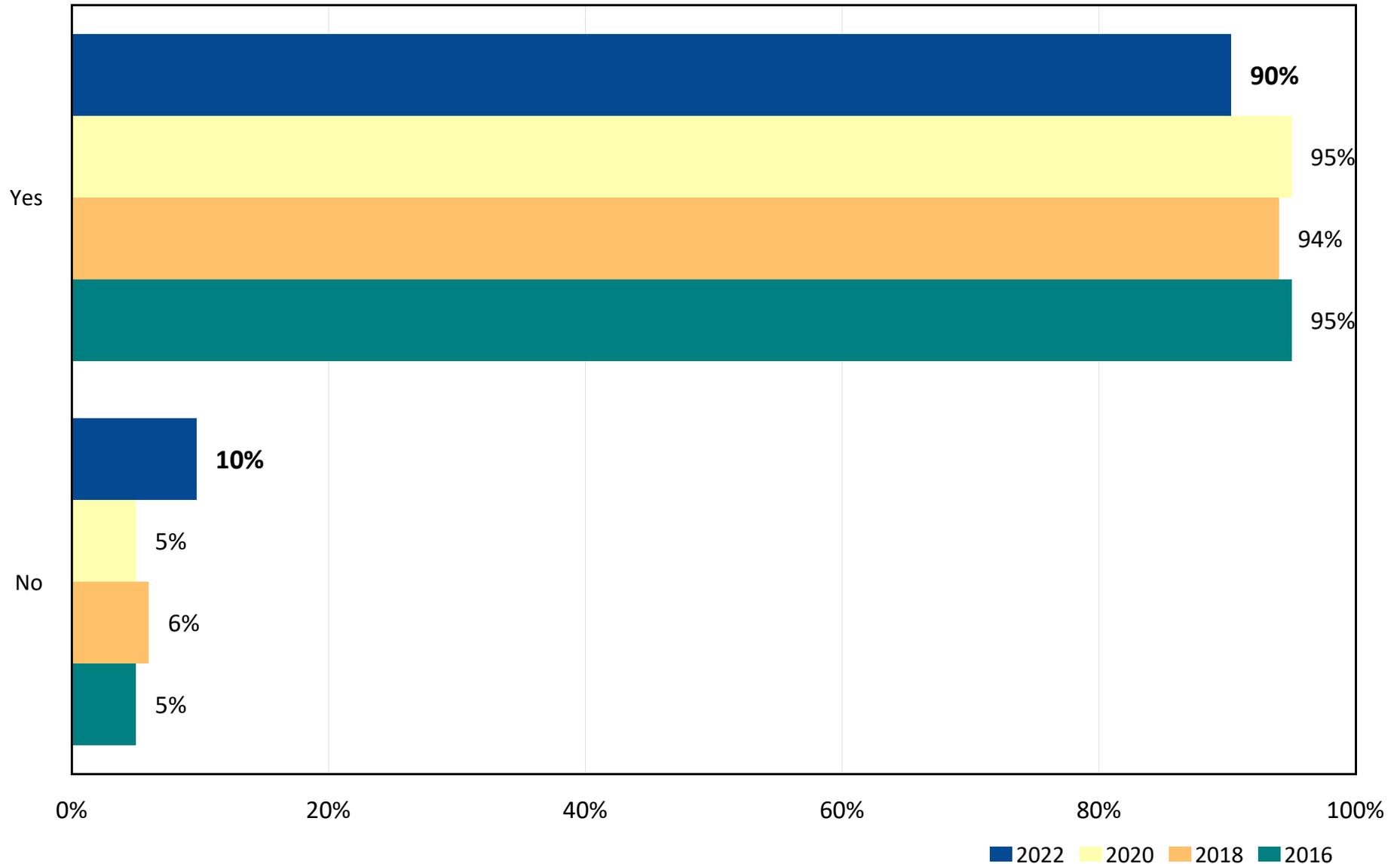


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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

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

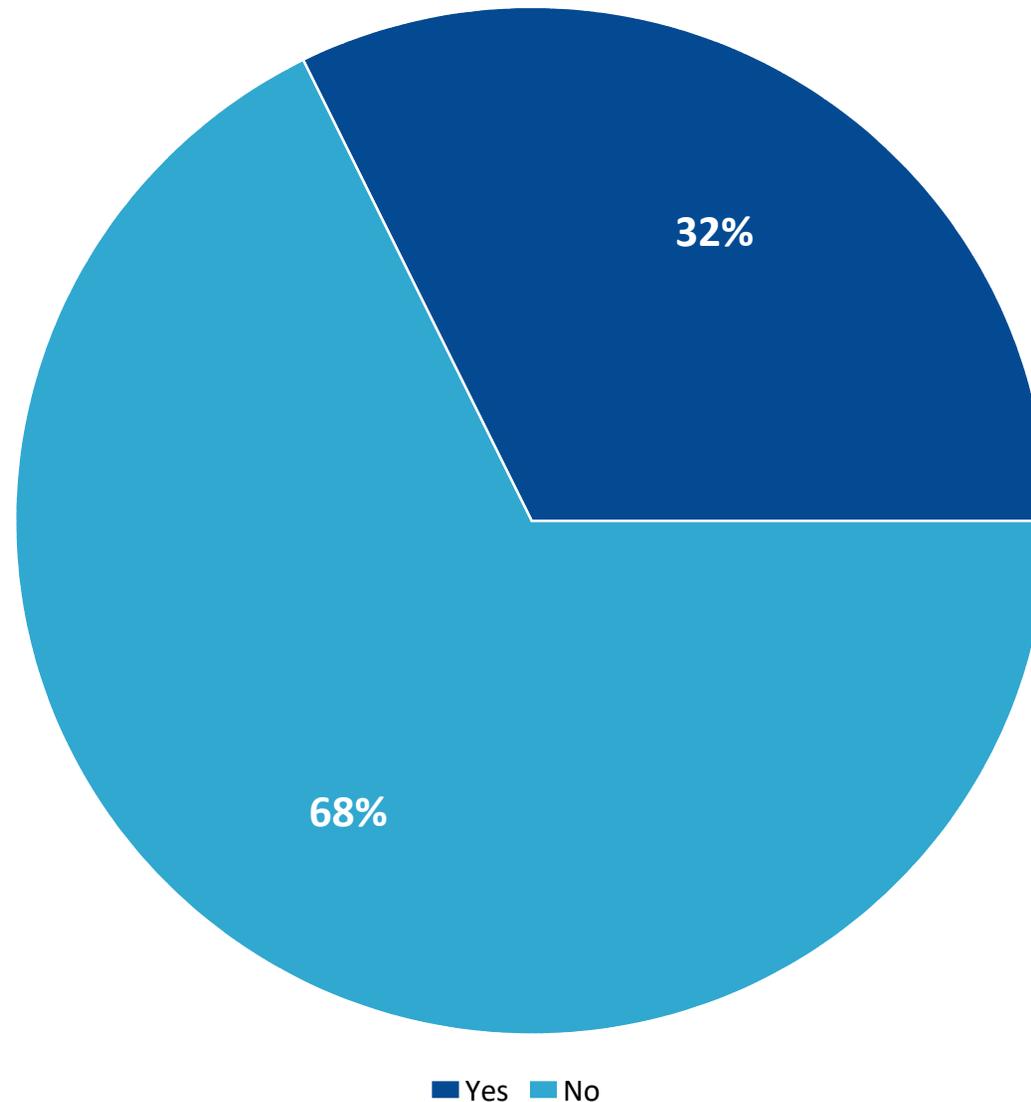


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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")

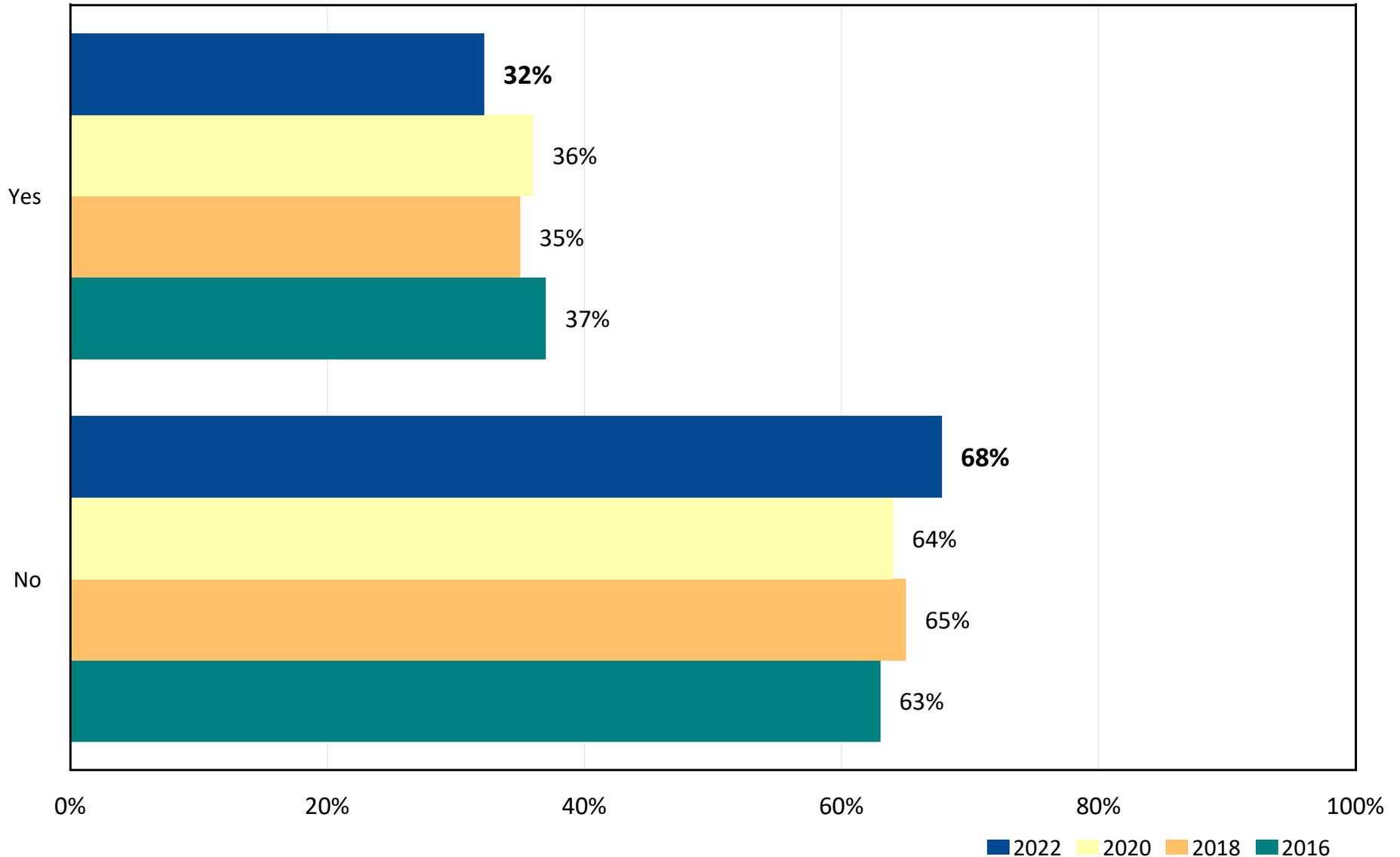


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

(Trends) Q15. Have you applied for a new position within the City of Tempe in the past two years?

by percentage of respondents (without "not provided")

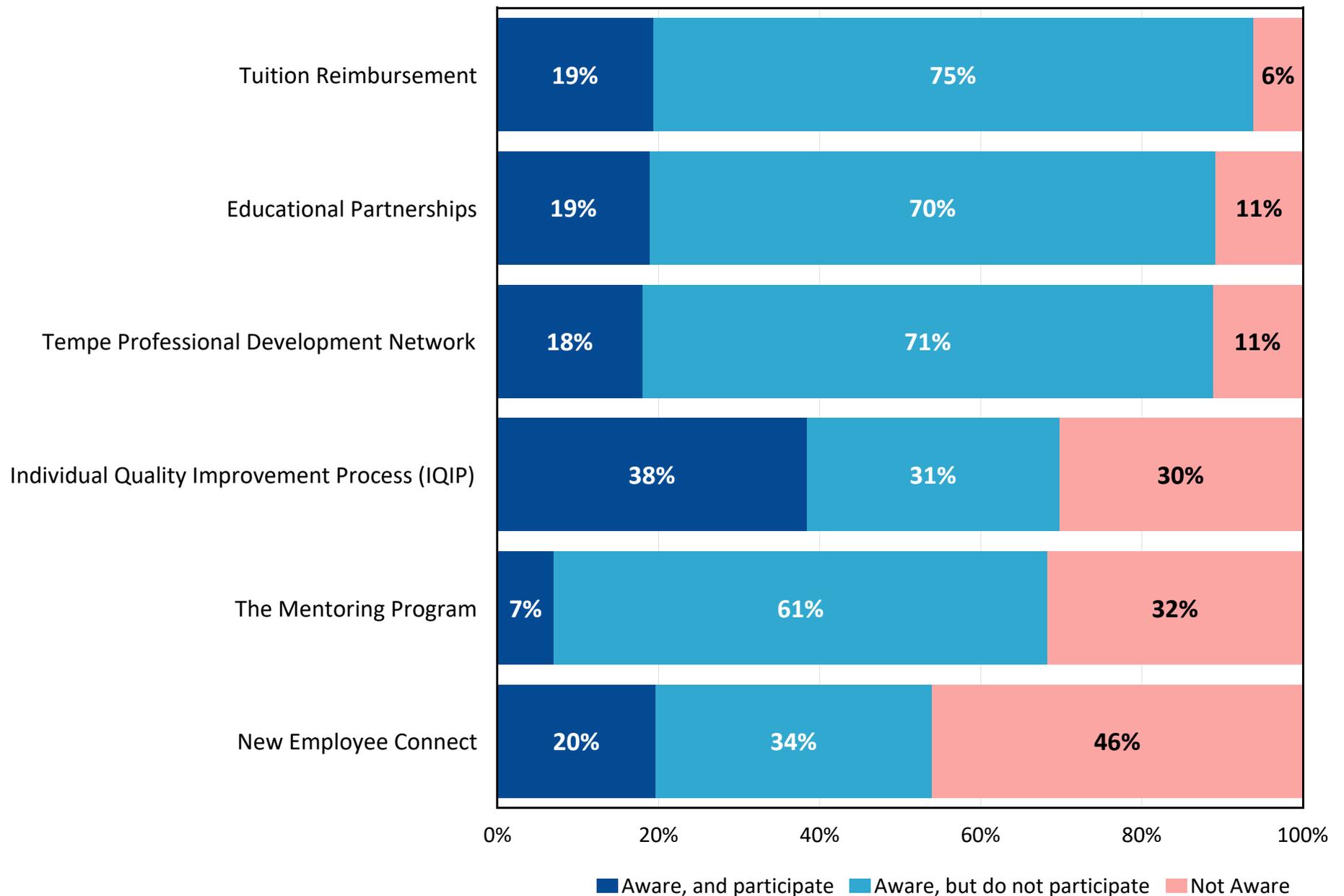


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q16. Awareness of City Programs

by percentage of respondents using a 3-point scale

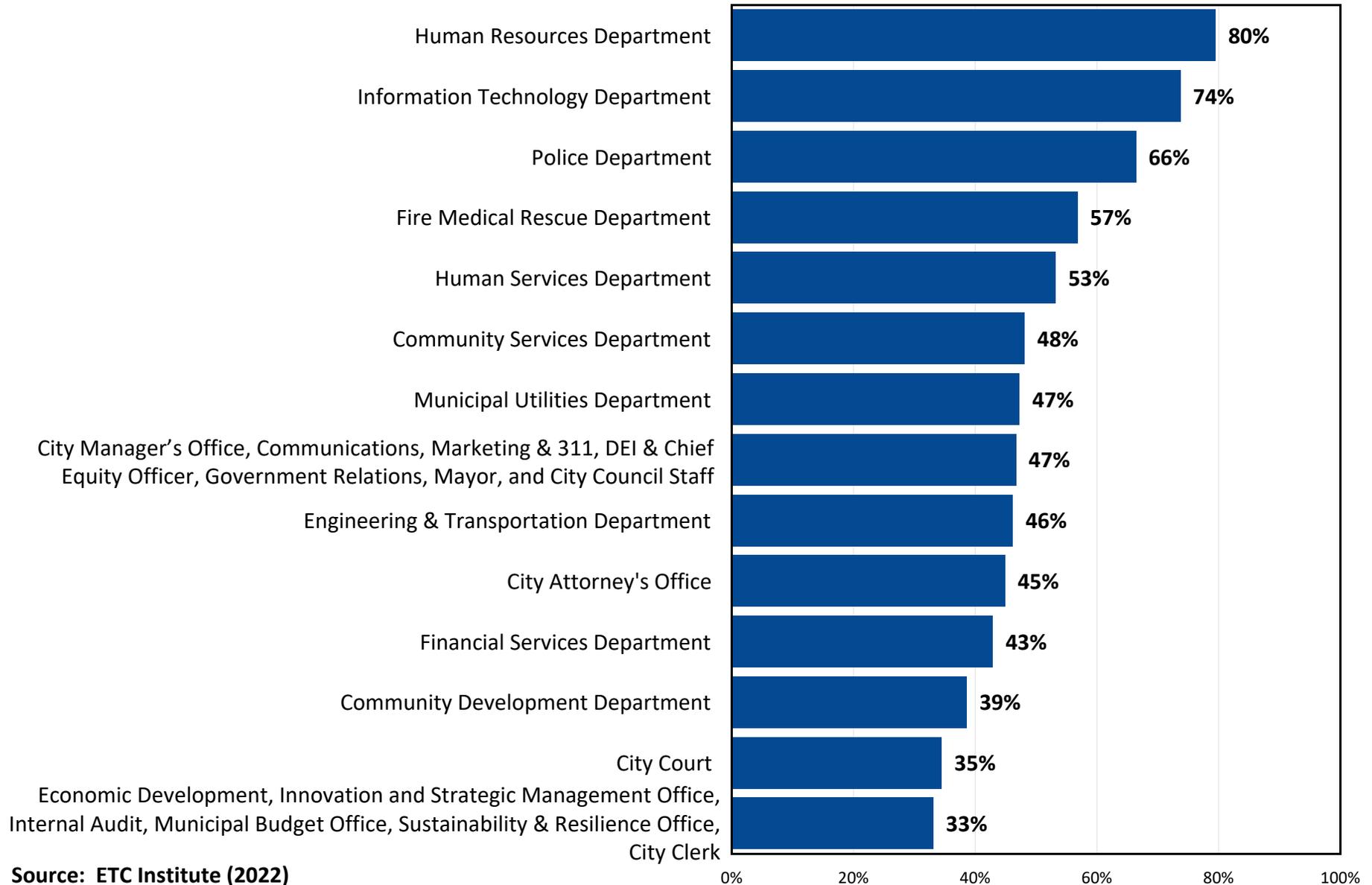


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q17. Departments Employees Have Had Contact With During the Past Year

by percentage of respondents (multiple choices could be made)

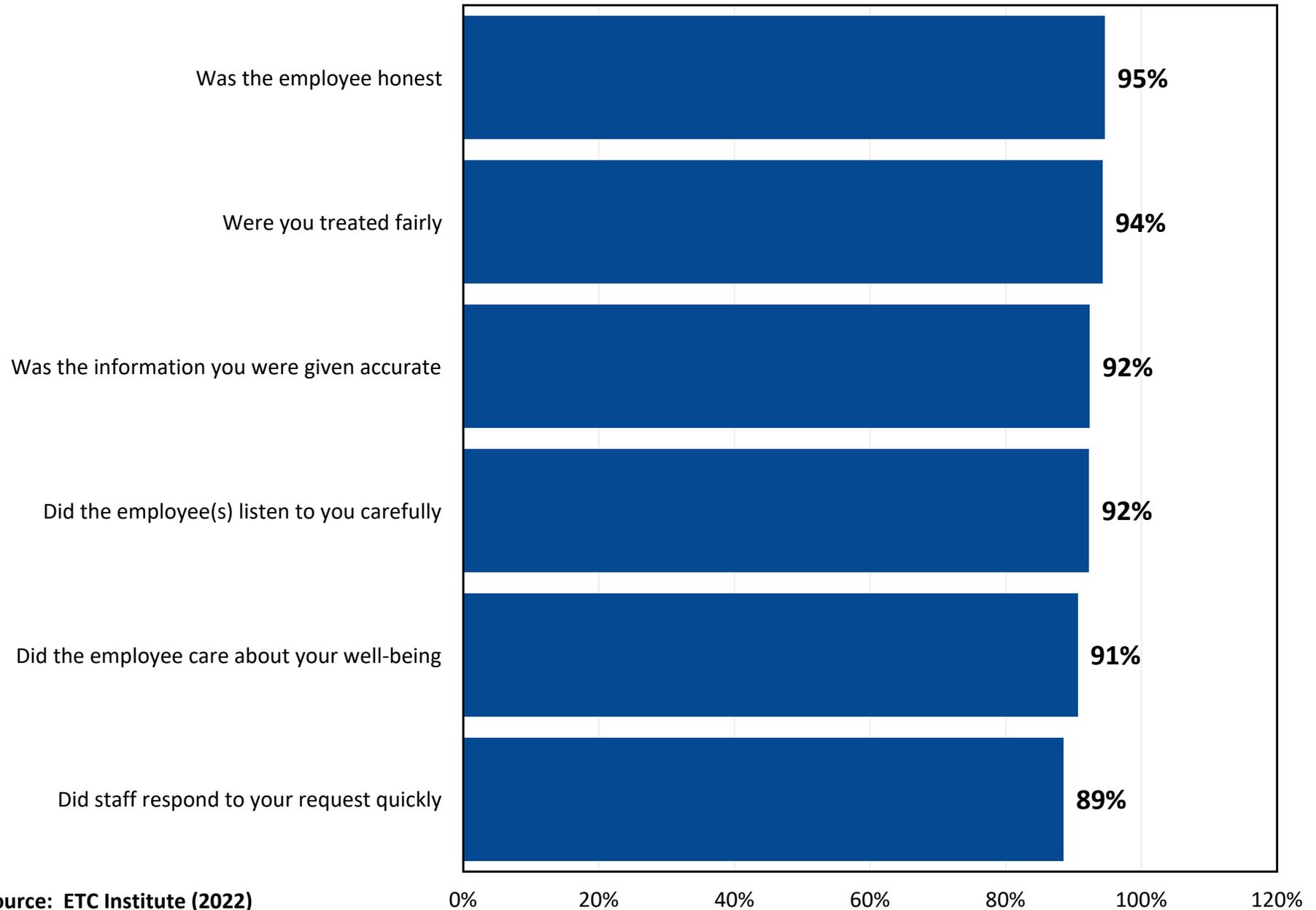


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q17a. Percentage of Employees Who Gave a "Yes" Response

by percentage of respondents who indicated they have had contact with another department during the past year

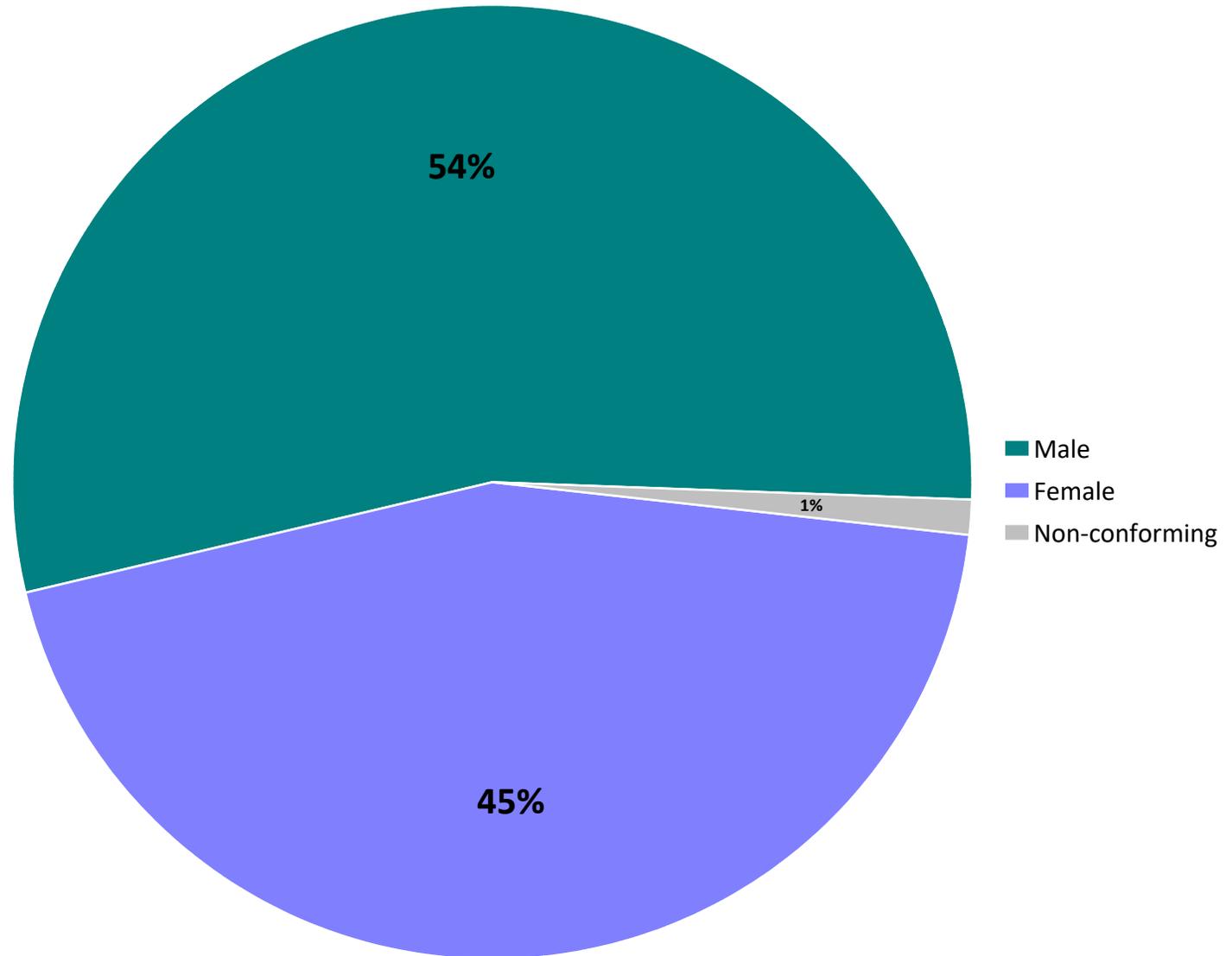


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q18. What gender do you identify with?

by percentage of respondents (without "prefer not to answer")

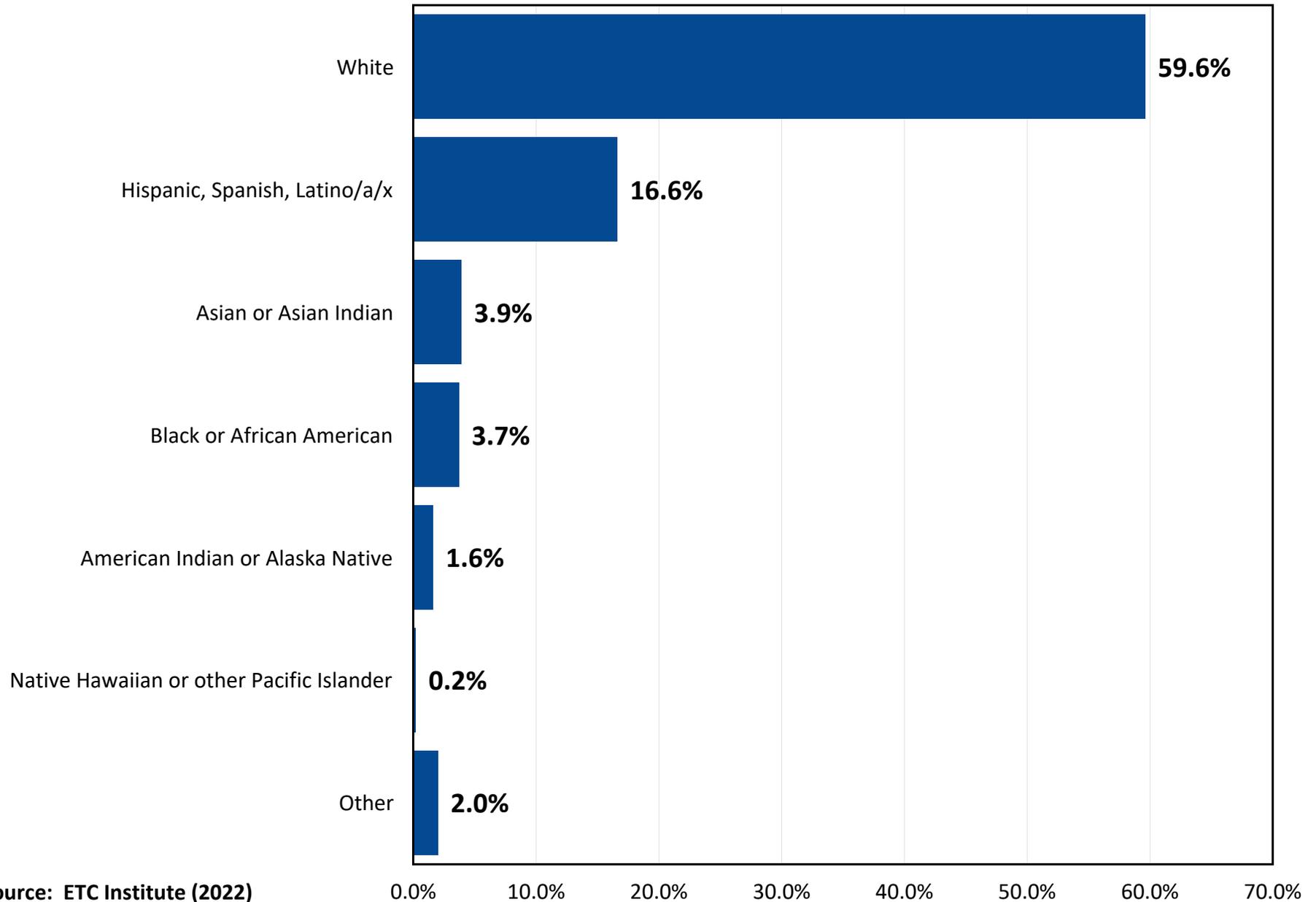


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q19. What do you feel best describes your race?

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

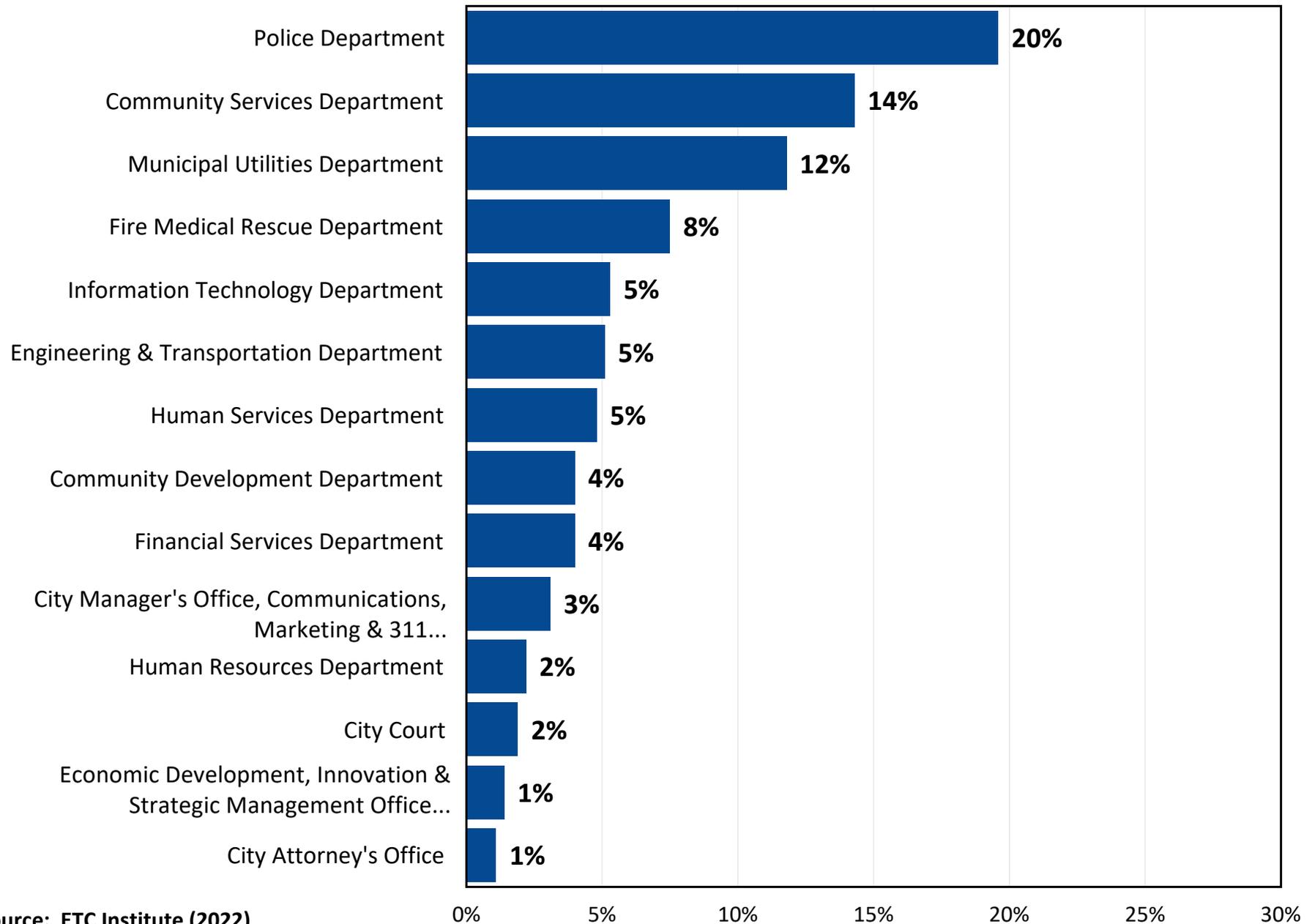


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q20. In which department do you work?

by percentage of respondents (without "not provided")

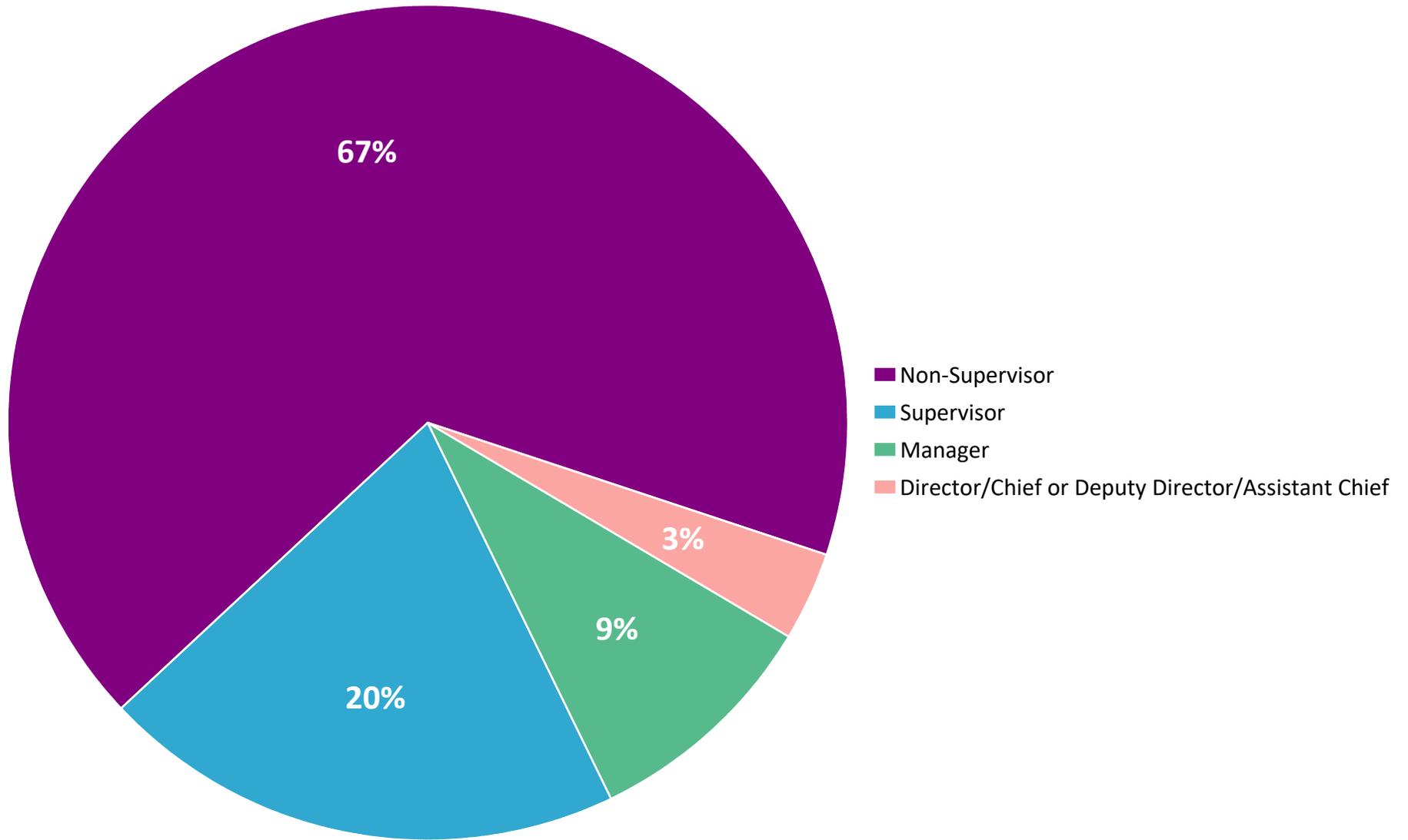


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q21. Which job type BEST describes your position?

by percentage of respondents (without "not provided")

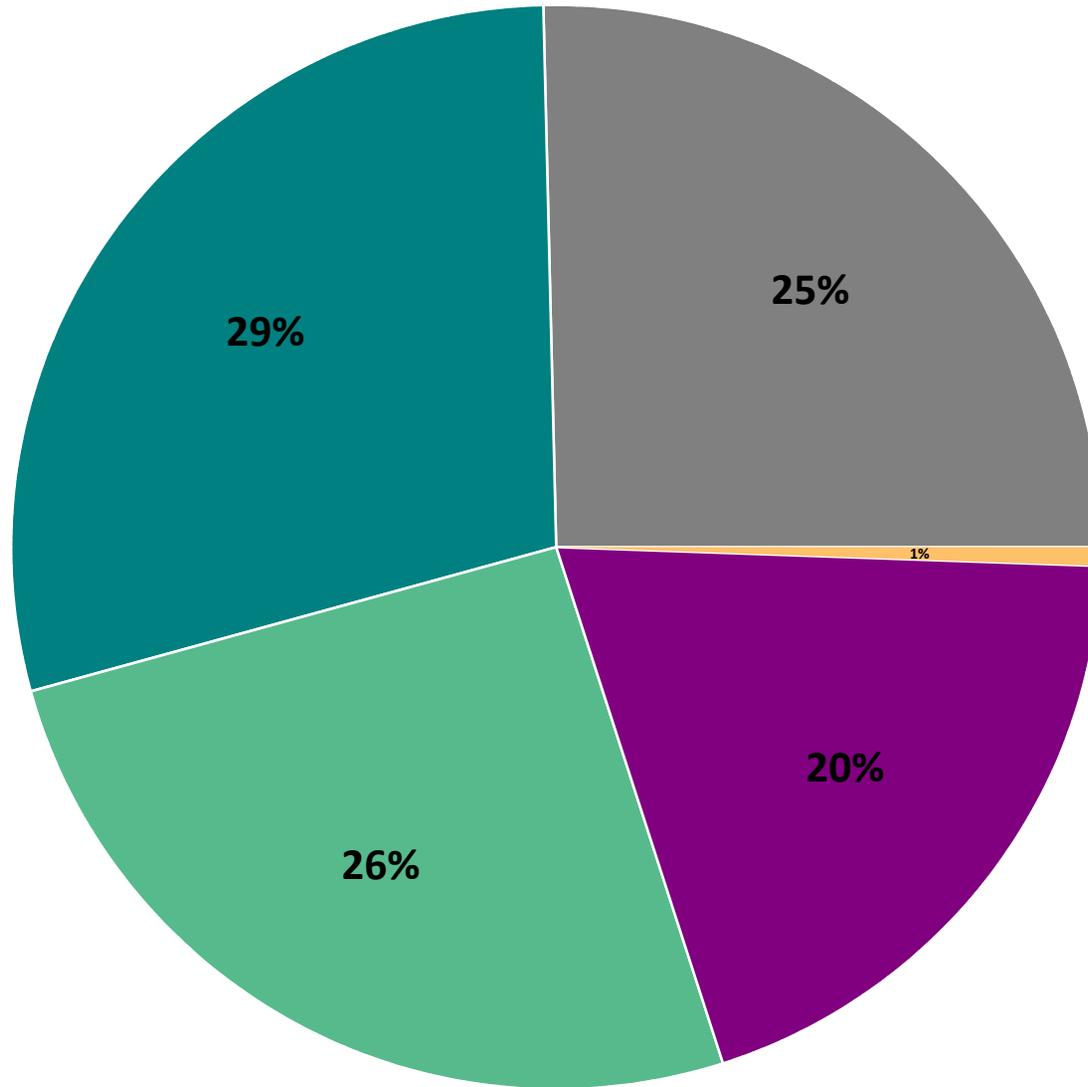


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q22. How many years have you worked with the City?

by percentage of respondents (without “not provided”)



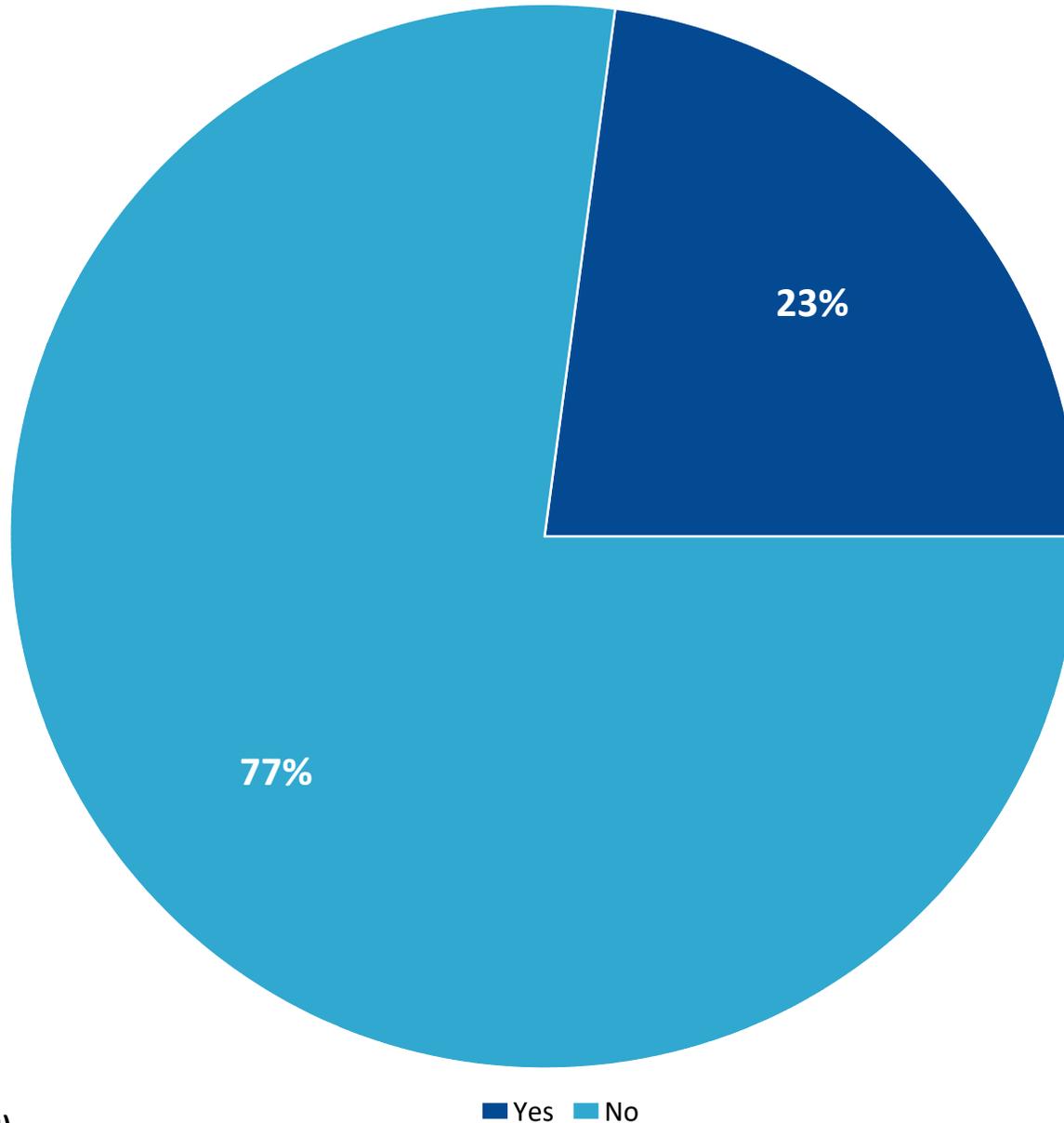
■ 0-3 years ■ 4-9 years ■ 10-20 years ■ 21-30 years ■ 31+ years

Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q23. Are you currently a resident of Tempe?

by percentage of respondents (without "not provided")

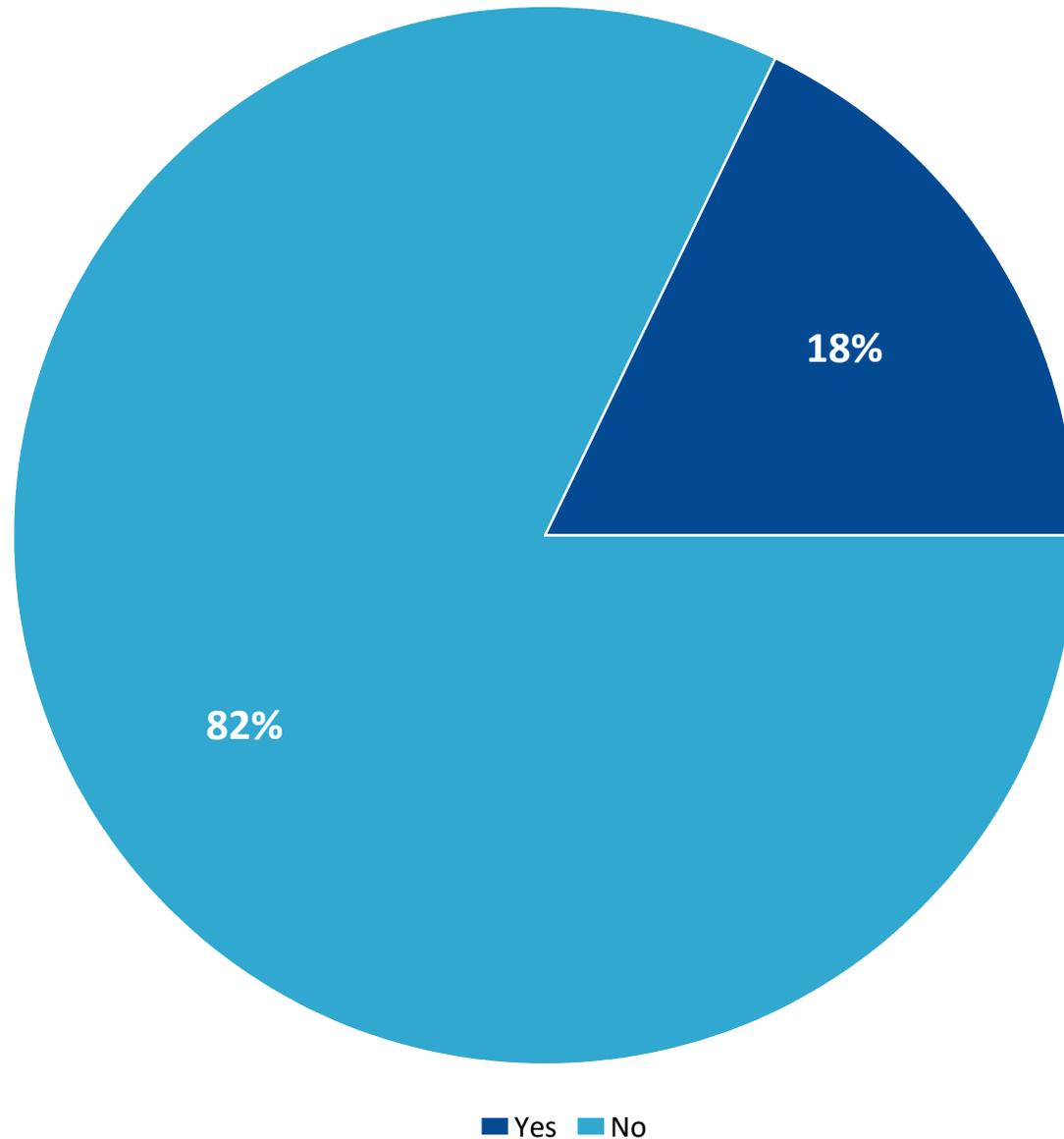


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Q24. Do you, or a member of your household, have a disability?

by percentage of respondents (without "not provided")



Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding



Gap Analysis

2022 City of Tempe Employee Survey

Executive Summary



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 probably 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 for Employees who are "Very Satisfied" Q10. Rating=4	Mean Rating for Employees who are "Dissatisfied" Q10. Rating=1/2	GAP	Category
1	I believe my opinions matter at work	4.53	1.78	2.75	Supervision/Working Environment
2	Overall, I am satisfied with the working environment in my department	4.7	2.1	2.60	Supervision/Working Environment
3	I feel my department practices these values	4.54	2.09	2.45	Employee Engagement
4	I am comfortable expressing my opinions about work related issues to my department Director/Chief and Deputy Directors/Assistant Chiefs	4.43	2.02	2.41	Employee Engagement
5	I have adequate input on decisions affecting my work	4.49	2.1	2.39	Employee Engagement
6	The Director/Chief and Deputy Directors/Assistant Chiefs in my department are demonstrating and communicating the same values that are expected of me	4.43	2.08	2.35	Program/Service Support
7	I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	4.31	1.97	2.34	Supervision/Working Environment
8	The Director/Chief and Deputy Directors/Assistant Chiefs in my department engage in processes that actively solicit input from employees to make decisions	4.25	1.93	2.32	Employee Engagement
9	Generally, communication between work units/divisions INSIDE my department is good	4.37	2.06	2.31	Employee Engagement
10	The Director/Chief and Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	4.26	1.98	2.28	Employee Engagement
11	I believe assignments in my department are distributed fairly	4.42	2.14	2.28	Supervision/Working Environment
12	The Director/Chief and Deputy Directors/Assistant Chiefs in my department listen to me	4.4	2.14	2.26	Supervision/Working Environment
13	Overall, I am satisfied with the support that is provided to employees by the City of Tempe	4.46	2.26	2.20	Program/Service Support
14	I am encouraged to be innovative and come up with better ways to do things at work	4.42	2.22	2.20	Employee Engagement
15	I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	3.9	1.73	2.17	Supervision/Working Environment
16	Employees in my department are highly motivated about accomplishing our goals	4.27	2.15	2.12	Employee Engagement
17	Overall, I am satisfied with the level of employee engagement in my department	4.35	2.25	2.10	Employee Engagement
18	I am comfortable expressing my opinions about work related issues to my immediate supervisor	4.75	2.67	2.08	Supervision/Working Environment
19	Conflict in my work area is resolved effectively	4.36	2.29	2.07	Supervision/Working Environment
20	Within the last 30 days, I have received feedback on my job performance from my supervisor	4.46	2.46	2.00	Supervision/Working Environment
21	I have received fair consideration for advancement and promotion, when available, within the City of Tempe	4.24	2.24	2.00	Professional Development/Career Mobility
22	With respect to my job, communication between departments is good	4.34	2.38	1.96	Employee Engagement
23	My immediate supervisor supports me in achieving my career/job goals	4.66	2.7	1.96	Supervision/Working Environment
24	As a supervisor, I have been given the training, tools, and resources to lead my work unit	4.52	2.56	1.96	Supervision/Working Environment
25	I believe the Director/Chief and Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	4.45	2.51	1.94	Supervision/Working Environment
26	I feel the City practices these values	4.46	2.55	1.91	Employee Engagement
27	The work I perform is evaluated fairly	4.71	2.82	1.89	Supervision/Working Environment
28	There is someone at work who encourages my career development	4.45	2.57	1.88	Professional Development/Career Mobility
29	My immediate supervisor makes good use of my time	4.72	2.84	1.88	Supervision/Working Environment
30	I receive constructive feedback on my job performance from my immediate supervisor	4.62	2.75	1.87	Supervision/Working Environment
31	My immediate supervisor gives me clear expectations for work assignments	4.7	2.84	1.86	Supervision/Working Environment

Gap Analysis: "Very Satisfied" Employees vs. Dissatisfied Employees					
Rank	Question	Mean Rating for	Mean Rating for	GAP	Category
		Employees who are "Very Satisfied" Q10. Rating=4	Employees who are "Dissatisfied" Q10. Rating=1/2		
32	Generally, communication between my work unit/division and work units/divisions OUTSIDE my department is good	4.17	2.31	1.86	Employee Engagement
33	Overall, I am satisfied with the professional development opportunities that are available to me at the City	4.28	2.43	1.85	Professional Development/Career Mobility
34	I have been mentored at work	4.3	2.47	1.83	Professional Development/Career Mobility
35	I am able to discuss physical and emotional safety with my supervisor	4.62	2.83	1.79	Supervision/Working Environment
36	City Manager's Office	4.16	2.38	1.78	Organizational Support
37	As a supervisor, I am supported when addressing staff issues (If applicable)	4.57	2.8	1.77	Supervision/Working Environment
38	I receive information that affects my work in a timely manner from my immediate supervisor	4.61	2.85	1.76	Employee Engagement
39	My immediate supervisor has the skills to deal with conflict	4.51	2.79	1.72	Supervision/Working Environment
40	Employees in my department take personal accountability for their actions and work performance	4.27	2.57	1.70	Employee Engagement
41	My work is appreciated by my immediate supervisor	4.73	3.07	1.66	Supervision/Working Environment
42	My immediate supervisor knows my career/job goals	4.55	2.89	1.66	Supervision/Working Environment
43	I receive training to do my job effectively	4.51	2.96	1.55	Professional Development/Career Mobility
44	I know what is expected of me at work	4.8	3.25	1.55	Supervision/Working Environment
45	Human Resources	4.27	2.72	1.55	Organizational Support
46	The amount I am paid is fair for the work I do	3.86	2.33	1.53	Compensation and Benefits
47	When I request training, my supervisor is open to working with me to ensure I can attend	4.65	3.21	1.44	Supervision/Working Environment
48	Diversity, Equity, and Inclusion	4.01	2.59	1.42	Organizational Support
49	Conflict between co-workers is resolved effectively	4.44	3.03	1.41	Peer Relationships
50	Overall, I am reasonably compensated in pay and benefits for the work I do	4.03	2.62	1.41	Compensation and Benefits
51	I have the materials and equipment I need to do my job effectively	4.65	3.27	1.38	Supervision/Working Environment
52	Innovation and Strategic Management Office	3.94	2.57	1.37	Organizational Support
53	I feel physically safe in my work unit	4.68	3.34	1.34	Supervision/Working Environment
54	My physical work environment (building) is safe, clean, and maintained in good operating order	4.41	3.11	1.30	Program/Service Support
55	My immediate supervisor treats me with respect	4.81	3.53	1.28	Supervision/Working Environment
56	The Safe Haven process	3.75	2.48	1.27	Program/Service Support
57	Tempe Employee View/Internal Audit reporting program	3.8	2.53	1.27	Program/Service Support
58	The City supports employees with a disability	4.41	3.17	1.24	Program/Service Support
59	Overall, I am very satisfied with the quality of peer relationships among City employees	4.58	3.34	1.24	Peer Relationships
60	The City's programs related to professional development and career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me	3.9	2.74	1.16	Professional Development/Career Mobility
61	City mediation services	3.68	2.53	1.15	Program/Service Support
62	The wellness program	4.17	3.07	1.10	Program/Service Support
63	Risk Management/Worker's Compensation	4.15	3.08	1.07	Organizational Support
64	Information Technology	4.13	3.11	1.02	Organizational Support
65	My co-workers treat me with respect	4.68	3.7	0.98	Peer Relationships
66	As a supervisor, my direct reports treat me with respect	4.58	3.67	0.91	Supervision/Working Environment
67	I am satisfied with the City's deferred compensation benefits	4.12	3.22	0.90	Compensation and Benefits
68	I am aware of the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	4.62	3.76	0.86	Employee Engagement
69	The City does a good job of informing me about my benefits	4.28	3.51	0.77	Compensation and Benefits
70	The amount of leave that I receive each year meets my needs	4.2	3.44	0.76	Compensation and Benefits

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

Rank	Question	Mean Rating for Employees who are "Very Satisfied" Q10. Rating=4	Mean Rating for Employees who are "Dissatisfied" Q10. Rating=1/2	GAP	Category
71	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	4.33	3.61	0.72	Professional Development/Career Mobility
72	The City's health care plan meets my needs	4.23	3.7	0.53	Compensation and Benefits
73	The amount that I pay for health care benefits is reasonable	3.99	3.56	0.43	Compensation and Benefits



3

Quadrant Priorities Analysis

2022 Quadrant Priorities Analysis

City of Tempe



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,

2022 Quadrant Priorities Analysis City of Tempe



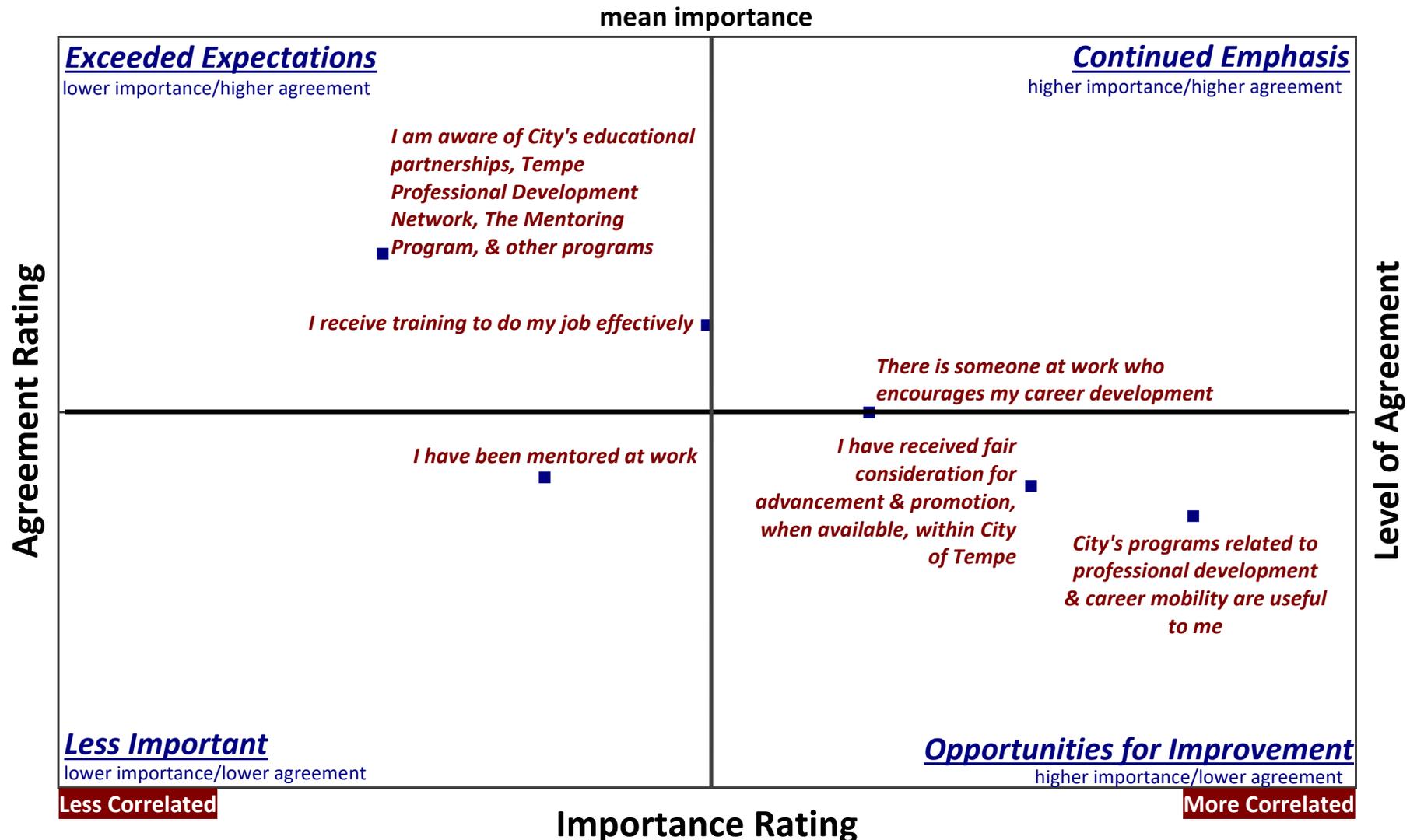
this area is generally considered to be less important to employees. This area does not significantly affect overall satisfaction with employment because the items are less important to residents. The City should maintain current levels of emphasis on items in this area.

Quadrant Priorities Matrices for the City of Tempe 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))



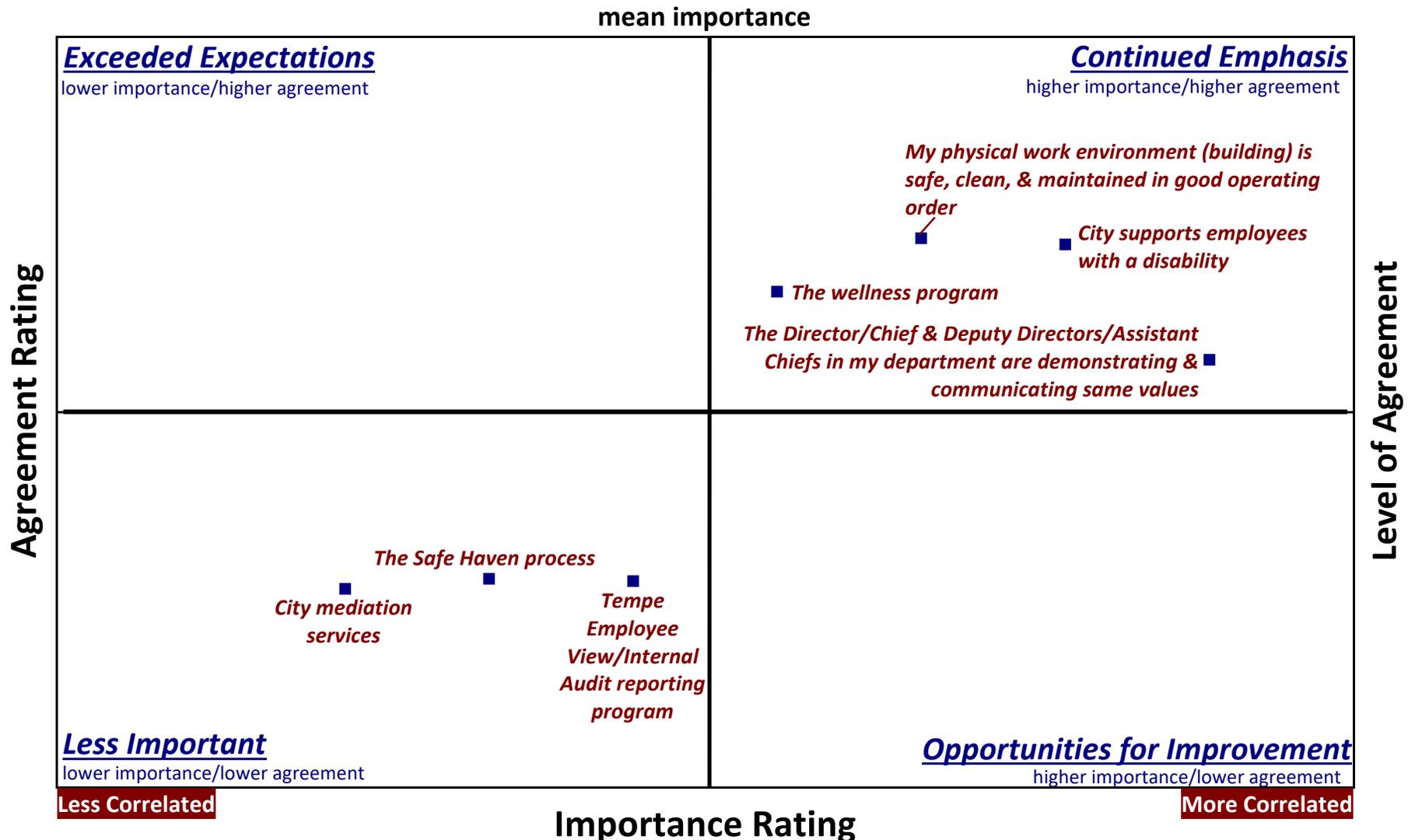
Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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 (2022)

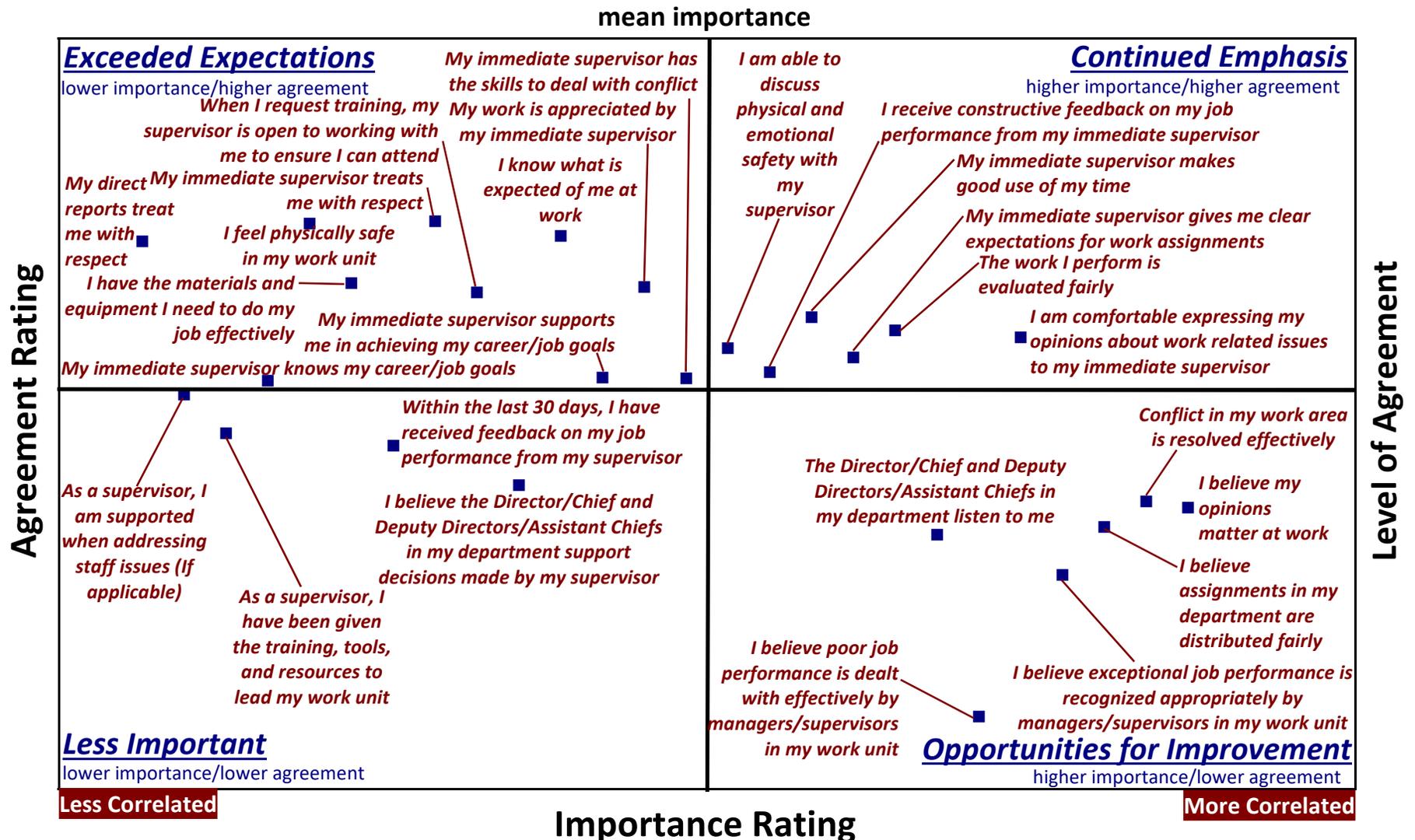
Some totals do not equal 100% due to rounding

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))



Source: ETC Institute (2022)

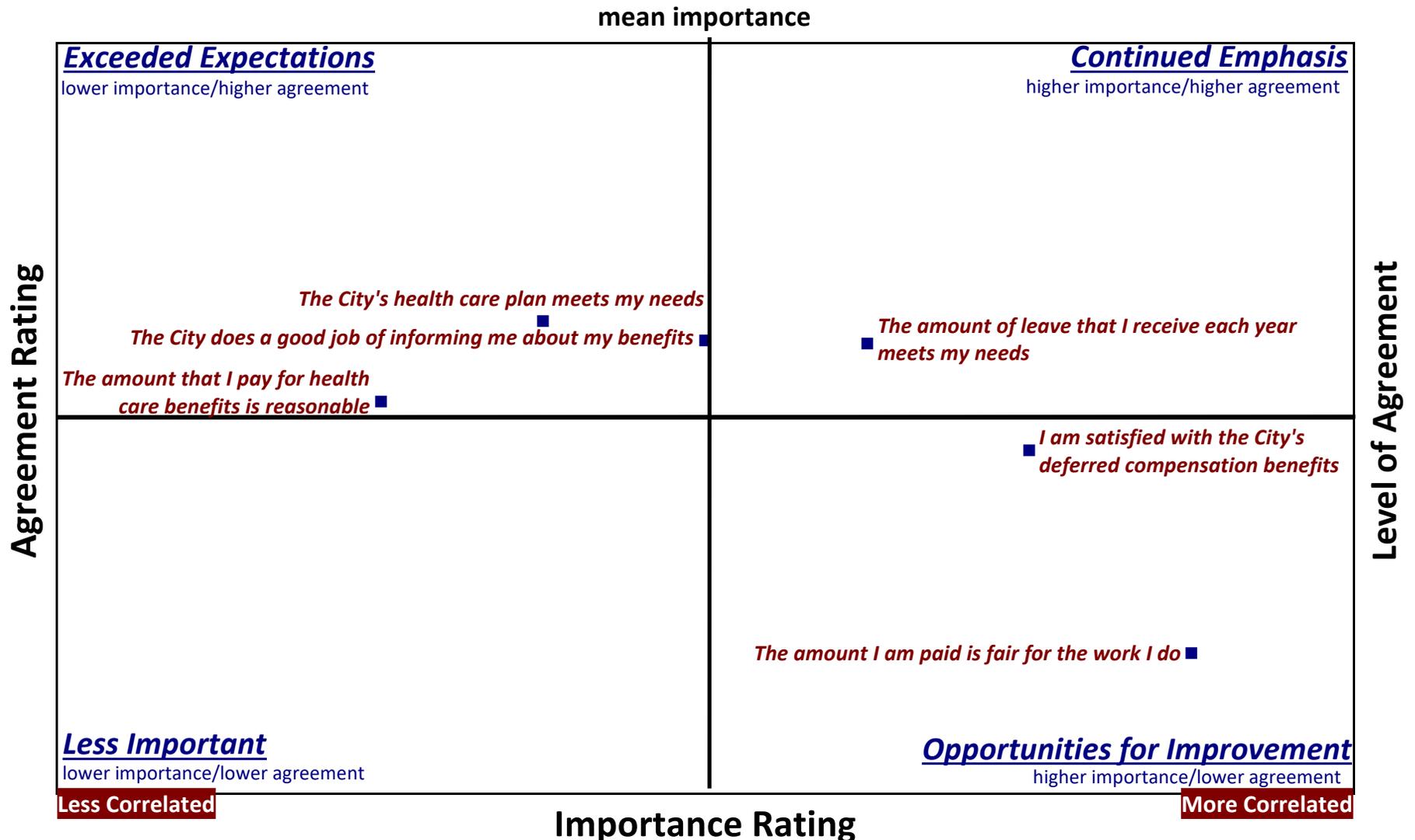
Some totals do not equal 100% due to rounding

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))



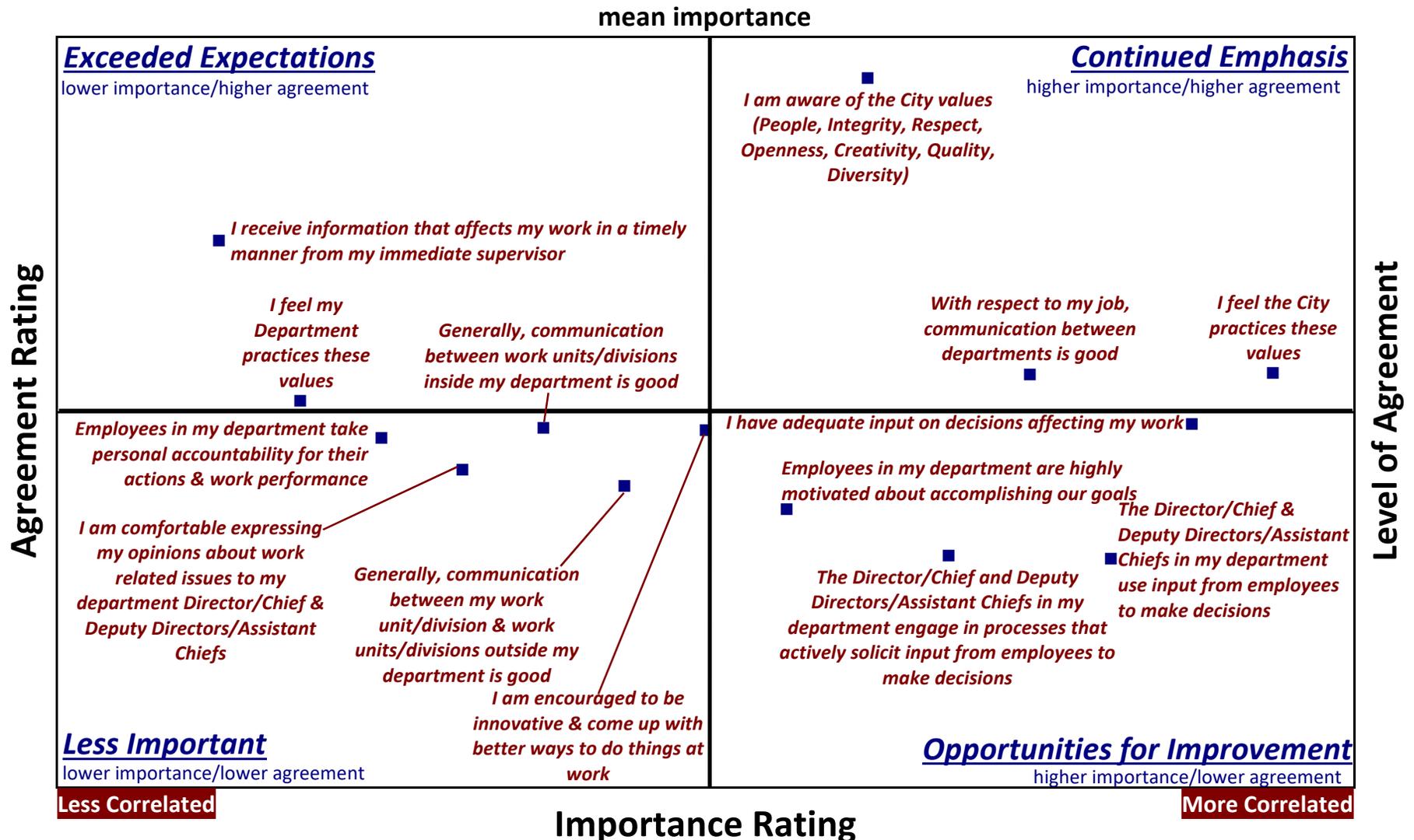
Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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))



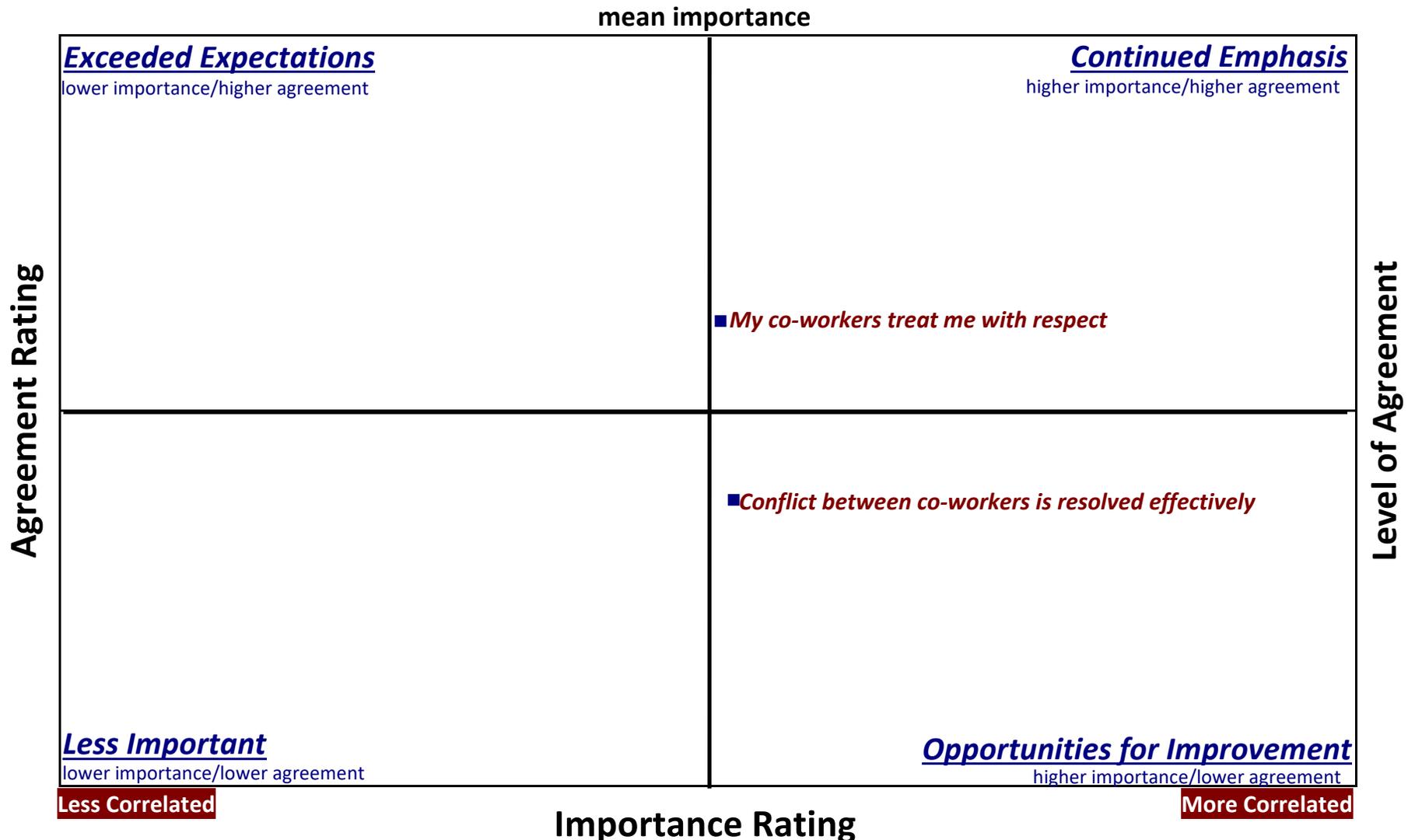
Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

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 (2022)

Some totals do not equal 100% due to rounding

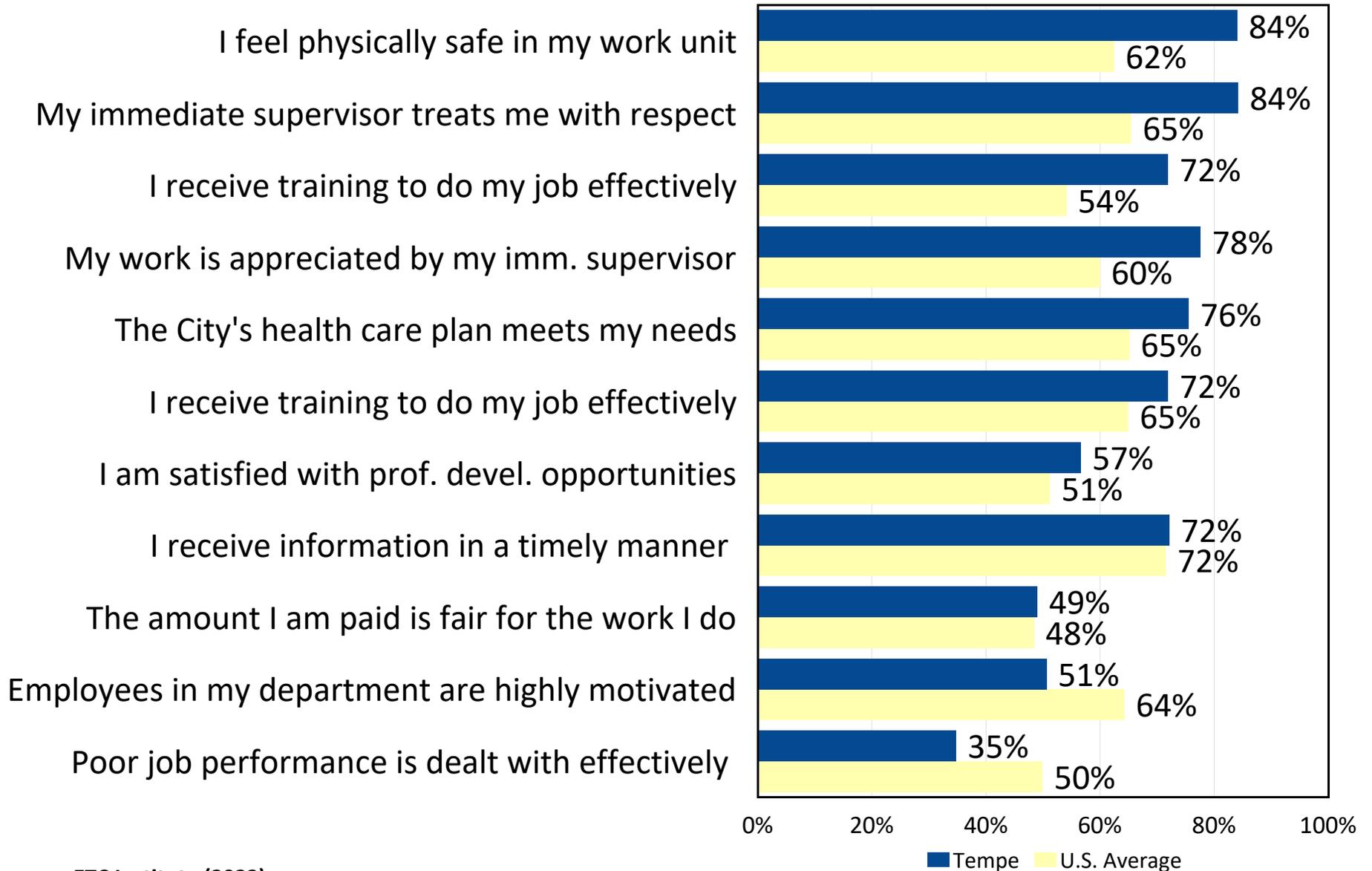


4

Benchmarking

Level of Agreement with Statements Regarding Professional Tempe vs. U.S. Average for Local Governments

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

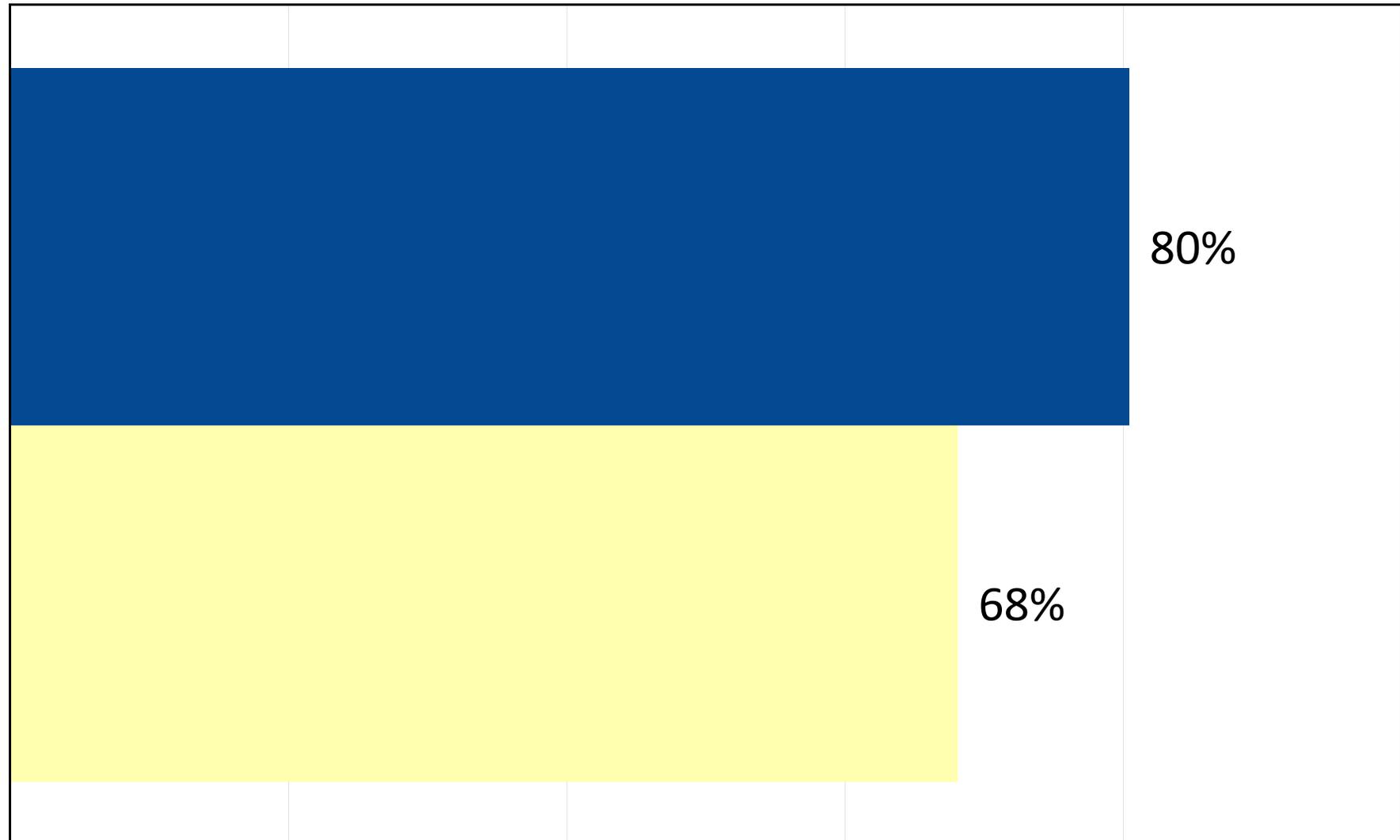


Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding

Overall, how satisfied are you with your current job? Tempe vs. U.S. Average for Local Governments

by percentage of respondents who gave "very satisfied" or "satisfied" ratings (without don't know/NA")



0% 20% 40% 60% 80% 100%

■ Tempe ■ U.S. Average

Source: ETC Institute (2022)

Some totals do not equal 100% due to rounding



5

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=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/ NA
Q1-1. I receive training to do my job effectively	24.9%	46.7%	14.9%	10.3%	2.8%	0.5%
Q1-2. There is someone at work who encourages my career development	27.7%	33.3%	19.3%	12.1%	6.8%	0.8%
Q1-3. I have been mentored at work	22.7%	30.2%	21.8%	16.0%	7.9%	1.4%
Q1-4. I have received fair consideration for advancement & promotion, when available, within City of Tempe	18.8%	28.8%	21.0%	11.4%	10.4%	9.6%
Q1-5. I am aware of City's educational partnerships, Tempe Professional Development Network, Mentoring Program, & other programs related to professional development & career mobility	30.3%	47.3%	10.7%	5.4%	2.6%	3.6%
Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me	14.9%	30.3%	27.7%	14.2%	5.3%	7.6%
Q1-7. Overall, I am satisfied with professional development opportunities that are available to me at City	18.8%	35.5%	24.9%	11.0%	5.8%	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=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q1-1. I receive training to do my job effectively	25.0%	46.9%	15.0%	10.3%	2.8%
Q1-2. There is someone at work who encourages my career development	27.9%	33.5%	19.4%	12.2%	6.9%
Q1-3. I have been mentored at work	23.0%	30.6%	22.1%	16.2%	8.0%
Q1-4. I have received fair consideration for advancement & promotion, when available, within City of Tempe	20.8%	31.8%	23.2%	12.6%	11.5%
Q1-5. I am aware of City's educational partnerships, Tempe Professional Development Network, Mentoring Program, & other programs related to professional development & career mobility	31.5%	49.0%	11.1%	5.7%	2.7%
Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me	16.2%	32.8%	30.0%	15.3%	5.7%
Q1-7. Overall, I am satisfied with professional development opportunities that are available to me at City	19.6%	37.0%	25.9%	11.5%	6.0%

Q2. Organizational Support: The following adequately support my work-related needs:

(N=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q2-1. City Manager's Office	14.8%	24.0%	26.7%	10.9%	6.7%	17.0%
Q2-2. Innovation & Strategic Management Office	10.7%	17.1%	33.0%	9.2%	3.7%	26.3%
Q2-3. Human Resources	19.4%	36.5%	20.1%	10.4%	5.6%	7.9%
Q2-4. Information Technology	22.7%	37.5%	18.8%	7.6%	5.6%	7.8%
Q2-5. Risk Management/Worker's Compensation	14.5%	30.0%	25.5%	3.1%	3.1%	23.8%
Q2-6. Diversity, Equity, & Inclusion	12.1%	22.1%	32.5%	7.0%	6.2%	20.1%

WITHOUT "DON'T KNOW/NA"**Q2. Organizational Support: The following adequately support my work-related needs: (without "don't know/NA")**

(N=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q2-1. City Manager's Office	17.8%	28.8%	32.2%	13.1%	8.1%
Q2-2. Innovation & Strategic Management Office	14.6%	23.2%	44.7%	12.4%	5.1%
Q2-3. Human Resources	21.1%	39.7%	21.8%	11.3%	6.1%
Q2-4. Information Technology	24.6%	40.6%	20.4%	8.3%	6.1%
Q2-5. Risk Management/Worker's Compensation	19.0%	39.4%	33.5%	4.1%	4.1%
Q2-6. Diversity, Equity, & Inclusion	15.2%	27.6%	40.7%	8.8%	7.8%

Q3. The following programs/services adequately support my needs:

(N=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/ NA
Q3-1. The Wellness program	19.0%	36.9%	19.4%	8.1%	3.6%	13.1%
Q3-2. City Mediation services	4.5%	10.0%	29.2%	4.5%	2.6%	49.1%
Q3-3. The Safe Haven process	6.4%	9.6%	27.2%	5.3%	5.4%	46.0%
Q3-4. Tempe Employee View/Internal Audit Reporting program	5.1%	9.8%	29.5%	3.3%	3.1%	49.1%
Q3-5. The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values that are expected of me	21.5%	28.8%	17.0%	9.6%	12.9%	10.3%
Q3-6. My physical work environment (building) is safe, clean, & maintained in good operating order	26.3%	43.5%	14.0%	10.7%	4.4%	1.1%
Q3-7. City supports employees with a disability	18.8%	32.5%	17.0%	3.6%	1.7%	26.4%
Q3-8. Overall, I am satisfied with the support provided to employees by City of Tempe	19.3%	40.6%	18.8%	11.7%	6.2%	3.4%

WITHOUT "DON'T KNOW/NA"**Q3. The following programs/services adequately support my needs: (without "don't know/NA")**

(N=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q3-1. The Wellness program	21.8%	42.4%	22.4%	9.3%	4.1%
Q3-2. City Mediation services	8.9%	19.6%	57.5%	8.9%	5.2%
Q3-3. The Safe Haven process	11.8%	17.9%	50.4%	9.8%	10.1%
Q3-4. Tempe Employee View/Internal Audit Reporting program	10.1%	19.3%	58.1%	6.4%	6.1%
Q3-5. The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values that are expected of me	23.9%	32.1%	18.9%	10.7%	14.4%
Q3-6. My physical work environment (building) is safe, clean, & maintained in good operating order	26.6%	44.0%	14.2%	10.8%	4.4%
Q3-7. City supports employees with a disability	25.6%	44.2%	23.0%	4.9%	2.3%
Q3-8. Overall, I am satisfied with the support provided to employees by City of Tempe	20.0%	42.0%	19.5%	12.1%	6.4%

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=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/ NA
Q4-1. My immediate supervisor treats me with respect	53.3%	30.3%	7.9%	3.7%	4.0%	0.6%
Q4-2. I know what is expected of me at work	44.8%	37.5%	7.8%	6.4%	3.1%	0.5%
Q4-3. I have materials & equipment I need to do my job effectively	35.3%	42.3%	10.9%	8.2%	2.8%	0.5%
Q4-4. I am comfortable expressing my opinions about work related issues to my immediate supervisor	41.1%	31.1%	8.2%	11.8%	7.3%	0.5%
Q4-5. I believe my opinions matter at work	28.0%	27.1%	14.2%	17.1%	12.8%	0.9%
Q4-6. My work is appreciated by my immediate supervisor	43.9%	33.3%	10.9%	5.8%	5.6%	0.6%
Q4-7. My immediate supervisor gives me clear expectations for work assignments	40.1%	33.6%	12.8%	5.4%	7.0%	1.1%
Q4-8. My immediate supervisor makes good use of my time	40.1%	29.7%	17.6%	5.6%	5.9%	1.1%
Q4-9. I receive constructive feedback on my job performance from my immediate supervisor	36.9%	31.4%	13.7%	9.5%	7.3%	1.2%
Q4-10. The work I perform is evaluated fairly	37.6%	33.3%	13.8%	6.4%	5.6%	3.3%

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

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q4-11. My immediate supervisor knows my career/job goals	36.4%	29.7%	16.0%	8.4%	6.2%	3.3%
Q4-12. My immediate supervisor supports me in achieving my career/job goals	37.5%	28.3%	16.3%	6.8%	7.0%	4.0%
Q4-13. Within last 30 days, I have received feedback on my job performance from my supervisor	32.0%	27.4%	12.9%	14.3%	9.5%	3.9%
Q4-14. When I request training, my supervisor is open to working with me to ensure I can attend	37.5%	33.7%	14.5%	3.4%	3.3%	7.6%
Q4-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	23.3%	24.0%	17.9%	10.1%	14.0%	10.7%
Q4-16. I believe the Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	24.0%	27.5%	18.5%	9.3%	9.8%	10.9%
Q4-17. As a supervisor, I am supported when addressing staff issues (If applicable)	13.5%	15.1%	8.1%	3.6%	2.5%	57.2%
Q4-18. As a supervisor, my direct reports treat me with respect	18.8%	17.7%	5.9%	1.2%	0.8%	55.5%
Q4-19. Conflict in my work area is resolved effectively	20.8%	29.9%	16.8%	12.3%	10.4%	9.8%
Q4-20. I believe assignments in my department are distributed fairly	23.8%	26.1%	16.6%	14.3%	12.1%	7.0%

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

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/ NA
Q4-21. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	22.7%	24.6%	18.2%	19.3%	11.8%	3.4%
Q4-22. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	13.5%	18.2%	21.9%	19.4%	18.2%	8.7%
Q4-23. As a supervisor, I have been given the training, tools, & resources to lead my work unit	12.6%	16.8%	10.4%	3.9%	3.0%	53.3%
Q4-24. I feel physically safe in my work unit	40.1%	41.8%	8.9%	4.2%	2.5%	2.5%
Q4-25. I am able to discuss physical & emotional safety with my supervisor	32.8%	34.2%	13.5%	7.8%	5.4%	6.2%
Q4-26. My immediate supervisor has the skills to deal with conflict	32.2%	32.7%	13.5%	7.2%	9.0%	5.4%
Q4-27. Overall, I am satisfied with the working environment in my department	28.8%	33.7%	15.4%	11.0%	8.7%	2.3%

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=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q4-1. My immediate supervisor treats me with respect	53.6%	30.5%	8.0%	3.8%	4.1%
Q4-2. I know what is expected of me at work	45.0%	37.7%	7.8%	6.4%	3.1%
Q4-3. I have materials & equipment I need to do my job effectively	35.5%	42.5%	10.9%	8.3%	2.8%
Q4-4. I am comfortable expressing my opinions about work related issues to my immediate supervisor	41.3%	31.3%	8.3%	11.9%	7.3%
Q4-5. I believe my opinions matter at work	28.3%	27.3%	14.3%	17.3%	12.9%
Q4-6. My work is appreciated by my immediate supervisor	44.1%	33.5%	11.0%	5.8%	5.6%
Q4-7. My immediate supervisor gives me clear expectations for work assignments	40.6%	34.0%	12.9%	5.5%	7.1%
Q4-8. My immediate supervisor makes good use of my time	40.6%	30.0%	17.8%	5.7%	6.0%
Q4-9. I receive constructive feedback on my job performance from my immediate supervisor	37.3%	31.8%	13.9%	9.6%	7.4%
Q4-10. The work I perform is evaluated fairly	38.9%	34.4%	14.3%	6.6%	5.8%
Q4-11. My immediate supervisor knows my career/job goals	37.6%	30.7%	16.6%	8.7%	6.4%
Q4-12. My immediate supervisor supports me in achieving my career/job goals	39.1%	29.5%	17.0%	7.1%	7.3%
Q4-13. Within last 30 days, I have received feedback on my job performance from my supervisor	33.3%	28.5%	13.4%	14.9%	9.9%

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")

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q4-14. When I request training, my supervisor is open to working with me to ensure I can attend	40.6%	36.5%	15.7%	3.7%	3.5%
Q4-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	26.1%	26.8%	20.0%	11.3%	15.7%
Q4-16. I believe the Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	26.9%	30.9%	20.8%	10.5%	11.0%
Q4-17. As a supervisor, I am supported when addressing staff issues (If applicable)	31.6%	35.3%	18.9%	8.4%	5.8%
Q4-18. As a supervisor, my direct reports treat me with respect	42.3%	39.9%	13.3%	2.8%	1.7%
Q4-19. Conflict in my work area is resolved effectively	23.1%	33.1%	18.6%	13.6%	11.6%
Q4-20. I believe assignments in my department are distributed fairly	25.6%	28.1%	17.9%	15.4%	13.0%
Q4-21. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	23.5%	25.4%	18.8%	20.0%	12.2%
Q4-22. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	14.8%	19.9%	24.0%	21.3%	19.9%
Q4-23. As a supervisor, I have been given the training, tools, & resources to lead my work unit	27.0%	36.0%	22.3%	8.3%	6.3%
Q4-24. I feel physically safe in my work unit	41.1%	42.9%	9.1%	4.3%	2.6%
Q4-25. I am able to discuss physical & emotional safety with my supervisor	35.0%	36.5%	14.4%	8.3%	5.8%

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")

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q4-26. My immediate supervisor has the skills to deal with conflict	34.0%	34.5%	14.3%	7.6%	9.5%
Q4-27. Overall, I am satisfied with the working environment in my department	29.5%	34.6%	15.8%	11.3%	8.9%

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

(N=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/ NA
Q5-1. City's health care plan meets my needs	22.4%	43.4%	12.3%	6.7%	2.3%	12.9%
Q5-2. The amount I pay for health care benefits is reasonable	22.7%	38.9%	14.6%	9.8%	3.1%	10.9%
Q5-3. City does a good job of informing me about my benefits	26.4%	43.1%	15.2%	7.3%	1.9%	6.1%
Q5-4. The amount of leave I receive each year meets my needs	25.0%	43.4%	11.0%	9.8%	3.6%	7.2%
Q5-5. The amount I am paid is fair for the work I do	16.8%	31.3%	17.6%	16.3%	16.2%	1.9%
Q5-6. I am satisfied with City's deferred compensation benefits	18.7%	38.4%	18.5%	7.8%	4.2%	12.4%
Q5-7. Overall, I am reasonably compensated in pay & benefits for the work I do	18.0%	37.2%	17.3%	14.3%	10.6%	2.6%

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=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q5-1. City's health care plan meets my needs	25.7%	49.8%	14.1%	7.7%	2.7%
Q5-2. The amount I pay for health care benefits is reasonable	25.5%	43.6%	16.4%	11.0%	3.5%
Q5-3. City does a good job of informing me about my benefits	28.1%	45.9%	16.2%	7.8%	2.0%
Q5-4. The amount of leave I receive each year meets my needs	27.0%	46.7%	11.9%	10.6%	3.9%
Q5-5. The amount I am paid is fair for the work I do	17.1%	31.9%	17.9%	16.6%	16.5%
Q5-6. I am satisfied with City's deferred compensation benefits	21.3%	43.9%	21.1%	8.9%	4.8%
Q5-7. Overall, I am reasonably compensated in pay & benefits for the work I do	18.5%	38.2%	17.7%	14.7%	10.9%

Q5a. Are you currently enrolled in the City's sponsored health care plans?

Q5a. Are you currently enrolled in City's sponsored health care plans	Number	Percent
Yes	510	79.3 %
No	106	16.5 %
Not provided	27	4.2 %
Total	643	100.0 %

WITHOUT "NOT PROVIDED"

Q5a. Are you currently enrolled in the City's sponsored health care plans? (without "not provided")

Q5a. Are you currently enrolled in City's sponsored health care plans	Number	Percent
Yes	510	82.8 %
No	106	17.2 %
Total	616	100.0 %

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

(N=643)

	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	31.4%	39.2%	12.4%	10.1%	4.8%	2.0%
Q6-2. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	23.6%	27.7%	13.4%	17.0%	13.7%	4.7%
Q6-3. Generally, communication between work units/divisions inside my department is good	21.2%	34.2%	15.1%	16.2%	10.4%	3.0%
Q6-4. Generally, communication between my work unit/division & work units/divisions outside my department is good	14.6%	32.7%	19.6%	15.4%	7.8%	10.0%
Q6-5. With respect to my job, communication between departments is good	18.2%	40.9%	16.5%	13.8%	6.8%	3.7%
Q6-6. I have adequate input on decisions affecting my work	22.1%	33.6%	17.7%	13.8%	9.8%	3.0%
Q6-7. The Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	18.7%	23.8%	19.3%	14.8%	14.3%	9.2%

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.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q6-8. The Director/Chief & Deputy Directors/Assistant Chiefs in my department engage in processes that actively solicit input from employees to make decisions	18.2%	24.4%	17.7%	17.0%	13.5%	9.2%
Q6-9. I am encouraged to be innovative & come up with better ways to do things at work	25.8%	29.4%	18.0%	15.6%	8.1%	3.1%
Q6-10. Employees in my department are highly motivated about accomplishing our goals	20.8%	28.5%	23.3%	13.8%	11.0%	2.5%
Q6-11. Employees in my department take personal accountability for their actions & work performance	22.2%	32.7%	19.9%	14.2%	8.4%	2.6%
Q6-12. Overall, I am satisfied with the level of employee engagement in my department	21.3%	30.6%	24.4%	13.5%	7.6%	2.5%
Q6-13. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	39.0%	44.6%	10.0%	2.6%	2.0%	1.7%
Q6-14. I feel my department practices these values	26.7%	30.9%	19.8%	10.0%	10.0%	2.6%
Q6-15. I feel City practices these values	22.9%	35.9%	20.5%	9.3%	7.0%	4.4%

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=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q6-1. I receive information that affects my work in a timely manner from my immediate supervisor	32.1%	40.0%	12.7%	10.3%	4.9%
Q6-2. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	24.8%	29.0%	14.0%	17.8%	14.4%
Q6-3. Generally, communication between work units/divisions inside my department is good	21.8%	35.3%	15.5%	16.7%	10.7%
Q6-4. Generally, communication between my work unit/division & work units/divisions outside my department is good	16.2%	36.3%	21.8%	17.1%	8.6%
Q6-5. With respect to my job, communication between departments is good	18.9%	42.5%	17.1%	14.4%	7.1%
Q6-6. I have adequate input on decisions affecting my work	22.8%	34.6%	18.3%	14.3%	10.1%
Q6-7. The Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	20.5%	26.2%	21.2%	16.3%	15.8%
Q6-8. The Director/Chief & Deputy Directors/Assistant Chiefs in my department engage in processes that actively solicit input from employees to make decisions	20.0%	26.9%	19.5%	18.7%	14.9%
Q6-9. I am encouraged to be innovative & come up with better ways to do things at work	26.6%	30.3%	18.6%	16.1%	8.3%

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")

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q6-10. Employees in my department are highly motivated about accomplishing our goals	21.4%	29.2%	23.9%	14.2%	11.3%
Q6-11. Employees in my department take personal accountability for their actions & work performance	22.8%	33.5%	20.4%	14.5%	8.6%
Q6-12. Overall, I am satisfied with the level of employee engagement in my department	21.9%	31.4%	25.0%	13.9%	7.8%
Q6-13. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	39.7%	45.4%	10.1%	2.7%	2.1%
Q6-14. I feel my department practices these values	27.5%	31.8%	20.3%	10.2%	10.2%
Q6-15. I feel City practices these values	23.9%	37.6%	21.5%	9.8%	7.3%

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

(N=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/NA
Q7-1. My co-workers treat me with respect	40.9%	44.5%	9.2%	3.0%	0.9%	1.6%
Q7-2. Conflict between co-workers is resolved effectively	24.7%	35.3%	17.6%	10.0%	4.4%	8.1%
Q7-3. Overall, I am very satisfied with quality of peer relationships among City employees	30.6%	45.4%	15.2%	4.7%	2.0%	2.0%

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=643)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q7-1. My co-workers treat me with respect	41.5%	45.2%	9.3%	3.1%	0.9%
Q7-2. Conflict between co-workers is resolved effectively	26.9%	38.4%	19.1%	10.8%	4.7%
Q7-3. Overall, I am very satisfied with quality of peer relationships among City employees	31.3%	46.3%	15.6%	4.8%	2.1%

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

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

	Number	Percent
Yes	407	63.3 %
No	228	35.5 %
Not provided	8	1.2 %
Total	643	100.0 %

WITHOUT "NOT PROVIDED"

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

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

	Number	Percent
Yes	407	64.1 %
No	228	35.9 %
Total	635	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	484	75.3 %
No	55	8.6 %
Don't know	104	16.2 %
Total	643	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	484	89.8 %
No	55	10.2 %
Total	539	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	194	30.2 %
Satisfied	294	45.7 %
Dissatisfied	75	11.7 %
Very dissatisfied	44	6.8 %
Don't know	36	5.6 %
Total	643	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	194	32.0 %
Satisfied	294	48.4 %
Dissatisfied	75	12.4 %
Very dissatisfied	44	7.2 %
Total	607	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 your work area environment changed since you started working for City of Tempe

	Number	Percent
Much better	110	17.1 %
Somewhat better	139	21.6 %
Stayed the same	155	24.1 %
Somewhat worse	116	18.0 %
Much worse	97	15.1 %
Don't know	26	4.0 %
Total	643	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 your work area environment changed since you started working for City of Tempe

	Number	Percent
Much better	110	17.8 %
Somewhat better	139	22.5 %
Stayed the same	155	25.1 %
Somewhat worse	116	18.8 %
Much worse	97	15.7 %
Total	617	100.0 %

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

Q12. Would you recommend City of Tempe as a place to work, to a friend or relative	Number	Percent
Yes	438	68.1 %
No	86	13.4 %
Don't know	119	18.5 %
Total	643	100.0 %

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

Q12. Would you recommend City of Tempe as a place to work, to a friend or relative	Number	Percent
Yes	438	83.6 %
No	86	16.4 %
Total	524	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 the minimum effort that is required for your job	Number	Percent
Yes	366	56.9 %
No	202	31.4 %
Don't know	75	11.7 %
Total	643	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 the minimum effort that is required for your job	Number	Percent
Yes	366	64.4 %
No	202	35.6 %
Total	568	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	445	69.2 %
No	48	7.5 %
Don't know	150	23.3 %
Total	643	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	445	90.3 %
No	48	9.7 %
Total	493	100.0 %

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

Q15. I have applied for a new position within City of Tempe in past two years	Number	Percent
Yes	199	30.9 %
No	419	65.2 %
Not provided	25	3.9 %
Total	643	100.0 %

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

Q15. I have applied for a new position within City of Tempe in past two years	Number	Percent
Yes	199	32.2 %
No	419	67.8 %
Total	618	100.0 %

Q16. Please rate your level of awareness with each of the following programs using a scale of 3 to 1, where 3 means you are aware of the program and currently participate or have participated in the program in the past, 2 means you are aware of the program but have not participated in it, and 1 means you were not aware the City of Tempe offered the program.

(N=643)

	Aware, & participate	Aware, but do not participate	Not aware	Not provided
Q16-1. Educational Partnerships	18.2%	67.8%	10.4%	3.6%
Q16-2. Tuition Reimbursement	18.7%	72.0%	5.9%	3.4%
Q16-3. Tempe Professional Development Network	17.3%	68.0%	10.6%	4.2%
Q16-4. The Mentoring Program	6.7%	58.6%	30.3%	4.4%
Q16-5. Individual Quality Improvement Process (IQIP)	36.7%	30.0%	28.8%	4.5%
Q16-6. New Employee Connect	18.7%	32.7%	43.7%	5.0%

WITHOUT "NOT PROVIDED"

Q16. Please rate your level of awareness with each of the following programs using a scale of 3 to 1, where 3 means you are aware of the program and currently participate or have participated in the program in the past, 2 means you are aware of the program but have not participated in it, and 1 means you were not aware the City of Tempe offered the program. (without "not provided")

(N=643)

	Aware, & participate	Aware, but do not participate	Not aware
Q16-1. Educational Partnerships	18.9%	70.3%	10.8%
Q16-2. Tuition Reimbursement	19.3%	74.6%	6.1%
Q16-3. Tempe Professional Development Network	18.0%	70.9%	11.0%
Q16-4. The Mentoring Program	7.0%	61.3%	31.7%
Q16-5. Individual Quality Improvement Process (IQIP)	38.4%	31.4%	30.1%
Q16-6. New Employee Connect	19.6%	34.4%	46.0%

Some totals do not equal 100% due to rounding

Q17. Please check all of the City of Tempe Departments you have had contact with during the past year.

Q17. All City Departments you have had contact with during past year	Number	Percent
City Attorney's Office	289	44.9 %
City Court	222	34.5 %
Community Development Department	248	38.6 %
Community Services Department	309	48.1 %
Engineering & Transportation Department	297	46.2 %
Fire Medical Rescue Department	365	56.8 %
Human Services Department	342	53.2 %
Municipal Utilities Department	304	47.3 %
Police Department	427	66.4 %
Human Resources Department	511	79.5 %
Information Technology Department	474	73.7 %
Financial Services Department	276	42.9 %
City Manager's Office, Communications, Marketing & 311, Diversity, Equity, & Inclusion, Government Relations, Mayor & City Council Staff, Animal Welfare, & Veterans Services Department	300	46.7 %
Economic Development, Innovation & Strategic Management Office, Internal Audit, Municipal Budget Office, Sustainability & Resilience Office, City Clerk's Office	213	33.1 %
Total	4577	

Q17a. Please answer each of the following questions with regard to your overall experience.

(N=643)

	Yes	No	Don't remember
Q17a-1. Were you treated fairly	83.0%	5.0%	12.0%
Q17a-2. Did employee(s) listen to you carefully	76.7%	6.4%	17.0%
Q17a-3. Did employee care about your well-being	65.6%	6.8%	27.5%
Q17a-4. Was the employee honest	74.2%	4.2%	21.6%
Q17a-5. Was the information you were given accurate	73.6%	6.1%	20.4%
Q17a-6. Did staff respond to your request quickly	70.5%	9.2%	20.4%

WITHOUT "DON'T REMEMBER"**Q17a. Please answer each of the following questions with regard to your overall experience. (without "don't remember")**

(N=643)

	Yes	No
Q17a-1. Were you treated fairly	94.3%	5.7%
Q17a-2. Did employee(s) listen to you carefully	92.3%	7.7%
Q17a-3. Did employee care about your well-being	90.6%	9.4%
Q17a-4. Was the employee honest	94.6%	5.4%
Q17a-5. Was the information you were given accurate	92.4%	7.6%
Q17a-6. Did staff respond to your request quickly	88.5%	11.5%

Q18. What gender do you identify with?

Q18. Your gender	Number	Percent
Male	291	45.3 %
Female	240	37.3 %
Non-conforming	6	0.9 %
Prefer not to answer	75	11.7 %
Not provided	31	4.8 %
Total	643	100.0 %

WITHOUT "NOT PROVIDED"**Q18. What gender do you identify with? (without "not provided")**

Q18. Your gender	Number	Percent
Male	291	47.5 %
Female	240	39.2 %
Non-conforming	6	1.0 %
Prefer not to answer	75	12.3 %
Total	612	100.0 %

Q19. What do you feel best describes your race? (multiple responses allowed)

Q19. Your race	Number	Percent
Asian or Asian Indian	25	3.9 %
Black or African American	24	3.7 %
American Indian or Alaska Native	10	1.6 %
White	383	59.6 %
Native Hawaiian or other Pacific Islander	1	0.2 %
Hispanic, Spanish, Latino/a/x	107	16.6 %
Prefer not to say	112	17.4 %
Other	13	2.0 %
Total	675	

WITHOUT "PREFER NOT TO SAY"**Q19. What do you feel best describes your race? (multiple responses allowed) (without "prefer not to say")**

Q19. Your race	Number	Percent
Asian or Asian Indian	25	4.7 %
Black or African American	24	4.5 %
American Indian or Alaska Native	10	1.9 %
White	383	72.1 %
Native Hawaiian or other Pacific Islander	1	0.2 %
Hispanic, Spanish, Latino/a/x	107	20.2 %
Other	13	2.4 %
Total	563	

Q19-7. Self-describe your race:

Q19-7. Self-describe your race	Number	Percent
Mixed	5	41.7 %
Bi-racial	3	25.0 %
Mid- Eastern/White	1	8.3 %
Multi national	1	8.3 %
Asian/White	1	8.3 %
Irish American	1	8.3 %
Total	12	100.0 %

Q20. In which department do you work?

<u>Q20. In which department do you work</u>	<u>Number</u>	<u>Percent</u>
City Attorney's Office	7	1.1 %
City Court	12	1.9 %
Community Development Department	26	4.0 %
Community Services Department	92	14.3 %
Engineering & Transportation Department	33	5.1 %
Fire Medical Rescue Department	48	7.5 %
Human Services Department	31	4.8 %
Municipal Utilities Department	76	11.8 %
Police Department	126	19.6 %
Human Resources Department	14	2.2 %
Information Technology Department	34	5.3 %
Financial Services Department	26	4.0 %
City Manager's Office, Communications, Marketing & 311, Diversity, Equity, & Inclusion, Government Relations, Mayor & City Council Staff, Animal Welfare, & Veterans Services Department	20	3.1 %
Economic Development, Innovation & Strategic Management Office, Internal Audit, Municipal Budget Office, Sustainability & Resilience Office, City Clerk's Office	9	1.4 %
Not provided	89	13.8 %
Total	643	100.0 %

Q21. Which job type BEST describes your position?

Q21. Which job type best describes your position	Number	Percent
Director/Chief or Deputy Director/Assistant Chief	20	3.1 %
Manager	54	8.4 %
Supervisor	115	17.9 %
Non-Supervisor	383	59.6 %
Not provided	71	11.0 %
Total	643	100.0 %

WITHOUT "NOT PROVIDED"**Q21. Which job type BEST describes your position? (without "not provided")**

Q21. Which job type best describes your position	Number	Percent
Director/Chief or Deputy Director/Assistant Chief	20	3.5 %
Manager	54	9.4 %
Supervisor	115	20.1 %
Non-Supervisor	383	67.0 %
Total	572	100.0 %

Q22. How many years have you worked with the City?

Q22. How many years have you worked with City	Number	Percent
0-3 years	151	23.5 %
4-9 years	172	26.7 %
10-20 years	153	23.8 %
21-30 years	117	18.2 %
31+ years	3	0.5 %
Not provided	47	7.3 %
Total	643	100.0 %

WITHOUT "NOT PROVIDED"**Q22. How many years have you worked with the City? (without "not provided")**

Q22. How many years have you worked with City	Number	Percent
0-3 years	151	25.3 %
4-9 years	172	28.9 %
10-20 years	153	25.7 %
21-30 years	117	19.6 %
31+ years	3	0.5 %
Total	596	100.0 %

Q23. Are you currently a resident of Tempe?

Q23. Are you currently a resident of Tempe	Number	Percent
Yes	137	21.3 %
No	459	71.4 %
Not provided	47	7.3 %
Total	643	100.0 %

WITHOUT "NOT PROVIDED"**Q23. Are you currently a resident of Tempe? (without "not provided")**

Q23. Are you currently a resident of Tempe	Number	Percent
Yes	137	23.0 %
No	459	77.0 %
Total	596	100.0 %

Q24. Do you, or a member of your household, have a disability?

Q24. Do you, or a member of your household, have a disability	Number	Percent
Yes	106	16.5 %
No	484	75.3 %
Not provided	53	8.2 %
Total	643	100.0 %

WITHOUT "NOT PROVIDED"**Q24. Do you, or a member of your household, have a disability? (without "not provided")**

Q24. Do you, or a member of your household, have a disability	Number	Percent
Yes	106	18.0 %
No	484	82.0 %
Total	590	100.0 %



Crosstabulations by Department

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

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q1-1. I receive training to do my job effectively

Strongly agree	14.3%	41.7%	34.6%	30.4%	18.2%	52.1%	25.8%
Agree	71.4%	58.3%	42.3%	43.5%	45.5%	37.5%	32.3%
Neutral	0.0%	0.0%	11.5%	19.6%	24.2%	4.2%	22.6%
Disagree	14.3%	0.0%	11.5%	5.4%	9.1%	6.3%	9.7%
Strongly disagree	0.0%	0.0%	0.0%	1.1%	3.0%	0.0%	9.7%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q1-1. I receive training to do my job effectively

Strongly agree	26.3%	16.7%	21.4%	26.5%	30.8%	10.0%	22.2%
Agree	48.7%	54.8%	64.3%	32.4%	57.7%	70.0%	44.4%
Neutral	17.1%	13.5%	14.3%	11.8%	11.5%	5.0%	0.0%
Disagree	6.6%	12.7%	0.0%	23.5%	0.0%	5.0%	22.2%
Strongly disagree	1.3%	2.4%	0.0%	5.9%	0.0%	10.0%	11.1%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q1-2. There is someone at work who encourages my career development

Strongly agree	16.7%	33.3%	44.0%	33.3%	27.3%	50.0%	32.3%
Agree	50.0%	33.3%	28.0%	41.1%	48.5%	29.2%	32.3%
Neutral	16.7%	16.7%	16.0%	11.1%	12.1%	10.4%	9.7%
Disagree	16.7%	16.7%	8.0%	10.0%	9.1%	8.3%	6.5%
Strongly disagree	0.0%	0.0%	4.0%	4.4%	3.0%	2.1%	19.4%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q1-2. There is someone at work who encourages my career development

Strongly agree	21.3%	15.9%	21.4%	20.6%	42.3%	40.0%	44.4%
Agree	36.0%	31.7%	57.1%	29.4%	38.5%	10.0%	33.3%
Neutral	18.7%	31.0%	14.3%	23.5%	15.4%	30.0%	22.2%
Disagree	13.3%	15.1%	0.0%	17.6%	3.8%	10.0%	0.0%
Strongly disagree	10.7%	6.3%	7.1%	8.8%	0.0%	10.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q1-3. I have been mentored at work

Strongly agree	0.0%	33.3%	16.7%	35.6%	21.2%	53.2%	22.6%
Agree	42.9%	41.7%	41.7%	28.9%	36.4%	27.7%	22.6%
Neutral	28.6%	8.3%	12.5%	26.7%	21.2%	10.6%	12.9%
Disagree	14.3%	8.3%	25.0%	5.6%	18.2%	8.5%	16.1%
Strongly disagree	14.3%	8.3%	4.2%	3.3%	3.0%	0.0%	25.8%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q1-3. I have been mentored at work

Strongly agree	18.4%	11.2%	7.1%	18.8%	42.3%	25.0%	22.2%
Agree	32.9%	32.8%	42.9%	18.8%	30.8%	20.0%	55.6%
Neutral	23.7%	25.6%	35.7%	18.8%	23.1%	30.0%	22.2%
Disagree	14.5%	20.8%	14.3%	31.3%	3.8%	15.0%	0.0%
Strongly disagree	10.5%	9.6%	0.0%	12.5%	0.0%	10.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportati- on Department	Fire Medical Rescue Department	Human Services Department
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Q1-4. I have received fair consideration for advancement & promotion, when available, within City of Tempe

Strongly agree	0.0%	27.3%	40.9%	24.7%	21.2%	57.8%	13.8%
Agree	50.0%	36.4%	27.3%	38.3%	27.3%	15.6%	31.0%
Neutral	33.3%	27.3%	27.3%	22.2%	27.3%	13.3%	27.6%
Disagree	0.0%	9.1%	0.0%	7.4%	9.1%	8.9%	13.8%
Strongly disagree	16.7%	0.0%	4.5%	7.4%	15.2%	4.4%	13.8%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q1-4. I have received fair consideration for advancement & promotion, when available, within City of Tempe

Strongly agree	15.3%	7.9%	14.3%	21.9%	38.1%	30.8%	25.0%
Agree	38.9%	34.2%	57.1%	28.1%	23.8%	15.4%	25.0%
Neutral	18.1%	25.4%	28.6%	18.8%	23.8%	23.1%	25.0%
Disagree	11.1%	20.2%	0.0%	21.9%	14.3%	15.4%	0.0%
Strongly disagree	16.7%	12.3%	0.0%	9.4%	0.0%	15.4%	25.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q1-5. I am aware of City's educational partnerships, Tempe Professional Development Network, Mentoring Program, & other programs related to professional development & career mobility

Strongly agree	28.6%	40.0%	38.5%	34.1%	39.4%	47.8%	30.0%
Agree	57.1%	60.0%	42.3%	50.0%	48.5%	43.5%	60.0%
Neutral	14.3%	0.0%	15.4%	6.8%	6.1%	8.7%	3.3%
Disagree	0.0%	0.0%	0.0%	5.7%	6.1%	0.0%	6.7%
Strongly disagree	0.0%	0.0%	3.8%	3.4%	0.0%	0.0%	0.0%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q1-5. I am aware of City's educational partnerships, Tempe Professional Development Network, Mentoring Program, & other programs related to professional development & career mobility

Strongly agree	25.3%	19.0%	64.3%	38.2%	61.5%	35.3%	33.3%
Agree	54.7%	46.3%	35.7%	47.1%	30.8%	41.2%	44.4%
Neutral	14.7%	20.7%	0.0%	11.8%	7.7%	5.9%	0.0%
Disagree	5.3%	9.1%	0.0%	0.0%	0.0%	17.6%	0.0%
Strongly disagree	0.0%	5.0%	0.0%	2.9%	0.0%	0.0%	22.2%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me

Strongly agree	0.0%	10.0%	4.8%	14.3%	21.9%	35.6%	11.1%
Agree	66.7%	30.0%	38.1%	38.1%	31.3%	35.6%	37.0%
Neutral	16.7%	60.0%	42.9%	29.8%	28.1%	15.6%	37.0%
Disagree	16.7%	0.0%	9.5%	11.9%	15.6%	13.3%	7.4%
Strongly disagree	0.0%	0.0%	4.8%	6.0%	3.1%	0.0%	7.4%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Tempe Professional Development Network, etc., are useful to me

Strongly agree	15.3%	10.9%	28.6%	5.9%	50.0%	21.4%	11.1%
Agree	40.3%	29.4%	35.7%	35.3%	20.8%	21.4%	33.3%
Neutral	25.0%	27.7%	21.4%	32.4%	25.0%	35.7%	22.2%
Disagree	13.9%	23.5%	14.3%	20.6%	4.2%	7.1%	11.1%
Strongly disagree	5.6%	8.4%	0.0%	5.9%	0.0%	14.3%	22.2%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q1-7. Overall, I am satisfied with professional development opportunities that are available to me at City

Strongly agree	0.0%	40.0%	34.8%	21.2%	15.2%	48.9%	19.4%
Agree	83.3%	30.0%	26.1%	45.9%	42.4%	31.1%	38.7%
Neutral	16.7%	20.0%	21.7%	21.2%	33.3%	11.1%	19.4%
Disagree	0.0%	10.0%	13.0%	11.8%	6.1%	8.9%	19.4%
Strongly disagree	0.0%	0.0%	4.3%	0.0%	3.0%	0.0%	3.2%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q1-7. Overall, I am satisfied with professional development opportunities that are available to me at City

Strongly agree	19.2%	6.5%	35.7%	23.5%	30.8%	25.0%	12.5%
Agree	35.6%	37.1%	42.9%	20.6%	57.7%	25.0%	37.5%
Neutral	27.4%	27.4%	21.4%	35.3%	11.5%	30.0%	25.0%
Disagree	9.6%	16.1%	0.0%	8.8%	0.0%	15.0%	12.5%
Strongly disagree	8.2%	12.9%	0.0%	11.8%	0.0%	5.0%	12.5%

Q2. Organizational Support: The following adequately support my work-related needs: (without "don't know/NA")

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q2-1. City Manager's Office

Strongly agree	0.0%	50.0%	27.3%	12.5%	20.0%	54.8%	18.2%
Agree	60.0%	16.7%	18.2%	31.9%	36.7%	28.6%	13.6%
Neutral	20.0%	33.3%	36.4%	44.4%	26.7%	14.3%	54.5%
Disagree	20.0%	0.0%	9.1%	8.3%	10.0%	2.4%	9.1%
Strongly disagree	0.0%	0.0%	9.1%	2.8%	6.7%	0.0%	4.5%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q2-1. City Manager's Office

Strongly agree	16.4%	6.3%	25.0%	21.7%	31.8%	25.0%	11.1%
Agree	29.9%	27.0%	41.7%	39.1%	36.4%	40.0%	44.4%
Neutral	37.3%	27.0%	25.0%	30.4%	31.8%	5.0%	22.2%
Disagree	7.5%	24.3%	8.3%	4.3%	0.0%	10.0%	22.2%
Strongly disagree	9.0%	15.3%	0.0%	4.3%	0.0%	20.0%	0.0%

Q2. Organizational Support: The following adequately support my work-related needs: (without "don't know/NA")

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q2-2. Innovation & Strategic Management Office

Strongly agree	0.0%	40.0%	20.0%	13.6%	17.2%	40.5%	15.0%
Agree	60.0%	0.0%	35.0%	24.2%	34.5%	24.3%	10.0%
Neutral	40.0%	60.0%	30.0%	50.0%	31.0%	32.4%	50.0%
Disagree	0.0%	0.0%	15.0%	10.6%	17.2%	2.7%	25.0%
Strongly disagree	0.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q2-2. Innovation & Strategic Management Office

Strongly agree	14.3%	5.8%	9.1%	13.6%	22.7%	7.7%	22.2%
Agree	27.0%	16.3%	27.3%	22.7%	27.3%	23.1%	55.6%
Neutral	47.6%	50.0%	45.5%	45.5%	50.0%	46.2%	11.1%
Disagree	4.8%	17.4%	9.1%	13.6%	0.0%	7.7%	11.1%
Strongly disagree	6.3%	10.5%	9.1%	4.5%	0.0%	15.4%	0.0%

Q2. Organizational Support: The following adequately support my work-related needs: (without "don't know/NA")

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q2-3. Human Resources

Strongly agree	0.0%	40.0%	18.2%	28.6%	18.8%	32.6%	24.1%
Agree	80.0%	30.0%	45.5%	39.3%	40.6%	37.0%	34.5%
Neutral	0.0%	30.0%	22.7%	16.7%	18.8%	23.9%	31.0%
Disagree	20.0%	0.0%	9.1%	11.9%	18.8%	2.2%	10.3%
Strongly disagree	0.0%	0.0%	4.5%	3.6%	3.1%	4.3%	0.0%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q2-3. Human Resources

Strongly agree	17.3%	9.7%	53.8%	16.1%	38.5%	36.8%	33.3%
Agree	37.3%	46.9%	23.1%	45.2%	38.5%	36.8%	11.1%
Neutral	26.7%	22.1%	23.1%	16.1%	19.2%	10.5%	22.2%
Disagree	9.3%	13.3%	0.0%	22.6%	0.0%	10.5%	22.2%
Strongly disagree	9.3%	8.0%	0.0%	0.0%	3.8%	5.3%	11.1%

Q2. Organizational Support: The following adequately support my work-related needs: (without "don't know/NA")

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q2-4. Information Technology

Strongly agree	0.0%	50.0%	24.0%	30.5%	18.8%	27.9%	27.6%
Agree	50.0%	25.0%	32.0%	50.0%	34.4%	46.5%	58.6%
Neutral	33.3%	8.3%	36.0%	11.0%	31.3%	14.0%	6.9%
Disagree	16.7%	16.7%	4.0%	6.1%	9.4%	7.0%	6.9%
Strongly disagree	0.0%	0.0%	4.0%	2.4%	6.3%	4.7%	0.0%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q2-4. Information Technology

Strongly agree	14.3%	8.6%	35.7%	43.3%	61.5%	50.0%	44.4%
Agree	48.6%	37.9%	21.4%	26.7%	19.2%	38.9%	55.6%
Neutral	24.3%	25.0%	42.9%	16.7%	7.7%	11.1%	0.0%
Disagree	2.9%	14.7%	0.0%	6.7%	11.5%	0.0%	0.0%
Strongly disagree	10.0%	13.8%	0.0%	6.7%	0.0%	0.0%	0.0%

Q2. Organizational Support: The following adequately support my work-related needs: (without "don't know/NA")

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q2-5. Risk Management/Worker's Compensation

Strongly agree	20.0%	50.0%	25.0%	19.4%	16.0%	36.6%	14.3%
Agree	60.0%	0.0%	45.0%	43.1%	32.0%	46.3%	19.0%
Neutral	20.0%	50.0%	20.0%	29.2%	44.0%	12.2%	61.9%
Disagree	0.0%	0.0%	0.0%	4.2%	8.0%	2.4%	4.8%
Strongly disagree	0.0%	0.0%	10.0%	4.2%	0.0%	2.4%	0.0%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q2-5. Risk Management/Worker's Compensation

Strongly agree	15.9%	10.3%	33.3%	15.8%	30.0%	25.0%	20.0%
Agree	38.1%	42.1%	41.7%	26.3%	45.0%	33.3%	20.0%
Neutral	34.9%	32.7%	25.0%	57.9%	25.0%	41.7%	40.0%
Disagree	6.3%	5.6%	0.0%	0.0%	0.0%	0.0%	20.0%
Strongly disagree	4.8%	9.3%	0.0%	0.0%	0.0%	0.0%	0.0%

Q2. Organizational Support: The following adequately support my work-related needs: (without "don't know/NA")

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q2-6. Diversity, Equity, & Inclusion

Strongly agree	0.0%	40.0%	23.8%	22.8%	12.5%	30.0%	13.6%
Agree	60.0%	0.0%	33.3%	31.6%	40.6%	20.0%	18.2%
Neutral	40.0%	60.0%	33.3%	36.7%	34.4%	42.5%	54.5%
Disagree	0.0%	0.0%	9.5%	5.1%	9.4%	2.5%	9.1%
Strongly disagree	0.0%	0.0%	0.0%	3.8%	3.1%	5.0%	4.5%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q2-6. Diversity, Equity, & Inclusion

Strongly agree	15.2%	8.0%	7.1%	13.6%	19.0%	13.3%	11.1%
Agree	25.8%	27.0%	21.4%	18.2%	33.3%	26.7%	44.4%
Neutral	43.9%	36.0%	64.3%	54.5%	42.9%	40.0%	22.2%
Disagree	6.1%	11.0%	7.1%	9.1%	4.8%	6.7%	11.1%
Strongly disagree	9.1%	18.0%	0.0%	4.5%	0.0%	13.3%	11.1%

Q3. The following programs/services adequately support my needs: (without "don't know/NA")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q3-1. The Wellness program

Strongly agree	16.7%	45.5%	21.7%	30.4%	33.3%	39.5%	15.4%
Agree	66.7%	36.4%	39.1%	39.1%	39.4%	28.9%	30.8%
Neutral	0.0%	18.2%	17.4%	20.3%	18.2%	21.1%	34.6%
Disagree	0.0%	0.0%	13.0%	7.2%	3.0%	7.9%	19.2%
Strongly disagree	16.7%	0.0%	8.7%	2.9%	6.1%	2.6%	0.0%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q3-1. The Wellness program

Strongly agree	23.6%	8.1%	28.6%	16.1%	45.8%	18.8%	12.5%
Agree	51.4%	40.5%	50.0%	54.8%	41.7%	62.5%	62.5%
Neutral	16.7%	29.7%	21.4%	22.6%	4.2%	18.8%	12.5%
Disagree	6.9%	14.4%	0.0%	6.5%	4.2%	0.0%	12.5%
Strongly disagree	1.4%	7.2%	0.0%	0.0%	4.2%	0.0%	0.0%

Q3. The following programs/services adequately support my needs: (without "don't know/NA")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q3-2. City Mediation services

Strongly agree	0.0%	0.0%	16.7%	11.4%	11.1%	26.1%	0.0%
Agree	50.0%	0.0%	41.7%	20.5%	11.1%	34.8%	0.0%
Neutral	50.0%	100.0%	41.7%	54.5%	66.7%	34.8%	75.0%
Disagree	0.0%	0.0%	0.0%	11.4%	5.6%	0.0%	16.7%
Strongly disagree	0.0%	0.0%	0.0%	2.3%	5.6%	4.3%	8.3%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q3-2. City Mediation services

Strongly agree	7.7%	4.5%	28.6%	20.0%	5.3%	10.0%	0.0%
Agree	28.8%	7.5%	14.3%	10.0%	21.1%	20.0%	66.7%
Neutral	48.1%	73.1%	57.1%	60.0%	68.4%	50.0%	0.0%
Disagree	5.8%	10.4%	0.0%	10.0%	0.0%	20.0%	33.3%
Strongly disagree	9.6%	4.5%	0.0%	0.0%	5.3%	0.0%	0.0%

Q3. The following programs/services adequately support my needs: (without "don't know/NA")

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q3-3. The Safe Haven process

Strongly agree	0.0%	0.0%	6.7%	17.3%	11.1%	33.3%	0.0%
Agree	50.0%	25.0%	40.0%	17.3%	11.1%	25.9%	0.0%
Neutral	50.0%	75.0%	40.0%	44.2%	61.1%	33.3%	53.8%
Disagree	0.0%	0.0%	13.3%	15.4%	5.6%	0.0%	23.1%
Strongly disagree	0.0%	0.0%	0.0%	5.8%	11.1%	7.4%	23.1%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q3-3. The Safe Haven process

Strongly agree	10.9%	9.5%	22.2%	16.7%	11.1%	10.0%	0.0%
Agree	27.3%	11.1%	22.2%	8.3%	11.1%	10.0%	33.3%
Neutral	40.0%	63.5%	55.6%	75.0%	72.2%	60.0%	33.3%
Disagree	9.1%	4.8%	0.0%	0.0%	0.0%	10.0%	33.3%
Strongly disagree	12.7%	11.1%	0.0%	0.0%	5.6%	10.0%	0.0%

Q3. The following programs/services adequately support my needs: (without "don't know/NA")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Strongly agree	0.0%	0.0%	5.9%	12.2%	5.9%	26.1%	0.0%
Agree	66.7%	0.0%	29.4%	17.1%	17.6%	21.7%	0.0%
Neutral	33.3%	100.0%	41.2%	61.0%	70.6%	47.8%	88.9%
Disagree	0.0%	0.0%	5.9%	4.9%	5.9%	4.3%	11.1%
Strongly disagree	0.0%	0.0%	17.6%	4.9%	0.0%	0.0%	0.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	8.0%	3.3%	12.5%	14.3%	11.1%	36.4%	28.6%
Agree	20.0%	10.0%	37.5%	35.7%	33.3%	9.1%	14.3%
Neutral	52.0%	71.7%	50.0%	42.9%	50.0%	54.5%	57.1%
Disagree	8.0%	8.3%	0.0%	7.1%	0.0%	0.0%	0.0%
Strongly disagree	12.0%	6.7%	0.0%	0.0%	5.6%	0.0%	0.0%

Q3. The following programs/services adequately support my needs: (without "don't know/NA")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q3-5. The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values that are expected of me

Strongly agree	16.7%	33.3%	30.4%	30.9%	26.7%	60.0%	12.0%
Agree	83.3%	25.0%	30.4%	46.9%	33.3%	26.7%	28.0%
Neutral	0.0%	16.7%	17.4%	12.3%	20.0%	8.9%	16.0%
Disagree	0.0%	8.3%	21.7%	6.2%	3.3%	0.0%	8.0%
Strongly disagree	0.0%	16.7%	0.0%	3.7%	16.7%	4.4%	36.0%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q3-5. The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating same values that are expected of me

Strongly agree	19.7%	5.0%	38.5%	23.3%	37.5%	35.3%	50.0%
Agree	33.8%	17.6%	53.8%	30.0%	45.8%	35.3%	37.5%
Neutral	25.4%	21.8%	7.7%	23.3%	12.5%	5.9%	0.0%
Disagree	8.5%	21.8%	0.0%	10.0%	4.2%	11.8%	12.5%
Strongly disagree	12.7%	33.6%	0.0%	13.3%	0.0%	11.8%	0.0%

Some totals do not equal 100% due to rounding

Q3. The following programs/services adequately support my needs: (without "don't know/NA")

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

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

Strongly agree	0.0%	25.0%	25.0%	28.9%	24.2%	48.9%	35.5%
Agree	85.7%	50.0%	45.8%	47.8%	42.4%	29.8%	35.5%
Neutral	14.3%	25.0%	12.5%	15.6%	18.2%	6.4%	16.1%
Disagree	0.0%	0.0%	16.7%	5.6%	12.1%	10.6%	6.5%
Strongly disagree	0.0%	0.0%	0.0%	2.2%	3.0%	4.3%	6.5%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

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

Strongly agree	25.0%	13.6%	21.4%	32.4%	38.5%	40.0%	44.4%
Agree	50.0%	42.4%	64.3%	38.2%	46.2%	55.0%	33.3%
Neutral	9.2%	14.4%	14.3%	20.6%	15.4%	0.0%	0.0%
Disagree	11.8%	18.4%	0.0%	8.8%	0.0%	5.0%	22.2%
Strongly disagree	3.9%	11.2%	0.0%	0.0%	0.0%	0.0%	0.0%

Q3. The following programs/services adequately support my needs: (without "don't know/NA")

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q3-7. City supports employees with a disability

Strongly agree	0.0%	54.5%	33.3%	36.6%	17.9%	43.6%	19.0%
Agree	75.0%	27.3%	38.9%	42.3%	50.0%	41.0%	38.1%
Neutral	25.0%	18.2%	16.7%	15.5%	21.4%	10.3%	33.3%
Disagree	0.0%	0.0%	11.1%	4.2%	7.1%	5.1%	9.5%
Strongly disagree	0.0%	0.0%	0.0%	1.4%	3.6%	0.0%	0.0%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q3-7. City supports employees with a disability

Strongly agree	13.8%	14.4%	33.3%	15.0%	55.0%	42.9%	40.0%
Agree	47.7%	50.0%	58.3%	50.0%	35.0%	28.6%	40.0%
Neutral	26.2%	27.8%	8.3%	30.0%	10.0%	21.4%	0.0%
Disagree	7.7%	4.4%	0.0%	0.0%	0.0%	7.1%	20.0%
Strongly disagree	4.6%	3.3%	0.0%	5.0%	0.0%	0.0%	0.0%

Q3. The following programs/services adequately support my needs: (without "don't know/NA")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q3-8. Overall, I am satisfied with the support provided to employees by City of Tempe

Strongly agree	0.0%	41.7%	29.2%	24.2%	21.2%	48.9%	20.0%
Agree	85.7%	41.7%	37.5%	41.8%	48.5%	34.0%	43.3%
Neutral	14.3%	16.7%	20.8%	19.8%	18.2%	12.8%	6.7%
Disagree	0.0%	0.0%	4.2%	9.9%	9.1%	4.3%	20.0%
Strongly disagree	0.0%	0.0%	8.3%	4.4%	3.0%	0.0%	10.0%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q3-8. Overall, I am satisfied with the support provided to employees by City of Tempe

Strongly agree	14.7%	5.9%	28.6%	17.6%	38.5%	27.8%	11.1%
Agree	50.7%	39.5%	71.4%	38.2%	53.8%	27.8%	55.6%
Neutral	21.3%	19.3%	0.0%	29.4%	3.8%	16.7%	22.2%
Disagree	6.7%	20.2%	0.0%	14.7%	3.8%	22.2%	11.1%
Strongly disagree	6.7%	15.1%	0.0%	0.0%	0.0%	5.6%	0.0%

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue	Human Services Department

Q4-1. My immediate supervisor treats me with respect

Strongly agree	42.9%	58.3%	69.2%	60.9%	46.9%	77.1%	61.3%
Agree	57.1%	16.7%	19.2%	28.3%	40.6%	22.9%	16.1%
Neutral	0.0%	25.0%	11.5%	5.4%	6.3%	0.0%	12.9%
Disagree	0.0%	0.0%	0.0%	2.2%	0.0%	0.0%	6.5%
Strongly disagree	0.0%	0.0%	0.0%	3.3%	6.3%	0.0%	3.2%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q4-1. My immediate supervisor treats me with respect

Strongly agree	46.1%	49.2%	50.0%	41.2%	69.2%	55.0%	66.7%
Agree	35.5%	34.7%	42.9%	29.4%	19.2%	25.0%	33.3%
Neutral	7.9%	8.1%	7.1%	17.6%	7.7%	0.0%	0.0%
Disagree	5.3%	4.0%	0.0%	5.9%	3.8%	5.0%	0.0%
Strongly disagree	5.3%	4.0%	0.0%	5.9%	0.0%	15.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q4-2. I know what is expected of me at work

Strongly agree	42.9%	50.0%	57.7%	53.3%	37.5%	72.9%	48.4%
Agree	57.1%	50.0%	34.6%	25.0%	46.9%	25.0%	29.0%
Neutral	0.0%	0.0%	7.7%	13.0%	3.1%	2.1%	9.7%
Disagree	0.0%	0.0%	0.0%	4.3%	6.3%	0.0%	9.7%
Strongly disagree	0.0%	0.0%	0.0%	4.3%	6.3%	0.0%	3.2%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q4-2. I know what is expected of me at work

Strongly agree	43.4%	38.4%	50.0%	23.5%	53.8%	35.0%	55.6%
Agree	40.8%	45.6%	42.9%	35.3%	30.8%	50.0%	44.4%
Neutral	7.9%	8.0%	7.1%	8.8%	7.7%	0.0%	0.0%
Disagree	6.6%	6.4%	0.0%	20.6%	3.8%	15.0%	0.0%
Strongly disagree	1.3%	1.6%	0.0%	11.8%	3.8%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-3. I have materials & equipment I need to do my job effectively

Strongly agree	0.0%	50.0%	57.7%	42.4%	37.5%	54.2%	38.7%
Agree	57.1%	50.0%	23.1%	43.5%	43.8%	31.3%	38.7%
Neutral	14.3%	0.0%	3.8%	6.5%	3.1%	6.3%	3.2%
Disagree	28.6%	0.0%	11.5%	6.5%	9.4%	6.3%	9.7%
Strongly disagree	0.0%	0.0%	3.8%	1.1%	6.3%	2.1%	9.7%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-3. I have materials & equipment I need to do my job effectively

Strongly agree	27.6%	23.2%	42.9%	29.4%	65.4%	30.0%	44.4%
Agree	46.1%	48.8%	50.0%	44.1%	30.8%	55.0%	33.3%
Neutral	15.8%	15.2%	0.0%	17.6%	0.0%	5.0%	11.1%
Disagree	6.6%	9.6%	7.1%	5.9%	3.8%	10.0%	11.1%
Strongly disagree	3.9%	3.2%	0.0%	2.9%	0.0%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Strongly agree	14.3%	50.0%	65.4%	43.5%	40.6%	66.7%	51.6%
Agree	71.4%	8.3%	23.1%	34.8%	28.1%	27.1%	16.1%
Neutral	0.0%	8.3%	3.8%	7.6%	18.8%	0.0%	12.9%
Disagree	14.3%	25.0%	7.7%	10.9%	6.3%	6.3%	6.5%
Strongly disagree	0.0%	8.3%	0.0%	3.3%	6.3%	0.0%	12.9%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	35.5%	29.6%	57.1%	35.3%	61.5%	40.0%	44.4%
Agree	32.9%	33.6%	35.7%	26.5%	19.2%	30.0%	55.6%
Neutral	9.2%	11.2%	0.0%	8.8%	7.7%	5.0%	0.0%
Disagree	10.5%	16.8%	7.1%	14.7%	7.7%	10.0%	0.0%
Strongly disagree	11.8%	8.8%	0.0%	14.7%	3.8%	15.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-5. I believe my opinions matter at work

Strongly agree	14.3%	33.3%	53.8%	37.0%	31.3%	45.8%	32.3%
Agree	42.9%	16.7%	15.4%	28.3%	25.0%	31.3%	35.5%
Neutral	0.0%	16.7%	15.4%	16.3%	15.6%	8.3%	0.0%
Disagree	42.9%	16.7%	11.5%	12.0%	18.8%	10.4%	16.1%
Strongly disagree	0.0%	16.7%	3.8%	6.5%	9.4%	4.2%	16.1%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-5. I believe my opinions matter at work

Strongly agree	23.7%	11.4%	35.7%	23.5%	50.0%	35.0%	33.3%
Agree	34.2%	20.3%	42.9%	20.6%	26.9%	15.0%	55.6%
Neutral	13.2%	17.1%	14.3%	17.6%	3.8%	15.0%	0.0%
Disagree	13.2%	28.5%	7.1%	20.6%	15.4%	25.0%	11.1%
Strongly disagree	15.8%	22.8%	0.0%	17.6%	3.8%	10.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-6. My work is appreciated by my immediate supervisor

Strongly agree	42.9%	50.0%	73.1%	46.7%	37.5%	66.7%	54.8%
Agree	42.9%	33.3%	11.5%	37.0%	43.8%	33.3%	25.8%
Neutral	14.3%	0.0%	15.4%	12.0%	15.6%	0.0%	6.5%
Disagree	0.0%	16.7%	0.0%	1.1%	0.0%	0.0%	6.5%
Strongly disagree	0.0%	0.0%	0.0%	3.3%	3.1%	0.0%	6.5%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-6. My work is appreciated by my immediate supervisor

Strongly agree	38.2%	36.0%	50.0%	30.3%	73.1%	40.0%	55.6%
Agree	30.3%	35.2%	35.7%	36.4%	11.5%	30.0%	44.4%
Neutral	9.2%	15.2%	14.3%	6.1%	11.5%	10.0%	0.0%
Disagree	11.8%	7.2%	0.0%	12.1%	0.0%	15.0%	0.0%
Strongly disagree	10.5%	6.4%	0.0%	15.2%	3.8%	5.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Strongly agree	16.7%	50.0%	65.4%	43.5%	37.5%	62.5%	45.2%
Agree	66.7%	33.3%	19.2%	33.7%	34.4%	29.2%	22.6%
Neutral	16.7%	16.7%	3.8%	9.8%	18.8%	8.3%	12.9%
Disagree	0.0%	0.0%	11.5%	7.6%	0.0%	0.0%	6.5%
Strongly disagree	0.0%	0.0%	0.0%	5.4%	9.4%	0.0%	12.9%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	38.7%	36.8%	50.0%	17.6%	53.8%	40.0%	55.6%
Agree	30.7%	38.4%	42.9%	38.2%	30.8%	40.0%	22.2%
Neutral	21.3%	13.6%	7.1%	11.8%	7.7%	0.0%	22.2%
Disagree	2.7%	4.0%	0.0%	14.7%	3.8%	15.0%	0.0%
Strongly disagree	6.7%	7.2%	0.0%	17.6%	3.8%	5.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Strongly agree	14.3%	50.0%	61.5%	44.6%	37.5%	70.2%	45.2%
Agree	71.4%	8.3%	19.2%	27.2%	28.1%	19.1%	22.6%
Neutral	14.3%	41.7%	15.4%	14.1%	21.9%	10.6%	16.1%
Disagree	0.0%	0.0%	3.8%	5.4%	3.1%	0.0%	6.5%
Strongly disagree	0.0%	0.0%	0.0%	8.7%	9.4%	0.0%	9.7%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	38.2%	32.3%	50.0%	20.6%	65.4%	42.1%	55.6%
Agree	31.6%	38.7%	42.9%	32.4%	19.2%	31.6%	22.2%
Neutral	14.5%	21.0%	7.1%	23.5%	7.7%	10.5%	22.2%
Disagree	9.2%	4.0%	0.0%	2.9%	3.8%	15.8%	0.0%
Strongly disagree	6.6%	4.0%	0.0%	20.6%	3.8%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-9. I receive constructive feedback on my job performance from my immediate supervisor

Strongly agree	0.0%	41.7%	61.5%	39.1%	34.4%	64.6%	38.7%
Agree	66.7%	50.0%	23.1%	34.8%	40.6%	25.0%	29.0%
Neutral	0.0%	0.0%	11.5%	16.3%	9.4%	6.3%	12.9%
Disagree	16.7%	8.3%	3.8%	4.3%	6.3%	4.2%	6.5%
Strongly disagree	16.7%	0.0%	0.0%	5.4%	9.4%	0.0%	12.9%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-9. I receive constructive feedback on my job performance from my immediate supervisor

Strongly agree	35.5%	28.8%	35.7%	24.2%	56.0%	36.8%	44.4%
Agree	27.6%	32.8%	42.9%	24.2%	24.0%	36.8%	44.4%
Neutral	13.2%	17.6%	14.3%	15.2%	12.0%	0.0%	11.1%
Disagree	13.2%	14.4%	7.1%	15.2%	4.0%	15.8%	0.0%
Strongly disagree	10.5%	6.4%	0.0%	21.2%	4.0%	10.5%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

		City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-10. The work I perform is evaluated fairly

Strongly agree	0.0%	50.0%	64.0%	44.3%	38.7%	58.3%	50.0%
Agree	66.7%	16.7%	12.0%	36.4%	38.7%	31.3%	26.7%
Neutral	0.0%	16.7%	16.0%	8.0%	16.1%	8.3%	6.7%
Disagree	16.7%	0.0%	8.0%	6.8%	0.0%	2.1%	6.7%
Strongly disagree	16.7%	16.7%	0.0%	4.5%	6.5%	0.0%	10.0%

Q20. In which department do you work

		Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-10. The work I perform is evaluated fairly

Strongly agree	31.6%	29.0%	50.0%	28.1%	53.8%	36.8%	44.4%
Agree	38.2%	38.7%	35.7%	37.5%	26.9%	36.8%	55.6%
Neutral	7.9%	22.6%	14.3%	15.6%	11.5%	10.5%	0.0%
Disagree	15.8%	5.6%	0.0%	6.3%	7.7%	10.5%	0.0%
Strongly disagree	6.6%	4.0%	0.0%	12.5%	0.0%	5.3%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-11. My immediate supervisor knows my career/job goals

Strongly agree	0.0%	36.4%	64.0%	43.7%	38.7%	56.3%	45.2%
Agree	66.7%	27.3%	20.0%	27.6%	38.7%	33.3%	19.4%
Neutral	0.0%	27.3%	8.0%	21.8%	12.9%	2.1%	16.1%
Disagree	16.7%	9.1%	8.0%	3.4%	6.5%	6.3%	6.5%
Strongly disagree	16.7%	0.0%	0.0%	3.4%	3.2%	2.1%	12.9%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-11. My immediate supervisor knows my career/job goals

Strongly agree	30.3%	34.2%	42.9%	32.4%	56.0%	40.0%	33.3%
Agree	31.6%	30.0%	21.4%	23.5%	24.0%	25.0%	66.7%
Neutral	17.1%	20.0%	28.6%	14.7%	12.0%	15.0%	0.0%
Disagree	10.5%	9.2%	7.1%	20.6%	4.0%	5.0%	0.0%
Strongly disagree	10.5%	6.7%	0.0%	8.8%	4.0%	15.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

		City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-12. My immediate supervisor supports me in achieving my career/job goals

Strongly agree	0.0%	40.0%	64.0%	43.5%	41.9%	64.6%	41.9%
Agree	57.1%	40.0%	20.0%	28.2%	25.8%	20.8%	25.8%
Neutral	0.0%	10.0%	8.0%	18.8%	16.1%	10.4%	9.7%
Disagree	28.6%	10.0%	8.0%	5.9%	9.7%	4.2%	12.9%
Strongly disagree	14.3%	0.0%	0.0%	3.5%	6.5%	0.0%	9.7%

Q20. In which department do you work

		Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communication...	Economic Development, Innovation & Strategic M...
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Q4-12. My immediate supervisor supports me in achieving my career/job goals

Strongly agree	27.0%	35.0%	50.0%	27.3%	64.0%	40.0%	33.3%
Agree	37.8%	25.8%	28.6%	30.3%	20.0%	25.0%	66.7%
Neutral	17.6%	25.0%	21.4%	15.2%	4.0%	10.0%	0.0%
Disagree	6.8%	6.7%	0.0%	9.1%	8.0%	5.0%	0.0%
Strongly disagree	10.8%	7.5%	0.0%	18.2%	4.0%	20.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportati- on Department	Fire Medical Rescue Department	Human Services Department
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Q4-13. Within last 30 days, I have received feedback on my job performance from my supervisor

Strongly agree	14.3%	45.5%	60.0%	35.6%	40.6%	63.8%	25.8%
Agree	42.9%	36.4%	20.0%	26.4%	31.3%	23.4%	35.5%
Neutral	0.0%	9.1%	16.0%	24.1%	6.3%	2.1%	12.9%
Disagree	28.6%	9.1%	4.0%	8.0%	6.3%	8.5%	12.9%
Strongly disagree	14.3%	0.0%	0.0%	5.7%	15.6%	2.1%	12.9%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-13. Within last 30 days, I have received feedback on my job performance from my supervisor

Strongly agree	24.7%	28.1%	35.7%	18.2%	52.0%	42.1%	44.4%
Agree	28.8%	30.6%	35.7%	24.2%	28.0%	31.6%	22.2%
Neutral	13.7%	11.6%	7.1%	12.1%	0.0%	0.0%	33.3%
Disagree	17.8%	20.7%	21.4%	27.3%	12.0%	10.5%	0.0%
Strongly disagree	15.1%	9.1%	0.0%	18.2%	8.0%	15.8%	0.0%

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-14. When I request training, my supervisor is open to working with me to ensure I can attend

Strongly agree	40.0%	27.3%	60.9%	58.8%	35.5%	63.0%	32.1%
Agree	60.0%	45.5%	26.1%	26.3%	41.9%	28.3%	35.7%
Neutral	0.0%	27.3%	13.0%	12.5%	16.1%	8.7%	28.6%
Disagree	0.0%	0.0%	0.0%	2.5%	3.2%	0.0%	0.0%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	3.6%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-14. When I request training, my supervisor is open to working with me to ensure I can attend

Strongly agree	31.4%	28.9%	57.1%	29.4%	64.0%	43.8%	55.6%
Agree	41.4%	38.8%	42.9%	44.1%	24.0%	37.5%	33.3%
Neutral	15.7%	19.8%	0.0%	14.7%	8.0%	6.3%	11.1%
Disagree	5.7%	6.6%	0.0%	8.8%	4.0%	12.5%	0.0%
Strongly disagree	5.7%	5.8%	0.0%	2.9%	0.0%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me

Strongly agree	0.0%	36.4%	36.0%	35.7%	34.5%	44.7%	16.7%
Agree	80.0%	27.3%	32.0%	26.2%	27.6%	34.0%	29.2%
Neutral	20.0%	18.2%	12.0%	21.4%	20.7%	12.8%	8.3%
Disagree	0.0%	0.0%	16.0%	11.9%	10.3%	4.3%	20.8%
Strongly disagree	0.0%	18.2%	4.0%	4.8%	6.9%	4.3%	25.0%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me

Strongly agree	23.9%	5.2%	53.8%	29.0%	45.5%	38.9%	25.0%
Agree	32.8%	12.2%	30.8%	29.0%	31.8%	11.1%	62.5%
Neutral	22.4%	22.6%	7.7%	19.4%	18.2%	33.3%	12.5%
Disagree	9.0%	17.4%	7.7%	12.9%	4.5%	0.0%	0.0%
Strongly disagree	11.9%	42.6%	0.0%	9.7%	0.0%	16.7%	0.0%

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-16. I believe the Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor

Strongly agree	0.0%	36.4%	37.5%	37.8%	26.7%	56.3%	28.0%
Agree	83.3%	45.5%	29.2%	24.4%	33.3%	25.0%	32.0%
Neutral	16.7%	9.1%	16.7%	23.2%	23.3%	14.6%	12.0%
Disagree	0.0%	9.1%	8.3%	14.6%	6.7%	0.0%	20.0%
Strongly disagree	0.0%	0.0%	8.3%	0.0%	10.0%	4.2%	8.0%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-16. I believe the Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor

Strongly agree	22.9%	6.3%	46.2%	19.4%	52.4%	38.9%	14.3%
Agree	38.6%	22.3%	38.5%	38.7%	33.3%	27.8%	71.4%
Neutral	20.0%	22.3%	7.7%	29.0%	9.5%	22.2%	14.3%
Disagree	10.0%	17.0%	7.7%	6.5%	4.8%	0.0%	0.0%
Strongly disagree	8.6%	32.1%	0.0%	6.5%	0.0%	11.1%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-17. As a supervisor, I am supported when addressing staff issues (If applicable)

Strongly agree	0.0%	40.0%	72.7%	43.2%	22.2%	56.0%	20.0%
Agree	100.0%	40.0%	18.2%	34.1%	38.9%	32.0%	40.0%
Neutral	0.0%	20.0%	9.1%	13.6%	27.8%	12.0%	30.0%
Disagree	0.0%	0.0%	0.0%	6.8%	11.1%	0.0%	10.0%
Strongly disagree	0.0%	0.0%	0.0%	2.3%	0.0%	0.0%	0.0%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-17. As a supervisor, I am supported when addressing staff issues (If applicable)

Strongly agree	30.8%	8.5%	50.0%	35.7%	50.0%	40.0%	50.0%
Agree	30.8%	31.9%	50.0%	28.6%	16.7%	20.0%	50.0%
Neutral	19.2%	25.5%	0.0%	21.4%	33.3%	40.0%	0.0%
Disagree	7.7%	14.9%	0.0%	14.3%	0.0%	0.0%	0.0%
Strongly disagree	11.5%	19.1%	0.0%	0.0%	0.0%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Strongly agree	100.0%	60.0%	72.7%	38.3%	29.4%	61.5%	57.1%
Agree	0.0%	40.0%	18.2%	42.6%	52.9%	34.6%	21.4%
Neutral	0.0%	0.0%	9.1%	19.1%	17.6%	3.8%	21.4%
Disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	46.7%	34.0%	57.1%	27.3%	46.2%	57.1%	25.0%
Agree	30.0%	42.6%	42.9%	27.3%	38.5%	14.3%	75.0%
Neutral	13.3%	14.9%	0.0%	18.2%	15.4%	28.6%	0.0%
Disagree	3.3%	6.4%	0.0%	18.2%	0.0%	0.0%	0.0%
Strongly disagree	6.7%	2.1%	0.0%	9.1%	0.0%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q4-19. Conflict in my work area is resolved effectively

Strongly agree	14.3%	8.3%	48.0%	29.3%	23.3%	53.3%	22.2%
Agree	71.4%	41.7%	24.0%	35.4%	36.7%	28.9%	29.6%
Neutral	0.0%	16.7%	16.0%	18.3%	23.3%	8.9%	18.5%
Disagree	14.3%	25.0%	8.0%	6.1%	3.3%	6.7%	14.8%
Strongly disagree	0.0%	8.3%	4.0%	11.0%	13.3%	2.2%	14.8%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q4-19. Conflict in my work area is resolved effectively

Strongly agree	20.6%	10.9%	33.3%	17.2%	26.1%	17.6%	42.9%
Agree	29.4%	28.6%	33.3%	27.6%	47.8%	29.4%	42.9%
Neutral	20.6%	21.0%	25.0%	31.0%	13.0%	17.6%	0.0%
Disagree	16.2%	21.8%	8.3%	13.8%	13.0%	11.8%	0.0%
Strongly disagree	13.2%	17.6%	0.0%	10.3%	0.0%	23.5%	14.3%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q4-20. I believe assignments in my department are distributed fairly

Strongly agree	0.0%	33.3%	33.3%	30.2%	21.9%	47.9%	27.6%
Agree	66.7%	25.0%	29.2%	22.1%	37.5%	31.3%	24.1%
Neutral	16.7%	16.7%	4.2%	25.6%	12.5%	10.4%	13.8%
Disagree	16.7%	16.7%	25.0%	15.1%	12.5%	8.3%	10.3%
Strongly disagree	0.0%	8.3%	8.3%	7.0%	15.6%	2.1%	24.1%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q4-20. I believe assignments in my department are distributed fairly

Strongly agree	26.8%	8.5%	42.9%	18.2%	41.7%	31.3%	37.5%
Agree	29.6%	24.8%	14.3%	21.2%	41.7%	37.5%	25.0%
Neutral	15.5%	21.4%	28.6%	21.2%	8.3%	6.3%	25.0%
Disagree	14.1%	27.4%	14.3%	21.2%	8.3%	0.0%	0.0%
Strongly disagree	14.1%	17.9%	0.0%	18.2%	0.0%	25.0%	12.5%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-21. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit

Strongly agree	14.3%	25.0%	38.5%	30.3%	32.3%	41.7%	25.8%
Agree	42.9%	50.0%	19.2%	25.8%	16.1%	27.1%	22.6%
Neutral	14.3%	0.0%	23.1%	28.1%	29.0%	12.5%	19.4%
Disagree	28.6%	8.3%	11.5%	10.1%	16.1%	14.6%	19.4%
Strongly disagree	0.0%	16.7%	7.7%	5.6%	6.5%	4.2%	12.9%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-21. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit

Strongly agree	18.1%	8.1%	21.4%	12.1%	38.5%	38.9%	33.3%
Agree	23.6%	23.6%	28.6%	24.2%	34.6%	16.7%	55.6%
Neutral	25.0%	15.4%	14.3%	15.2%	11.5%	16.7%	0.0%
Disagree	12.5%	30.9%	35.7%	30.3%	11.5%	22.2%	11.1%
Strongly disagree	20.8%	22.0%	0.0%	18.2%	3.8%	5.6%	0.0%

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-22. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit

Strongly agree	0.0%	20.0%	24.0%	16.9%	22.6%	36.2%	21.4%
Agree	60.0%	20.0%	24.0%	18.1%	19.4%	21.3%	14.3%
Neutral	20.0%	30.0%	24.0%	32.5%	25.8%	19.1%	21.4%
Disagree	20.0%	20.0%	12.0%	18.1%	19.4%	17.0%	17.9%
Strongly disagree	0.0%	10.0%	16.0%	14.5%	12.9%	6.4%	25.0%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-22. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit

Strongly agree	11.6%	3.3%	14.3%	6.7%	20.0%	25.0%	12.5%
Agree	18.8%	19.5%	14.3%	23.3%	32.0%	25.0%	37.5%
Neutral	23.2%	18.7%	50.0%	20.0%	20.0%	12.5%	25.0%
Disagree	21.7%	29.3%	21.4%	20.0%	20.0%	31.3%	12.5%
Strongly disagree	24.6%	29.3%	0.0%	30.0%	8.0%	6.3%	12.5%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-23. As a supervisor, I have been given the training, tools, & resources to lead my work unit

Strongly agree	0.0%	50.0%	63.6%	27.7%	26.3%	50.0%	14.3%
Agree	50.0%	50.0%	18.2%	51.1%	42.1%	43.3%	28.6%
Neutral	0.0%	0.0%	9.1%	17.0%	31.6%	6.7%	35.7%
Disagree	50.0%	0.0%	9.1%	4.3%	0.0%	0.0%	7.1%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-23. As a supervisor, I have been given the training, tools, & resources to lead my work unit

Strongly agree	16.7%	15.7%	50.0%	27.3%	50.0%	50.0%	25.0%
Agree	30.0%	25.5%	37.5%	36.4%	14.3%	16.7%	50.0%
Neutral	30.0%	31.4%	12.5%	9.1%	28.6%	16.7%	0.0%
Disagree	6.7%	15.7%	0.0%	18.2%	0.0%	16.7%	25.0%
Strongly disagree	16.7%	11.8%	0.0%	9.1%	7.1%	0.0%	0.0%

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")

Q20. In which department do you work

		City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-24. I feel physically safe in my work unit

Strongly agree	42.9%	41.7%	52.0%	40.7%	37.5%	54.2%	48.4%
Agree	57.1%	58.3%	28.0%	46.2%	43.8%	37.5%	41.9%
Neutral	0.0%	0.0%	8.0%	7.7%	9.4%	6.3%	3.2%
Disagree	0.0%	0.0%	12.0%	4.4%	9.4%	2.1%	6.5%
Strongly disagree	0.0%	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%

Q20. In which department do you work

		Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-24. I feel physically safe in my work unit

Strongly agree	32.9%	34.7%	50.0%	54.5%	57.7%	55.0%	44.4%
Agree	50.7%	42.1%	42.9%	39.4%	34.6%	35.0%	55.6%
Neutral	12.3%	10.7%	0.0%	6.1%	7.7%	5.0%	0.0%
Disagree	2.7%	4.1%	7.1%	0.0%	0.0%	5.0%	0.0%
Strongly disagree	1.4%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q4-25. I am able to discuss physical & emotional safety with my supervisor

Strongly agree	14.3%	41.7%	48.0%	38.9%	37.5%	53.2%	36.7%
Agree	71.4%	25.0%	28.0%	40.0%	31.3%	31.9%	36.7%
Neutral	0.0%	25.0%	24.0%	11.1%	21.9%	6.4%	3.3%
Disagree	14.3%	8.3%	0.0%	4.4%	6.3%	6.4%	13.3%
Strongly disagree	0.0%	0.0%	0.0%	5.6%	3.1%	2.1%	10.0%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-25. I am able to discuss physical & emotional safety with my supervisor

Strongly agree	27.5%	28.2%	50.0%	35.7%	53.8%	35.3%	44.4%
Agree	37.7%	38.5%	50.0%	21.4%	26.9%	23.5%	55.6%
Neutral	14.5%	17.9%	0.0%	17.9%	11.5%	11.8%	0.0%
Disagree	10.1%	8.5%	0.0%	14.3%	7.7%	17.6%	0.0%
Strongly disagree	10.1%	6.8%	0.0%	10.7%	0.0%	11.8%	0.0%

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportati- on Department	Fire Medical Rescue Department	Human Services Department
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Q4-26. My immediate supervisor has the skills to deal with conflict

Strongly agree	14.3%	25.0%	42.3%	39.5%	31.3%	60.4%	36.7%
Agree	71.4%	41.7%	30.8%	31.4%	37.5%	25.0%	30.0%
Neutral	14.3%	25.0%	15.4%	17.4%	9.4%	10.4%	6.7%
Disagree	0.0%	0.0%	7.7%	1.2%	9.4%	2.1%	20.0%
Strongly disagree	0.0%	8.3%	3.8%	10.5%	12.5%	2.1%	6.7%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q4-26. My immediate supervisor has the skills to deal with conflict

Strongly agree	31.4%	25.0%	42.9%	27.6%	44.0%	31.6%	62.5%
Agree	35.7%	41.9%	50.0%	27.6%	20.0%	26.3%	37.5%
Neutral	12.9%	14.5%	0.0%	10.3%	20.0%	21.1%	0.0%
Disagree	11.4%	8.1%	7.1%	17.2%	8.0%	5.3%	0.0%
Strongly disagree	8.6%	10.5%	0.0%	17.2%	8.0%	15.8%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Strongly agree	14.3%	33.3%	50.0%	37.4%	28.1%	60.4%	26.7%
Agree	71.4%	41.7%	19.2%	35.2%	37.5%	25.0%	33.3%
Neutral	14.3%	8.3%	26.9%	13.2%	18.8%	10.4%	10.0%
Disagree	0.0%	8.3%	3.8%	6.6%	12.5%	2.1%	16.7%
Strongly disagree	0.0%	8.3%	0.0%	7.7%	3.1%	2.1%	13.3%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communication...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	20.5%	10.7%	42.9%	24.2%	53.8%	36.8%	55.6%
Agree	42.5%	29.8%	50.0%	36.4%	30.8%	31.6%	22.2%
Neutral	9.6%	19.8%	7.1%	24.2%	11.5%	5.3%	22.2%
Disagree	15.1%	21.5%	0.0%	6.1%	3.8%	26.3%	0.0%
Strongly disagree	12.3%	18.2%	0.0%	9.1%	0.0%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q5-1. City's health care plan meets my needs

Strongly agree	0.0%	27.3%	39.1%	30.3%	27.3%	39.4%	15.4%
Agree	80.0%	72.7%	26.1%	48.5%	48.5%	33.3%	61.5%
Neutral	0.0%	0.0%	26.1%	10.6%	12.1%	15.2%	23.1%
Disagree	20.0%	0.0%	8.7%	4.5%	6.1%	12.1%	0.0%
Strongly disagree	0.0%	0.0%	0.0%	6.1%	6.1%	0.0%	0.0%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q5-1. City's health care plan meets my needs

Strongly agree	29.2%	12.8%	28.6%	21.2%	42.3%	55.6%	37.5%
Agree	47.2%	58.1%	71.4%	48.5%	46.2%	38.9%	62.5%
Neutral	11.1%	16.2%	0.0%	21.2%	7.7%	5.6%	0.0%
Disagree	11.1%	9.4%	0.0%	6.1%	3.8%	0.0%	0.0%
Strongly disagree	1.4%	3.4%	0.0%	3.0%	0.0%	0.0%	0.0%

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q5-2. The amount I pay for health care benefits is reasonable

Strongly agree	0.0%	27.3%	21.7%	28.4%	12.1%	36.4%	23.1%
Agree	60.0%	45.5%	39.1%	43.3%	48.5%	34.1%	46.2%
Neutral	0.0%	9.1%	17.4%	17.9%	18.2%	15.9%	26.9%
Disagree	40.0%	9.1%	17.4%	6.0%	12.1%	11.4%	3.8%
Strongly disagree	0.0%	9.1%	4.3%	4.5%	9.1%	2.3%	0.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q5-2. The amount I pay for health care benefits is reasonable

Strongly agree	25.7%	11.8%	50.0%	25.0%	50.0%	55.6%	57.1%
Agree	39.2%	49.6%	42.9%	53.1%	38.5%	38.9%	28.6%
Neutral	20.3%	18.5%	7.1%	15.6%	7.7%	0.0%	0.0%
Disagree	12.2%	16.8%	0.0%	6.3%	3.8%	5.6%	14.3%
Strongly disagree	2.7%	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q5-3. City does a good job of informing me about my benefits

Strongly agree	0.0%	41.7%	30.8%	36.5%	18.2%	32.6%	21.4%
Agree	83.3%	50.0%	38.5%	37.8%	54.5%	45.7%	57.1%
Neutral	0.0%	8.3%	26.9%	12.2%	18.2%	15.2%	14.3%
Disagree	16.7%	0.0%	3.8%	10.8%	9.1%	4.3%	3.6%
Strongly disagree	0.0%	0.0%	0.0%	2.7%	0.0%	2.2%	3.6%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q5-3. City does a good job of informing me about my benefits

Strongly agree	28.9%	13.1%	35.7%	27.3%	61.5%	47.4%	44.4%
Agree	36.8%	61.5%	57.1%	45.5%	34.6%	52.6%	22.2%
Neutral	15.8%	16.4%	0.0%	18.2%	3.8%	0.0%	11.1%
Disagree	15.8%	7.4%	7.1%	9.1%	0.0%	0.0%	22.2%
Strongly disagree	2.6%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q5-4. The amount of leave I receive each year meets my needs

Strongly agree	0.0%	33.3%	36.0%	27.0%	21.2%	42.6%	23.1%
Agree	50.0%	50.0%	32.0%	50.0%	45.5%	36.2%	50.0%
Neutral	16.7%	0.0%	24.0%	8.1%	15.2%	12.8%	11.5%
Disagree	16.7%	16.7%	8.0%	9.5%	12.1%	6.4%	11.5%
Strongly disagree	16.7%	0.0%	0.0%	5.4%	6.1%	2.1%	3.8%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q5-4. The amount of leave I receive each year meets my needs

Strongly agree	25.3%	10.8%	28.6%	26.5%	57.7%	47.4%	62.5%
Agree	45.3%	59.2%	50.0%	44.1%	34.6%	36.8%	12.5%
Neutral	17.3%	11.7%	0.0%	17.6%	7.7%	15.8%	12.5%
Disagree	8.0%	13.3%	21.4%	11.8%	0.0%	0.0%	12.5%
Strongly disagree	4.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q5-5. The amount I am paid is fair for the work I do

Strongly agree	0.0%	25.0%	36.0%	14.8%	15.2%	41.7%	16.7%
Agree	14.3%	33.3%	4.0%	33.0%	39.4%	39.6%	33.3%
Neutral	28.6%	8.3%	12.0%	19.3%	18.2%	6.3%	26.7%
Disagree	42.9%	25.0%	28.0%	18.2%	6.1%	4.2%	20.0%
Strongly disagree	14.3%	8.3%	20.0%	14.8%	21.2%	8.3%	3.3%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q5-5. The amount I am paid is fair for the work I do

Strongly agree	10.5%	5.7%	14.3%	17.6%	19.2%	35.0%	33.3%
Agree	28.9%	35.2%	64.3%	38.2%	23.1%	30.0%	44.4%
Neutral	21.1%	22.1%	7.1%	14.7%	19.2%	20.0%	0.0%
Disagree	18.4%	14.8%	14.3%	14.7%	26.9%	5.0%	22.2%
Strongly disagree	21.1%	22.1%	0.0%	14.7%	11.5%	10.0%	0.0%

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

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q5-6. I am satisfied with City's deferred compensation benefits

Strongly agree	0.0%	27.3%	40.0%	14.5%	21.4%	36.2%	14.3%
Agree	33.3%	45.5%	24.0%	50.0%	35.7%	42.6%	52.4%
Neutral	16.7%	27.3%	24.0%	25.8%	17.9%	12.8%	19.0%
Disagree	33.3%	0.0%	8.0%	6.5%	21.4%	6.4%	9.5%
Strongly disagree	16.7%	0.0%	4.0%	3.2%	3.6%	2.1%	4.8%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q5-6. I am satisfied with City's deferred compensation benefits

Strongly agree	19.7%	11.9%	14.3%	22.6%	30.8%	47.4%	62.5%
Agree	40.8%	52.5%	64.3%	41.9%	53.8%	31.6%	12.5%
Neutral	31.0%	19.5%	7.1%	16.1%	15.4%	21.1%	0.0%
Disagree	5.6%	8.5%	14.3%	19.4%	0.0%	0.0%	12.5%
Strongly disagree	2.8%	7.6%	0.0%	0.0%	0.0%	0.0%	12.5%

Some totals do not equal 100% due to rounding

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Strongly agree	0.0%	33.3%	30.8%	14.9%	15.6%	47.9%	9.7%
Agree	14.3%	25.0%	7.7%	41.4%	43.8%	37.5%	45.2%
Neutral	28.6%	16.7%	30.8%	19.5%	12.5%	4.2%	25.8%
Disagree	42.9%	25.0%	26.9%	16.1%	15.6%	4.2%	12.9%
Strongly disagree	14.3%	0.0%	3.8%	8.0%	12.5%	6.3%	6.5%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	13.2%	7.4%	28.6%	20.6%	19.2%	36.8%	44.4%
Agree	39.5%	43.0%	50.0%	41.2%	42.3%	47.4%	33.3%
Neutral	21.1%	17.4%	7.1%	11.8%	19.2%	5.3%	22.2%
Disagree	13.2%	16.5%	14.3%	20.6%	15.4%	0.0%	0.0%
Strongly disagree	13.2%	15.7%	0.0%	5.9%	3.8%	10.5%	0.0%

Q5a. Are you currently enrolled in the City's sponsored health care plans? (without "not provided")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q5a. Are you currently enrolled in City's sponsored health care plans

Yes	83.3%	91.7%	91.7%	64.0%	100.0%	56.1%	80.0%
No	16.7%	8.3%	8.3%	36.0%	0.0%	43.9%	20.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q5a. Are you currently enrolled in City's sponsored health care plans

Yes	90.5%	91.1%	100.0%	90.9%	96.0%	75.0%	66.7%
No	9.5%	8.9%	0.0%	9.1%	4.0%	25.0%	33.3%

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Strongly agree	14.3%	41.7%	53.8%	40.7%	25.0%	58.3%	30.0%
Agree	85.7%	33.3%	30.8%	31.9%	46.9%	37.5%	33.3%
Neutral	0.0%	8.3%	11.5%	14.3%	15.6%	0.0%	13.3%
Disagree	0.0%	16.7%	3.8%	11.0%	3.1%	4.2%	13.3%
Strongly disagree	0.0%	0.0%	0.0%	2.2%	9.4%	0.0%	10.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	25.0%	18.5%	28.6%	24.2%	56.0%	42.1%	44.4%
Agree	44.7%	43.5%	50.0%	39.4%	36.0%	31.6%	44.4%
Neutral	15.8%	16.1%	0.0%	15.2%	4.0%	0.0%	0.0%
Disagree	9.2%	12.9%	21.4%	9.1%	0.0%	26.3%	11.1%
Strongly disagree	5.3%	8.9%	0.0%	12.1%	4.0%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue	Human Services Department

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

Strongly agree	14.3%	25.0%	38.5%	35.3%	28.1%	34.0%	25.0%
Agree	71.4%	41.7%	30.8%	35.3%	37.5%	40.4%	14.3%
Neutral	14.3%	8.3%	23.1%	8.2%	15.6%	10.6%	17.9%
Disagree	0.0%	8.3%	7.7%	15.3%	12.5%	8.5%	25.0%
Strongly disagree	0.0%	16.7%	0.0%	5.9%	6.3%	6.4%	17.9%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	21.3%	7.3%	46.2%	21.9%	47.8%	36.8%	55.6%
Agree	33.3%	11.3%	38.5%	37.5%	34.8%	21.1%	33.3%
Neutral	14.7%	14.5%	0.0%	15.6%	13.0%	10.5%	0.0%
Disagree	16.0%	29.8%	15.4%	18.8%	4.3%	26.3%	11.1%
Strongly disagree	14.7%	37.1%	0.0%	6.3%	0.0%	5.3%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Strongly agree	0.0%	16.7%	36.0%	27.6%	15.6%	50.0%	20.0%
Agree	83.3%	33.3%	20.0%	44.8%	43.8%	33.3%	33.3%
Neutral	16.7%	16.7%	12.0%	11.5%	21.9%	4.2%	6.7%
Disagree	0.0%	25.0%	20.0%	9.2%	18.8%	10.4%	16.7%
Strongly disagree	0.0%	8.3%	12.0%	6.9%	0.0%	2.1%	23.3%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	13.3%	8.8%	28.6%	15.2%	38.5%	31.6%	55.6%
Agree	41.3%	28.8%	21.4%	24.2%	38.5%	26.3%	44.4%
Neutral	17.3%	16.0%	28.6%	24.2%	11.5%	10.5%	0.0%
Disagree	14.7%	25.6%	21.4%	24.2%	7.7%	26.3%	0.0%
Strongly disagree	13.3%	20.8%	0.0%	12.1%	3.8%	5.3%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Strongly agree	0.0%	33.3%	20.8%	20.3%	17.2%	37.0%	16.0%
Agree	60.0%	44.4%	25.0%	44.3%	34.5%	34.8%	40.0%
Neutral	20.0%	22.2%	25.0%	19.0%	24.1%	15.2%	12.0%
Disagree	20.0%	0.0%	12.5%	15.2%	13.8%	10.9%	20.0%
Strongly disagree	0.0%	0.0%	16.7%	1.3%	10.3%	2.2%	12.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	11.4%	6.8%	15.4%	15.6%	26.9%	29.4%	22.2%
Agree	38.6%	32.5%	61.5%	25.0%	34.6%	47.1%	33.3%
Neutral	24.3%	20.5%	7.7%	37.5%	23.1%	11.8%	22.2%
Disagree	15.7%	22.2%	15.4%	18.8%	7.7%	11.8%	22.2%
Strongly disagree	10.0%	17.9%	0.0%	3.1%	7.7%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q6-5. With respect to my job, communication between departments is good

Strongly agree	0.0%	25.0%	32.0%	22.1%	18.8%	44.7%	21.4%
Agree	83.3%	50.0%	28.0%	50.0%	59.4%	36.2%	35.7%
Neutral	16.7%	8.3%	16.0%	14.0%	9.4%	4.3%	17.9%
Disagree	0.0%	8.3%	16.0%	12.8%	9.4%	14.9%	17.9%
Strongly disagree	0.0%	8.3%	8.0%	1.2%	3.1%	0.0%	7.1%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q6-5. With respect to my job, communication between departments is good

Strongly agree	13.3%	5.7%	21.4%	18.2%	34.6%	22.2%	11.1%
Agree	49.3%	38.5%	57.1%	27.3%	42.3%	61.1%	33.3%
Neutral	21.3%	18.0%	0.0%	39.4%	7.7%	0.0%	44.4%
Disagree	6.7%	20.5%	21.4%	9.1%	7.7%	16.7%	11.1%
Strongly disagree	9.3%	17.2%	0.0%	6.1%	7.7%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Strongly agree	0.0%	33.3%	34.6%	27.0%	29.0%	50.0%	26.7%
Agree	60.0%	33.3%	34.6%	39.3%	29.0%	27.1%	23.3%
Neutral	20.0%	16.7%	19.2%	16.9%	16.1%	10.4%	23.3%
Disagree	0.0%	16.7%	7.7%	11.2%	22.6%	8.3%	10.0%
Strongly disagree	20.0%	0.0%	3.8%	5.6%	3.2%	4.2%	16.7%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	13.3%	8.9%	28.6%	21.2%	44.0%	27.8%	22.2%
Agree	46.7%	23.6%	42.9%	36.4%	44.0%	27.8%	66.7%
Neutral	12.0%	27.6%	14.3%	21.2%	8.0%	22.2%	11.1%
Disagree	8.0%	22.0%	14.3%	12.1%	4.0%	22.2%	0.0%
Strongly disagree	20.0%	17.9%	0.0%	9.1%	0.0%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue	Human Services Department

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

Strongly agree	0.0%	33.3%	26.9%	27.5%	32.1%	32.6%	22.2%
Agree	60.0%	16.7%	38.5%	32.5%	21.4%	39.1%	22.2%
Neutral	20.0%	25.0%	15.4%	17.5%	21.4%	17.4%	18.5%
Disagree	20.0%	8.3%	11.5%	16.3%	21.4%	6.5%	14.8%
Strongly disagree	0.0%	16.7%	7.7%	6.3%	3.6%	4.3%	22.2%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Strongly agree	17.1%	4.2%	38.5%	16.1%	42.9%	29.4%	14.3%
Agree	22.9%	11.7%	30.8%	35.5%	47.6%	23.5%	71.4%
Neutral	31.4%	15.8%	23.1%	25.8%	4.8%	17.6%	14.3%
Disagree	17.1%	27.5%	7.7%	12.9%	4.8%	5.9%	0.0%
Strongly disagree	11.4%	40.8%	0.0%	9.7%	0.0%	23.5%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue	Human Services Department

Q6-8. The Director/Chief & Deputy Directors/Assistant Chiefs in my department engage in processes that solicit input from employees to make decisions

Strongly agree	0.0%	27.3%	30.8%	27.5%	27.6%	33.3%	19.2%
Agree	75.0%	36.4%	30.8%	35.0%	27.6%	39.6%	23.1%
Neutral	25.0%	18.2%	19.2%	17.5%	13.8%	16.7%	23.1%
Disagree	0.0%	9.1%	7.7%	13.8%	17.2%	6.3%	11.5%
Strongly disagree	0.0%	9.1%	11.5%	6.3%	13.8%	4.2%	23.1%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q6-8. The Director/Chief & Deputy Directors/Assistant Chiefs in my department engage in processes that solicit input from employees to make decisions

Strongly agree	14.9%	4.2%	35.7%	23.3%	38.1%	33.3%	14.3%
Agree	21.6%	10.9%	21.4%	33.3%	42.9%	16.7%	71.4%
Neutral	31.1%	15.1%	28.6%	13.3%	14.3%	22.2%	0.0%
Disagree	21.6%	36.1%	14.3%	20.0%	4.8%	11.1%	14.3%
Strongly disagree	10.8%	33.6%	0.0%	10.0%	0.0%	16.7%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q6-9. I am encouraged to be innovative & come up with better ways to do things at work

Strongly agree	20.0%	41.7%	38.5%	37.9%	31.3%	41.7%	29.0%
Agree	60.0%	25.0%	34.6%	37.9%	21.9%	33.3%	25.8%
Neutral	0.0%	25.0%	11.5%	12.6%	15.6%	16.7%	22.6%
Disagree	20.0%	0.0%	11.5%	8.0%	18.8%	6.3%	16.1%
Strongly disagree	0.0%	8.3%	3.8%	3.4%	12.5%	2.1%	6.5%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q6-9. I am encouraged to be innovative & come up with better ways to do things at work

Strongly agree	20.0%	9.7%	28.6%	29.0%	50.0%	31.6%	44.4%
Agree	32.0%	22.6%	42.9%	19.4%	38.5%	31.6%	33.3%
Neutral	17.3%	28.2%	21.4%	12.9%	3.8%	10.5%	11.1%
Disagree	21.3%	25.8%	7.1%	19.4%	7.7%	21.1%	11.1%
Strongly disagree	9.3%	13.7%	0.0%	19.4%	0.0%	5.3%	0.0%

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q6-10. Employees in my department are highly motivated about accomplishing our goals

Strongly agree	14.3%	8.3%	28.0%	28.9%	25.0%	47.9%	32.3%
Agree	71.4%	8.3%	32.0%	27.8%	28.1%	39.6%	22.6%
Neutral	0.0%	25.0%	32.0%	28.9%	25.0%	8.3%	22.6%
Disagree	14.3%	41.7%	8.0%	8.9%	12.5%	2.1%	12.9%
Strongly disagree	0.0%	16.7%	0.0%	5.6%	9.4%	2.1%	9.7%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q6-10. Employees in my department are highly motivated about accomplishing our goals

Strongly agree	13.2%	3.2%	21.4%	16.1%	34.6%	36.8%	33.3%
Agree	31.6%	25.0%	42.9%	32.3%	42.3%	15.8%	55.6%
Neutral	26.3%	29.8%	21.4%	16.1%	11.5%	10.5%	11.1%
Disagree	10.5%	21.8%	14.3%	22.6%	7.7%	21.1%	0.0%
Strongly disagree	18.4%	20.2%	0.0%	12.9%	3.8%	15.8%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q6-11. Employees in my department take personal accountability for their actions & work performance

Strongly agree	14.3%	8.3%	29.2%	29.7%	28.1%	43.8%	37.9%
Agree	57.1%	33.3%	33.3%	37.4%	28.1%	43.8%	31.0%
Neutral	14.3%	25.0%	20.8%	18.7%	21.9%	10.4%	17.2%
Disagree	0.0%	33.3%	12.5%	9.9%	15.6%	2.1%	6.9%
Strongly disagree	14.3%	0.0%	4.2%	4.4%	6.3%	0.0%	6.9%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q6-11. Employees in my department take personal accountability for their actions & work performance

Strongly agree	11.8%	8.8%	15.4%	15.2%	34.6%	35.3%	44.4%
Agree	35.5%	30.4%	69.2%	21.2%	38.5%	23.5%	44.4%
Neutral	25.0%	23.2%	7.7%	36.4%	7.7%	23.5%	11.1%
Disagree	14.5%	23.2%	7.7%	6.1%	15.4%	17.6%	0.0%
Strongly disagree	13.2%	14.4%	0.0%	21.2%	3.8%	0.0%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q6-12. Overall, I am satisfied with the level of employee engagement in my department

Strongly agree	14.3%	16.7%	30.8%	30.8%	21.9%	41.7%	34.5%
Agree	42.9%	25.0%	26.9%	34.1%	28.1%	41.7%	24.1%
Neutral	28.6%	33.3%	26.9%	24.2%	31.3%	12.5%	13.8%
Disagree	0.0%	16.7%	11.5%	8.8%	15.6%	4.2%	10.3%
Strongly disagree	14.3%	8.3%	3.8%	2.2%	3.1%	0.0%	17.2%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q6-12. Overall, I am satisfied with the level of employee engagement in my department

Strongly agree	14.7%	3.3%	21.4%	21.9%	34.6%	33.3%	44.4%
Agree	40.0%	23.8%	42.9%	18.8%	42.3%	27.8%	44.4%
Neutral	21.3%	34.4%	14.3%	40.6%	7.7%	11.1%	11.1%
Disagree	17.3%	20.5%	21.4%	6.3%	15.4%	22.2%	0.0%
Strongly disagree	6.7%	18.0%	0.0%	12.5%	0.0%	5.6%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q6-13. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)

Strongly agree	14.3%	50.0%	61.5%	48.3%	50.0%	60.4%	33.3%
Agree	71.4%	25.0%	23.1%	42.7%	34.4%	37.5%	50.0%
Neutral	0.0%	16.7%	11.5%	5.6%	12.5%	2.1%	10.0%
Disagree	0.0%	8.3%	3.8%	2.2%	3.1%	0.0%	3.3%
Strongly disagree	14.3%	0.0%	0.0%	1.1%	0.0%	0.0%	3.3%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q6-13. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)

Strongly agree	31.6%	22.4%	42.9%	36.4%	57.7%	63.2%	55.6%
Agree	50.0%	51.2%	50.0%	51.5%	38.5%	31.6%	44.4%
Neutral	9.2%	19.2%	7.1%	12.1%	3.8%	0.0%	0.0%
Disagree	3.9%	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Strongly disagree	5.3%	3.2%	0.0%	0.0%	0.0%	5.3%	0.0%

Some totals do not equal 100% due to rounding

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")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q6-14. I feel my department practices these values

Strongly agree	0.0%	25.0%	42.3%	37.5%	21.9%	53.2%	30.0%
Agree	71.4%	25.0%	15.4%	31.8%	31.3%	38.3%	30.0%
Neutral	14.3%	25.0%	26.9%	15.9%	40.6%	4.3%	6.7%
Disagree	0.0%	16.7%	11.5%	8.0%	0.0%	2.1%	16.7%
Strongly disagree	14.3%	8.3%	3.8%	6.8%	6.3%	2.1%	16.7%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q6-14. I feel my department practices these values

Strongly agree	21.3%	6.4%	35.7%	27.3%	46.2%	42.1%	62.5%
Agree	34.7%	28.8%	42.9%	18.2%	38.5%	26.3%	37.5%
Neutral	13.3%	28.8%	14.3%	30.3%	11.5%	15.8%	0.0%
Disagree	17.3%	15.2%	7.1%	21.2%	3.8%	0.0%	0.0%
Strongly disagree	13.3%	20.8%	0.0%	3.0%	0.0%	15.8%	0.0%

Some totals do not equal 100% due to rounding

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")

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q6-15. I feel City practices these values

Strongly agree	0.0%	33.3%	42.3%	32.6%	26.7%	58.7%	23.3%
Agree	50.0%	41.7%	11.5%	40.7%	43.3%	34.8%	40.0%
Neutral	33.3%	16.7%	23.1%	18.6%	20.0%	6.5%	13.3%
Disagree	16.7%	8.3%	19.2%	7.0%	6.7%	0.0%	16.7%
Strongly disagree	0.0%	0.0%	3.8%	1.2%	3.3%	0.0%	6.7%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q6-15. I feel City practices these values

Strongly agree	21.3%	8.2%	15.4%	21.9%	42.3%	31.6%	11.1%
Agree	42.7%	35.2%	46.2%	43.8%	42.3%	42.1%	44.4%
Neutral	17.3%	32.8%	15.4%	25.0%	7.7%	10.5%	11.1%
Disagree	6.7%	10.7%	23.1%	9.4%	3.8%	10.5%	33.3%
Strongly disagree	12.0%	13.1%	0.0%	0.0%	3.8%	5.3%	0.0%

Some totals do not equal 100% due to rounding

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

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q7-1. My co-workers treat me with respect

Strongly agree	28.6%	50.0%	65.4%	53.3%	38.7%	57.4%	58.1%
Agree	57.1%	41.7%	26.9%	39.1%	48.4%	38.3%	35.5%
Neutral	14.3%	0.0%	7.7%	4.3%	6.5%	2.1%	3.2%
Disagree	0.0%	0.0%	0.0%	1.1%	6.5%	2.1%	3.2%
Strongly disagree	0.0%	8.3%	0.0%	2.2%	0.0%	0.0%	0.0%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q7-1. My co-workers treat me with respect

Strongly agree	25.3%	31.2%	42.9%	38.2%	57.7%	40.0%	33.3%
Agree	50.7%	51.2%	57.1%	41.2%	42.3%	45.0%	66.7%
Neutral	17.3%	13.6%	0.0%	11.8%	0.0%	10.0%	0.0%
Disagree	5.3%	4.0%	0.0%	5.9%	0.0%	5.0%	0.0%
Strongly disagree	1.3%	0.0%	0.0%	2.9%	0.0%	0.0%	0.0%

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q7-2. Conflict between co-workers is resolved effectively

Strongly agree	0.0%	16.7%	45.8%	32.1%	31.0%	48.9%	40.9%
Agree	80.0%	33.3%	33.3%	34.5%	37.9%	40.4%	27.3%
Neutral	0.0%	25.0%	12.5%	22.6%	17.2%	6.4%	13.6%
Disagree	0.0%	16.7%	8.3%	7.1%	13.8%	2.1%	13.6%
Strongly disagree	20.0%	8.3%	0.0%	3.6%	0.0%	2.1%	4.5%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q7-2. Conflict between co-workers is resolved effectively

Strongly agree	16.9%	15.9%	28.6%	26.7%	44.0%	29.4%	25.0%
Agree	42.3%	42.1%	50.0%	30.0%	32.0%	17.6%	50.0%
Neutral	23.9%	19.8%	21.4%	23.3%	16.0%	23.5%	12.5%
Disagree	12.7%	15.9%	0.0%	13.3%	8.0%	17.6%	12.5%
Strongly disagree	4.2%	6.3%	0.0%	6.7%	0.0%	11.8%	0.0%

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

	Q20. In which department do you work						
	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department

Q7-3. Overall, I am very satisfied with quality of peer relationships among City employees

Strongly agree	14.3%	25.0%	48.0%	37.4%	31.3%	61.7%	38.7%
Agree	71.4%	50.0%	36.0%	42.9%	43.8%	29.8%	45.2%
Neutral	14.3%	25.0%	12.0%	14.3%	15.6%	6.4%	0.0%
Disagree	0.0%	0.0%	0.0%	3.3%	6.3%	2.1%	16.1%
Strongly disagree	0.0%	0.0%	4.0%	2.2%	3.1%	0.0%	0.0%

	Q20. In which department do you work						
	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...

Q7-3. Overall, I am very satisfied with quality of peer relationships among City employees

Strongly agree	20.3%	21.0%	35.7%	26.5%	42.3%	30.0%	33.3%
Agree	50.0%	43.5%	57.1%	50.0%	53.8%	45.0%	55.6%
Neutral	20.3%	25.8%	7.1%	17.6%	3.8%	25.0%	11.1%
Disagree	6.8%	7.3%	0.0%	5.9%	0.0%	0.0%	0.0%
Strongly disagree	2.7%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Yes	50.0%	50.0%	79.2%	78.4%	66.7%	80.9%	67.7%
No	50.0%	50.0%	20.8%	21.6%	33.3%	19.1%	32.3%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Yes	52.6%	39.7%	85.7%	85.3%	73.1%	80.0%	100.0%
No	47.4%	60.3%	14.3%	14.7%	26.9%	20.0%	0.0%

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department	

Q9. Are you proud to work for City of Tempe

Yes	85.7%	100.0%	100.0%	94.0%	96.8%	100.0%	92.0%
No	14.3%	0.0%	0.0%	6.0%	3.2%	0.0%	8.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q9. Are you proud to work for City of Tempe

Yes	95.4%	75.6%	100.0%	86.7%	92.3%	94.1%	100.0%
No	4.6%	24.4%	0.0%	13.3%	7.7%	5.9%	0.0%

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Very satisfied	14.3%	16.7%	50.0%	40.7%	34.4%	71.7%	32.1%
Satisfied	85.7%	58.3%	50.0%	45.3%	50.0%	19.6%	42.9%
Dissatisfied	0.0%	25.0%	0.0%	7.0%	12.5%	6.5%	10.7%
Very dissatisfied	0.0%	0.0%	0.0%	7.0%	3.1%	2.2%	14.3%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Very satisfied	30.6%	12.6%	42.9%	23.5%	53.8%	33.3%	33.3%
Satisfied	47.2%	53.8%	57.1%	55.9%	38.5%	50.0%	66.7%
Dissatisfied	12.5%	21.8%	0.0%	11.8%	7.7%	11.1%	0.0%
Very dissatisfied	9.7%	11.8%	0.0%	8.8%	0.0%	5.6%	0.0%

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportati- on Department	Fire Medical Rescue Department	Human Services Department
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Q11. How has quality of your work area environment changed since you started working for City of Tempe

Much better	14.3%	0.0%	44.0%	24.4%	12.5%	31.9%	13.3%
Somewhat better	28.6%	33.3%	12.0%	34.9%	21.9%	17.0%	23.3%
Stayed the same	57.1%	33.3%	16.0%	20.9%	31.3%	34.0%	30.0%
Somewhat worse	0.0%	16.7%	24.0%	14.0%	21.9%	10.6%	6.7%
Much worse	0.0%	16.7%	4.0%	5.8%	12.5%	6.4%	26.7%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q11. How has quality of your work area environment changed since you started working for City of Tempe

Much better	21.3%	4.1%	30.8%	18.2%	30.8%	26.7%	22.2%
Somewhat better	24.0%	15.6%	38.5%	21.2%	34.6%	6.7%	33.3%
Stayed the same	33.3%	12.3%	23.1%	39.4%	19.2%	20.0%	22.2%
Somewhat worse	6.7%	33.6%	7.7%	12.1%	11.5%	6.7%	22.2%
Much worse	14.7%	34.4%	0.0%	9.1%	3.8%	40.0%	0.0%

Some totals do not equal 100% due to rounding

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Yes	85.7%	100.0%	100.0%	96.2%	89.7%	97.8%	84.0%
No	14.3%	0.0%	0.0%	3.8%	10.3%	2.2%	16.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Yes	90.6%	55.6%	100.0%	83.9%	92.3%	87.5%	85.7%
No	9.4%	44.4%	0.0%	16.1%	7.7%	12.5%	14.3%

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")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q13. Does City's working environment & leadership encourage you to go above & beyond the minimum effort that is required for your job

Yes	83.3%	90.9%	72.0%	79.5%	65.6%	93.5%	66.7%
No	16.7%	9.1%	28.0%	20.5%	34.4%	6.5%	33.3%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q13. Does City's working environment & leadership encourage you to go above & beyond the minimum effort that is required for your job

Yes	69.1%	37.4%	76.9%	48.3%	88.0%	63.2%	62.5%
No	30.9%	62.6%	23.1%	51.7%	12.0%	36.8%	37.5%

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Yes	80.0%	90.9%	100.0%	90.0%	96.4%	100.0%	87.0%
No	20.0%	9.1%	0.0%	10.0%	3.6%	0.0%	13.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Yes	93.8%	86.7%	100.0%	76.9%	100.0%	86.7%	87.5%
No	6.3%	13.3%	0.0%	23.1%	0.0%	13.3%	12.5%

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

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

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

Yes	33.3%	41.7%	26.9%	31.8%	50.0%	21.7%	23.3%
No	66.7%	58.3%	73.1%	68.2%	50.0%	78.3%	76.7%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

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

Yes	36.8%	35.8%	28.6%	35.3%	34.6%	16.7%	44.4%
No	63.2%	64.2%	71.4%	64.7%	65.4%	83.3%	55.6%

Q16. Please rate your level of awareness with each of the following programs using a scale of 3 to 1, where 3 means you are aware of the program and currently participate or have participated in the program in the past, 2 means you are aware of the program but have not participated in it, and 1 means you were not aware the City of Tempe offered the program. (without "not provided")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q16-1. Educational Partnerships

Aware, & participate	16.7%	8.3%	23.1%	13.6%	27.3%	12.8%	22.6%
Aware, but do not participate	83.3%	91.7%	73.1%	71.6%	66.7%	68.1%	71.0%
Not aware	0.0%	0.0%	3.8%	14.8%	6.1%	19.1%	6.5%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q16-1. Educational Partnerships

Aware, & participate	21.1%	16.8%	35.7%	14.7%	30.8%	5.9%	22.2%
Aware, but do not participate	69.7%	69.6%	64.3%	82.4%	69.2%	82.4%	66.7%
Not aware	9.2%	13.6%	0.0%	2.9%	0.0%	11.8%	11.1%

Q16. Please rate your level of awareness with each of the following programs using a scale of 3 to 1, where 3 means you are aware of the program and currently participate or have participated in the program in the past, 2 means you are aware of the program but have not participated in it, and 1 means you were not aware the City of Tempe offered the program. (without "not provided")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q16-2. Tuition Reimbursement

Aware, & participate	16.7%	8.3%	7.7%	11.5%	18.2%	33.3%	20.0%
Aware, but do not participate	83.3%	91.7%	84.6%	73.6%	75.8%	64.6%	66.7%
Not aware	0.0%	0.0%	7.7%	14.9%	6.1%	2.1%	13.3%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q16-2. Tuition Reimbursement

Aware, & participate	15.8%	20.2%	35.7%	23.5%	26.9%	22.2%	25.0%
Aware, but do not participate	82.9%	75.8%	64.3%	76.5%	73.1%	77.8%	62.5%
Not aware	1.3%	4.0%	0.0%	0.0%	0.0%	0.0%	12.5%

Q16. Please rate your level of awareness with each of the following programs using a scale of 3 to 1, where 3 means you are aware of the program and currently participate or have participated in the program in the past, 2 means you are aware of the program but have not participated in it, and 1 means you were not aware the City of Tempe offered the program. (without "not provided")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q16-3. Tempe Professional Development Network

Aware, & participate	16.7%	0.0%	15.4%	20.7%	30.3%	23.9%	25.8%
Aware, but do not participate	83.3%	91.7%	76.9%	67.8%	63.6%	69.6%	64.5%
Not aware	0.0%	8.3%	7.7%	11.5%	6.1%	6.5%	9.7%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q16-3. Tempe Professional Development Network

Aware, & participate	19.2%	8.8%	21.4%	20.6%	26.9%	11.1%	11.1%
Aware, but do not participate	71.2%	72.0%	78.6%	76.5%	65.4%	83.3%	77.8%
Not aware	9.6%	19.2%	0.0%	2.9%	7.7%	5.6%	11.1%

Q16. Please rate your level of awareness with each of the following programs using a scale of 3 to 1, where 3 means you are aware of the program and currently participate or have participated in the program in the past, 2 means you are aware of the program but have not participated in it, and 1 means you were not aware the City of Tempe offered the program. (without "not provided")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q16-4. The Mentoring Program

Aware, & participate	16.7%	0.0%	11.5%	4.6%	3.0%	4.3%	3.2%
Aware, but do not participate	83.3%	75.0%	76.9%	65.5%	72.7%	66.0%	61.3%
Not aware	0.0%	25.0%	11.5%	29.9%	24.2%	29.8%	35.5%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q16-4. The Mentoring Program

Aware, & participate	8.2%	3.2%	14.3%	5.9%	12.0%	5.6%	12.5%
Aware, but do not participate	60.3%	52.4%	57.1%	67.6%	76.0%	50.0%	62.5%
Not aware	31.5%	44.4%	28.6%	26.5%	12.0%	44.4%	25.0%

Q16. Please rate your level of awareness with each of the following programs using a scale of 3 to 1, where 3 means you are aware of the program and currently participate or have participated in the program in the past, 2 means you are aware of the program but have not participated in it, and 1 means you were not aware the City of Tempe offered the program. (without "not provided")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportati- on Department	Fire Medical Rescue Department	Human Services Department
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Q16-5. Individual Quality Improvement Process (IQIP)

Aware, & participate	50.0%	50.0%	61.5%	52.3%	48.5%	4.3%	32.3%
Aware, but do not participate	50.0%	41.7%	30.8%	27.9%	36.4%	53.2%	38.7%
Not aware	0.0%	8.3%	7.7%	19.8%	15.2%	42.6%	29.0%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q16-5. Individual Quality Improvement Process (IQIP)

Aware, & participate	48.6%	2.4%	85.7%	65.6%	69.2%	35.3%	66.7%
Aware, but do not participate	33.3%	29.6%	14.3%	28.1%	23.1%	29.4%	22.2%
Not aware	18.1%	68.0%	0.0%	6.3%	7.7%	35.3%	11.1%

Q16. Please rate your level of awareness with each of the following programs using a scale of 3 to 1, where 3 means you are aware of the program and currently participate or have participated in the program in the past, 2 means you are aware of the program but have not participated in it, and 1 means you were not aware the City of Tempe offered the program. (without "not provided")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department
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Q16-6. New Employee Connect

Aware, & participate	40.0%	0.0%	28.0%	25.3%	33.3%	10.6%	3.2%
Aware, but do not participate	40.0%	75.0%	28.0%	35.6%	42.4%	36.2%	32.3%
Not aware	20.0%	25.0%	44.0%	39.1%	24.2%	53.2%	64.5%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q16-6. New Employee Connect

Aware, & participate	24.7%	5.7%	57.1%	12.1%	38.5%	50.0%	11.1%
Aware, but do not participate	34.2%	30.1%	42.9%	21.2%	42.3%	27.8%	44.4%
Not aware	41.1%	64.2%	0.0%	66.7%	19.2%	22.2%	44.4%

Q17. Please check all of the City of Tempe Departments you have had contact with during the past year.

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Medical Rescue Department	Human Services Department	

Q17. All City Departments you have had contact with during past year

City Attorney's Office	85.7%	83.3%	65.4%	23.9%	42.4%	29.2%	29.0%
City Court	85.7%	91.7%	19.2%	6.5%	15.2%	8.3%	35.5%
Community Development Department	42.9%	25.0%	92.3%	29.3%	66.7%	22.9%	16.1%
Community Services Department	42.9%	16.7%	73.1%	84.8%	48.5%	25.0%	38.7%
Engineering & Transportation Department	42.9%	33.3%	88.5%	35.9%	93.9%	33.3%	9.7%
Fire Medical Rescue Department	42.9%	25.0%	76.9%	32.6%	45.5%	95.8%	25.8%
Human Services Department	57.1%	75.0%	57.7%	54.3%	36.4%	54.2%	83.9%
Municipal Utilities Department	28.6%	8.3%	76.9%	26.1%	63.6%	35.4%	6.5%
Police Department	85.7%	100.0%	57.7%	38.0%	63.6%	89.6%	48.4%
Human Resources Department	85.7%	91.7%	88.5%	80.4%	72.7%	79.2%	67.7%

Q17. Please check all of the City of Tempe Departments you have had contact with during the past year.

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q17. All City Departments you have had contact with during past year

City Attorney's Office	27.6%	53.2%	92.9%	41.2%	46.2%	70.0%	100.0%
City Court	7.9%	68.3%	71.4%	52.9%	30.8%	70.0%	55.6%
Community Development Department	38.2%	9.5%	78.6%	64.7%	57.7%	75.0%	100.0%
Community Services Department	32.9%	19.0%	78.6%	58.8%	50.0%	85.0%	88.9%
Engineering & Transportation Department	51.3%	24.6%	78.6%	61.8%	53.8%	85.0%	77.8%
Fire Medical Rescue Department	27.6%	76.2%	92.9%	61.8%	42.3%	80.0%	88.9%
Human Services Department	36.8%	41.3%	85.7%	58.8%	46.2%	90.0%	88.9%
Municipal Utilities Department	90.8%	23.8%	92.9%	70.6%	69.2%	80.0%	77.8%
Police Department	43.4%	94.4%	92.9%	70.6%	46.2%	90.0%	88.9%
Human Resources Department	78.9%	81.7%	92.9%	85.3%	73.1%	100.0%	100.0%

Q17. Please check all of the City of Tempe Departments you have had contact with during the past year.

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q17. All City Departments you have had contact with during past year (Cont.)

Information Technology Department	57.1%	100.0%	88.5%	73.9%	75.8%	72.9%	64.5%
Financial Services Department	42.9%	83.3%	46.2%	43.5%	57.6%	22.9%	29.0%
City Manager's Office, Communications, Marketing & 311, Diversity, Equity, & Inclusion, Government Relations, Mayor & City Council Staff, Animal Welfare, & Veterans Services Department	42.9%	33.3%	73.1%	46.7%	60.6%	29.2%	41.9%
Economic Development, Innovation & Strategic Management Office, Internal Audit, Municipal Budget Office, Sustainability & Resilience Office, City Clerk's Office	28.6%	33.3%	69.2%	32.6%	42.4%	20.8%	32.3%

Q17. Please check all of the City of Tempe Departments you have had contact with during the past year.

Q20. In which department do you work

Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q17. All City Departments you have had contact with during past year (Cont.)

Information Technology Department	59.2%	71.4%	100.0%	91.2%	76.9%	95.0%	100.0%
Financial Services Department	31.6%	19.0%	100.0%	73.5%	88.5%	70.0%	100.0%
City Manager's Office, Communications, Marketing & 311, Diversity, Equity, & Inclusion, Government Relations, Mayor & City Council Staff, Animal Welfare, & Veterans Services Department	39.5%	31.0%	92.9%	61.8%	42.3%	100.0%	100.0%
Economic Development, Innovation & Strategic Management Office, Internal Audit, Municipal Budget Office, Sustainability & Resilience Office, City Clerk's Office	26.3%	7.1%	85.7%	55.9%	34.6%	75.0%	100.0%

Q17a. Please answer each of the following questions with regard to your overall experience. (without "don't remember")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportati- on Department	Fire Medical Rescue Department	Human Services Department
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Q17a-1. Were you treated fairly

Yes	100.0%	100.0%	95.5%	97.6%	93.8%	97.9%	100.0%
No	0.0%	0.0%	4.5%	2.4%	6.3%	2.1%	0.0%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q17a-1. Were you treated fairly

Yes	93.1%	92.9%	100.0%	93.3%	100.0%	88.9%	100.0%
No	6.9%	7.1%	0.0%	6.7%	0.0%	11.1%	0.0%

Q17a. Please answer each of the following questions with regard to your overall experience. (without "don't remember")

Q20. In which department do you work

	City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportati- on Department	Fire Medical Rescue Department	Human Services Department
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Q17a-2. Did employee(s) listen to you carefully

Yes	100.0%	90.9%	95.0%	96.3%	86.7%	93.5%	100.0%
No	0.0%	9.1%	5.0%	3.7%	13.3%	6.5%	0.0%

Q20. In which department do you work

	Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...
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Q17a-2. Did employee(s) listen to you carefully

Yes	95.6%	92.3%	90.9%	92.9%	96.0%	76.5%	100.0%
No	4.4%	7.7%	9.1%	7.1%	4.0%	23.5%	0.0%

Q17a. Please answer each of the following questions with regard to your overall experience. (without "don't remember")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q17a-3. Did employee care about your well-being

Yes	100.0%	100.0%	89.5%	97.3%	90.5%	90.7%	100.0%
No	0.0%	0.0%	10.5%	2.7%	9.5%	9.3%	0.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q17a-3. Did employee care about your well-being

Yes	87.7%	87.4%	90.0%	91.7%	100.0%	93.3%	100.0%
No	12.3%	12.6%	10.0%	8.3%	0.0%	6.7%	0.0%

Q17a. Please answer each of the following questions with regard to your overall experience. (without "don't remember")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q17a-4. Was the employee honest

Yes	100.0%	100.0%	100.0%	98.7%	95.8%	100.0%	100.0%
No	0.0%	0.0%	0.0%	1.3%	4.2%	0.0%	0.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q17a-4. Was the employee honest

Yes	92.4%	90.0%	100.0%	96.6%	100.0%	88.9%	100.0%
No	7.6%	10.0%	0.0%	3.4%	0.0%	11.1%	0.0%

Q17a. Please answer each of the following questions with regard to your overall experience. (without "don't remember")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q17a-5. Was the information you were given accurate

Yes	100.0%	100.0%	90.0%	97.4%	92.0%	95.7%	100.0%
No	0.0%	0.0%	10.0%	2.6%	8.0%	4.3%	0.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q17a-5. Was the information you were given accurate

Yes	92.5%	87.9%	100.0%	96.6%	95.8%	94.1%	71.4%
No	7.5%	12.1%	0.0%	3.4%	4.2%	5.9%	28.6%

Q17a. Please answer each of the following questions with regard to your overall experience. (without "don't remember")

Q20. In which department do you work							
City Attorney's Office	City Court	Community Development Department	Community Services Department	Engineering & Transportation Department	Fire Department	Medical Rescue Department	Human Services Department

Q17a-6. Did staff respond to your request quickly

Yes	100.0%	72.7%	85.7%	93.7%	80.0%	95.7%	100.0%
No	0.0%	27.3%	14.3%	6.3%	20.0%	4.3%	0.0%

Q20. In which department do you work							
Municipal Utilities Department	Police Department	Human Resources Department	Information Technology Department	Financial Services Department	City Manager's Office, Communica...	Economic Development, Innovation & Strategic M...	

Q17a-6. Did staff respond to your request quickly

Yes	89.6%	87.6%	90.9%	85.7%	95.8%	88.2%	71.4%
No	10.4%	12.4%	9.1%	14.3%	4.2%	11.8%	28.6%



Survey Instrument



July 1, 2022

City of Tempe Employees and Volunteers: Making work a better place.

Hello Everyone:

City of Tempe
P.O. Box 5002
31 East Fifth Street
Tempe, AZ 85280
480-350-8221

The City of Tempe is conducting a survey of its workforce to get your input about a number of important areas, including working conditions, supervision, communication, compensation and benefits, and professional development. This survey is open to all current full-time and part-time benefited employees, full- and part-time temporary employees, and volunteers.

Andrew B. Ching
City Manager

As with the last employee survey in 2020, this survey was thoroughly reviewed and vetted by representatives of the six-sided partnership (UAEA, TOA, TSA, Firefighters, confidential employees, and Senior Management Team); and, their suggestions and edits have been incorporated into the final survey. I want to thank everyone who participated in that review process for their attention to detail and concern for the needs of employees.

To ensure privacy, all completed surveys will go only to our vendor, ETC Institute, and not to anyone at the City of Tempe. No one at the City of Tempe will track survey activities from city computers. The link to the survey can be opened from your home computer or personal device should you choose to complete it away from your work site. We will maintain the same level of confidentiality for those who choose to complete the mail-in survey. The paper surveys are mailed directly to ETC and will not be opened or read by Tempe staff.

I encourage you take the time to complete the survey. Your opinions are valuable and will be used to guide future decisions that affect us as employees. The survey data will inform an interdepartmental team formed for the purpose of implementing positive solutions throughout the city, including helping to shape the strategic management initiatives to help achieve Council's priorities and improve our service to Tempe. The online portal will be open for four weeks. As always, if you have any questions, please feel free to contact me, or the Innovation and Strategic Management Office (Wydale K. Holmes, wydale_holmes@tempe.gov).

Thank you for your time in completing the survey.

Sincerely,

Andrew B. Ching
Tempe City Manager



2022 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.	Innovation and Strategic Management Office	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
6.	Diversity, Equity, and Inclusion	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. Are you currently enrolled in the City's sponsored health care plans? ____ (Yes) ____ (No)

5b. [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.	The Director/Chief and Deputy Directors/Assistant Chiefs in my department engage in processes that actively solicit input from employees to make decisions	5	4	3	2	1	9
9.	I am encouraged to be innovative and come up with better ways to do things at work	5	4	3	2	1	9
10.	Employees in my department are highly motivated about accomplishing our goals	5	4	3	2	1	9
11.	Employees in my department take personal accountability for their actions and work performance	5	4	3	2	1	9
12.	Overall, I am satisfied with the level of employee engagement in my department	5	4	3	2	1	9
13.	I am aware of the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	5	4	3	2	1	9
14.	I feel my department practices these values	5	4	3	2	1	9
15.	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?

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

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

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

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. Please rate your level of awareness with each of the following programs using a scale of 3 to 1, where 3 means you are aware of the program and currently participate or have participated in the program in the past, 2 means you are aware of the program but have not participated in it, and 1 means you were not aware the City of Tempe offered the program.**

Please indicate your level of awareness for each program listed below.		Aware, and participate	Aware, but do not participate	Not aware
1.	Educational Partnerships	3	2	1
2.	Tuition Reimbursement	3	2	1
3.	Tempe Professional Development Network	3	2	1
4.	The Mentoring Program	3	2	1
5.	Individual Quality Improvement Process (IQIP)	3	2	1
6.	New Employee Connect	3	2	1

- 17. Please check all of the City of Tempe Departments you have had contact with during the past year.**

- | | |
|--|--|
| ___(1) City Attorney's Office | ___(11) Information Technology Department |
| ___(2) City Court | ___(12) Financial Services Department |
| ___(3) Community Development Department | ___(13) City Manager's Office, Communications, Marketing and 311; Diversity, Equity, and Inclusion; Government Relations; Mayor and City Council Staff, Animal Welfare, and Veterans Services Department |
| ___(4) Community Services Department | ___(14) Economic Development; Innovation and Strategic Management Office; Internal Audit; Municipal Budget Office; Sustainability and Resilience Office; City Clerk's Office |
| ___(5) Engineering and Transportation Department | |
| ___(6) Fire Medical Rescue Department | |
| ___(7) Human Services Department | |
| ___(8) Municipal Utilities Department | |
| ___(9) Police Department | |
| ___(10) Human Resources Department | |

- 17a. Please answer each of the following questions with regard to your overall experience.**

		Yes	No	Don't Remember
1.	Were you treated fairly	1	2	9
2.	Did the employee(s) listen to you carefully	1	2	9
3.	Did the employee care about your well-being	1	2	9
4.	Was the employee honest	1	2	9
5.	Was the information you were given accurate	1	2	9
6.	Did staff respond to your request quickly	1	2	9

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.*

- 18. What gender do you identify with?**
 ___(1) Male ___(2) Female ___(3) Non-Conforming ___(4) Prefer not to answer

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

- (1) Asian or Asian Indian
- (2) Black or African American
- (3) American Indian or Alaska Native
- (4) White
- (5) Native Hawaiian or other Pacific Islander
- (6) Hispanic, Spanish, Latino/a/x
- (88) Prefer not to say
- (99) Other: _____

20. In which department do you work?

- (1) City Attorney's Office
- (2) City Court
- (3) Community Development Department
- (4) Community Services Department
- (5) Engineering and Transportation Department
- (6) Fire Medical Rescue Department
- (7) Human Services Department
- (8) Municipal Utilities Department
- (9) Police Department
- (10) Human Resources Department
- (11) Information Technology Department
- (12) Financial Services Department
- (13) City Manager's Office, Communications, Marketing and 311; Diversity, Equity, and Inclusion; Government Relations; Mayor and City Council Staff, Animal Welfare, and Veterans Services Department
- (14) Economic Development; Innovation and Strategic Management Office; Internal Audit; Municipal Budget Office; Sustainability & Resilience Office; City Clerk

21. Which job type BEST describes your position?

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

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

- (1) 0-3 years
- (2) 4-9 years
- (3) 10-20 years
- (4) 21-30 years
- (5) 31+ years

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

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

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

Thank you for completing this survey.

If you would like to be entered into a raffle for your chance to win a variety of prizes, please visit the link below. *[Your entry into the raffle will not connect you to your survey answers.]*

<https://www.surveymonkey.com/r/TempeEmployeeSurveyRaffle>

If you would like to report a specific concern, please contact :
 Tempe Employee View/Internal Audit Reporting: <https://tempe.sharepoint.com/sites/ev/>
 Human Resources: rebecca_strisko@tempe.gov or (480) 350-8423

This concludes the survey. Thank you for your time!



City of Tempe 2022 Employee Survey Open-Ended Comments

December 14, 2022

Submitted by:
ETC Institute

p. 913-829-1215
f. 913-829-1591

725 W. Frontier Lane
Olathe, Kansas 66061

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Professional Development and Career Mobility

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

City Attorney's Office

- Improvement suggestion: Human resources hiring processes, why don't they let the actual department or supervisor who is in need of an employee or staff, have input on the qualifications to hire? Especially when someone has the experience and knowledge, but unfortunately does not have the education.
- I've noticed they hired from outside the City often for upper management jobs. I believe they need to focus more on individual development of lower level employees for these upper level positions as opposed to having to hire from outside the City for that talent I'm just not certain on how the City should go about that.

City Court

- A concern that I have is that I have heard my lead apply for a management position within our department multiple time and she has gotten turned down. An external candidate was chosen over her once and someone who did not have a lead position got the job another time. I have seen her work and cannot understand why that would happen so it is concerning that we will be in the same position for years and years.
- Have a better system for tracking trainings and employee performance. NeoGov is not good.
- Promote based on merit, not based on politics.

City Manager's Office, Communications, Marketing & 311, Diversity, Equity, & Inclusion, Government Relations, Mayor & City Council Staff, Animal Welfare, & Veterans Services Department

- A wider variety of different programs/ degrees that employees can partake in.
- Give each employee a training stipend. Many of us are specialized employees and the training offered through the city like six sigma we need may not be what we need to keep up in our careers
- Improve communication about programs.
- My position would not benefit from professional development. My position has zero upward mobility and is designed so that I can not advance within my department.
- The city manager's team is reverting to a time when Tempe management was dishonest with employees, took care of only their own and promoted undeserving people.
- There is an email that goes out monthly that has the classes for professional development but they are usually not useful to me. If they are they are at a time that I am unable to attend and wouldn't be able to have a modified schedule to attend them. I believe that there needs to be more than just classes to attend.
- There is zero advancement opportunities in my job. Have asked to include at least a senior position and HR agreed and was not approved by manager
- There isn't always time to go looking online for available trainings. It would be nice to have a list of upcoming opportunities sent out periodically.

Community Development

- By having positions filled through an open and competitive process instead of by the City Manager.
- Partner with ASU to utilize current material and experts to deliver the information. We have an amazing resources available to us with our next door neighbor.

- Provide staff the opportunity to cross train. It's not that cross training is frowned upon, it's that we are so slammed with work that we don't have time to shadow other employees. If we did that, we'd be even more behind in our own workloads.
- Supervisors who would not provide an employee down-time for professional development. There seems to be a disconnect between those who create and schedule these career opportunities AND communicating these opportunities for Staff amongst supervisors and staff.
- When the processes are put in place for the City Manager to place the people who they want without an actual recruitment process, does it really matter what development opportunities are open for us when it is more important who we know is more important than the development of the employees?

Community Services

- A time limit on part time/temporary admin positions or increased ability to grow from part time/temp to part time regular or full time regular employment.
- As a new employee, it would be helpful to run through all of the courses and trainings on the first day vs. virtually. I got a ton of emails from unknown people to me which makes it hard to know if they are fishing scams. Although I appreciate all of the online resources, it would be nice to meet someone in person to go over city wide rules, policies, etc. While, I also understand that this may have been available pre-covid.
- As a part-time "temporary" employee at TCA, I was not aware that we are eligible for any kind of career development opportunities, but that would be awesome if we are!
- Ask us when there is an opportunity. Sometimes people are afraid to ask for fear of being let go from their current position.
- Being a new employee I am just learning about these. I have not experienced them yet so I am neutral at the moment. From the information received and what I know, it seems employees have an opportunity to develop and grow.
- Each department should create a level system/flex class for all positions so that incremental advancement can occur based on merit (not years in the position); supervisors should also use the IQIP as it was intended: to analyze skills, clarify goals and help support their direct reports in progressing through their careers. I was fortunate to advance in my career thanks to my 4th supervisor with the City. Prior to that, I was not offered opportunities for professional development and was not successful in applying for positions that were the next level up. I was told after various direct and skip-level supervisors' retirements and resignations that I was "too valuable" in my role to allow me to move out of it. This is a short-sighted and demoralizing management approach. I will always be grateful to that supervisor who asked for my career and learning goals and supported me in my growth by assigning other projects and responsibilities to me so I could develop my skills.
- Evaluate the employee fairly.
- Even when the city has people who have experience and who have been working within the department for at least 10 years and are perfectly capable of doing a job, the city does not look at the bigger picture and track record of that employee. Instead, they see the one qualification on the job description that the tenured employee does not have, and make no exceptions to have them in the position, even as an interim, even if the rest of the department vouches for that employee. Therefore, the city hurts themselves at an opportunity to get a great person for the job, and that employee no longer trusts that the city supports them, hurting rapport and work performance.
- For the most part it seems that employees are able to develop and get promoted if they put in the effort.
- I am a part-time non-benefitted employee. Are any of these classes available to me?
- I need ongoing training specific to my work which is not available through any programs offered by the city, nor am I able to go to conferences where I could receive this ongoing training.

- I recently resigned my position of 14 years after there was no attempt to consider a raise for my position. The City of Tempe has no encouragement or rewards for employees that go over and above their job and improve their place of employment. The current system for determining salaries has no room for reward or advancement unless you are in a management position.
- I've never heard of these things. Maybe they are not available to part-time employees.
- Looking at scaffolds and structures for mobility within specific divisions would be helpful; some have more opportunities than others.
- More diversity of options - broader perspectives and partnerships.
- More for part time employees/opportunity for part time employees to move into full time roles
- Offer more services to part-time employees. I was not aware of these professional development opportunities.
- Offer programs like Supervisors Academy for individuals interested in becoming a supervisor instead of requiring them to have a supervisor position.
- Perhaps offering more workshops and training times more often would be preferable.
- Perhaps sending out an annual or bi-annual reminder of where resources are on the Bridge, or what the different classes to sign up for are, etc.
- Professional Development within the City seems very "office oriented" but there is little to know development for specific trades professions.
- Promoting awareness of programs
- Provide opportunities for cross-training within our respective departments.
- Providing more computer classes as needed. Take a survey on what computer classes employees are interested in learning.
- Supervisory employees should be required to take classes that develop their ability to manage employees and teaches how to create and maintain a healthy, open creative work environment. It should not be assumed that these skills are known.
- Tempe has great training programs like Supervisors Academy, CPM, and Professional Development Network. I just don't think these things end up making much of a difference when employees are evaluated by HR and supervisors for a promotion. Shouldn't employees who have been through the official training be favored for advancement?
- The information seems disconnected at times. Unsure of what is new, who is leading it, and did not know about the mentoring opportunities.
- The mentoring program could be promoted more, as it seems that one of the best ways to grow in the city is to network with other employees from different areas. I often feel secluded in my work area and I think that I could benefit from the mentoring program but I don't know much about it.
- The tuition reimbursement program is limited to programs that are degree seeking and related to specific job descriptions. This leaves out the opportunity to seek professional certifications from institutions that are out of state (even when the certificate could be obtained virtually), are nuanced to expertise that otherwise cannot be accessed through a degree program at one of the state universities, and would benefit the city by having employees who are trained in these areas. As an example, a design management certificate is not available in state but is available at the UC schools via online programs. Having the tuition program cover this would allow an employee who has a graduate degree the chance to continue to grow professionally and bring that innovative knowledge to their role within the city.
- There are a lot of opportunities available currently.
- There needs to be a deep dive into the inequities, preferential treatment, and managers abilities to hold staff back. Management in the City of Tempe need immediate EDI training, and to be put on measured and trackable goals to monitor success, implementation, and understanding of the principles.

- Unfortunately none of this is available to employees classified as part time and/or temporary employees. Many city employees are classified this way and are therefore not eligible or included in any professional development.
- When applying internally to positions, please let us know the status of our application.

Economic Development, Innovation & Strategic Management Office, Internal Audit, Municipal Budget Office, Sustainability & Resilience Office, City Clerk's Office

- As a temporary employee, there was little to no education on what the City's professional development and career mobility programs are, so maybe create an overview document specifically for programs available to temps.
- More dedicated funds to attend professional trainings and conferences.
- Offer cross training or job shadow opportunities across City departments
- Support Department requests for positions needed/wage increases in a timely manner.
- We need more options for professional development and training with associations that are external, but our department has no budget for this.

Engineering & Transportation Department

- Be hiring within the department when promotional opportunities arise.
- Creative performance incentives to incentivize innovative thinking such as one-times bonuses for improving processes or saving the City substantial money.
- Generally I think the opportunities are outstanding.
- Have managers/supervisors share the information during review and goal setting sessions
- In my experience, hire supervisors that is actually qualified to lead the work group. Just because they appear qualified on paper does not translate to actual knowledge needed to lead and mentor the workgroup.
- Include development opportunities for technical professionals as well. EIT and PE practice exams and study groups, learning programming languages, coding in R, etc.
- Keep promoting the great opportunities.
- Not sure, it does a great job already.
- Prevent overloading employees with work. So many of us employees that are overwhelmed with the amount of work cannot make the time for adequate training or professional development that is offered by Tempe. An additional way to help is for Tempe to hire and/or promote COMPETENT supervisors/managers based on relevant and appropriate experience and education, especially for professional, certified, or licensed employees; rather than based on favoritism and/or political choices. Many supervisors/managers in the Engineering & Transportation Dept (ETD), and I'm sure other departments, fall into the categories of favoritism, political, or just because they were supervisors/managers in some other position, or just because they've been working for Tempe so long.
- Promote the most qualified candidate, weighted highly on past performance and qualifications, and less weighted on number of years at the City. Promote the person who has both great leadership and management abilities, and knows very well the challenges of their direct reports.
- Since mobility is impacted by inconsistent/unfair practices, adhere to HR rules regarding such things as non competitive reclasses, one-off raises, non-marketed ranges for new positions, respecting interview panel results rather than forwarding RR candidates to meet a pre-determined decision. Additionally, prevent top leadership from pressuring hiring of their choice candidates at lower levels in the org.
- Stop calling it career mobility. Some of us take advantage of every opportunity available only to be passed over by employees with less time and education who haven't taken advantage. Then again, if it's all about "right time/right place" what does it matter?

Financial Services Department

- A review of the actual work being done verses the job description. In some cases the employee is doing much more than their job description and not being equitably compensated.
- For internal candidates on interviews who do not make it to second interviews, consider a follow up session with them to improvement on interview skills. Have a more in-depth conversation with employees regarding career paths beyond the IQIP/e-performance with Supervisors - provide a 3rd party perspective like a career counselor.
- I am towards the end of my career, however, the City does have amazing educational and promotability for the younger employees.
- I don't feel like all the supervisors/managers are involved with their employees career development. Some will even try to talk you out of applying for another position or eliminate a position that you were training for.
- I don't know why, but the whole "Educational partnership" vs. "Tuition reimbursement" differences makes little sense to me. I think most people don't even know they BOTH exist.
- I think some trainings could benefit either from having a couple sessions with homework in between or having a chance to practice skills such as using spreadsheets.
- Internships and cross training in departments
- Offer Trade School partnerships and job shadowing opportunities for employees to get more acquainted with positions they feel they may be interested in. Make an effort to share actual job challenges and tasks with true transparency to help staff prepare and get appropriate training.
- Supervisors and managers need also career development opportunities; more open communication about opportunities in other departments and how to prepare yourself for higher management positions.

Fire Medical Rescue

- By understanding that when we say Tempe is the best place to live, work, and play, that it doesn't necessarily mean for the employee side of it. For example ADA issues. Working for the COT is ok if you are pretty much ok and ambulatory, but if you become compromised with your physical abilities, say the sworn side of employment, there's really NO WAY to switch to civilian employment if you are capable of doing administrative civilian tasks.
- Department specific development and/or mentoring seems more useful than a general or city wide program. A one size fits all approach isn't always the best option.
- Employees need to have time during the work day to take the courses or attend meetings. If your work demands/schedule does not have any free time you can't attend or participate in the offerings.
- Take notice of individual departments and the manner in which they discourage/encourage/stake advancement opportunities.
- Through job shadowing and developing a succession plan that allows for employee hiring or development prior to know and forecasted separation or retirement of employee occupying the position.
- Professional development is 100% on the employees. It is a fight to do any extra training for anything. [Redacted – name] despises any outside training. He hated the fact that [redacted – name] got outside training and then had the ability to teach around the state. He believes that no one should ever receive any training that might be useful anywhere other than Tempe Fire. Which is funny because he received training and as a Paramedic from the fire department and then brag about how he gets paid hundreds of dollars to do outside employment with lawyers and lawsuits about EMS calls. Also it is well known in the fire department that if you ever want to promote you have to "play the game". In fact [redacted – name] will often tell people who have a legitimate policy complaint against the administration, if you ever want to promote you should drop this. He has said that to multiple employees. If you ever want to promote you better never complain that the administration is violating their own policies.

Human Services

- Certificate options, certifications in licenses, and degree programs could be approved. Career mobility could be considered for more work areas. Departments like Water have varying levels of opportunities. Other areas with specialized training and education have no options to grow professionally or promote.
- Ensure supervisors, managers include development support in regular 1:1 meetings. I do not get any sort of regular feedback whether it be positive or constructive. When I ask for feedback directly, I get the response that there is nothing to improve on. Additionally, recognition is inequitable across our work group. Some teams consistently recognized and provided opportunities for growth while others who are performing well are not acknowledged.
- I appreciate the ASU partnership but I don't like the fact that you will recoup payment if I leave within one year of me completing my class. I stopped at once class due to this policy. I don't want to feel as if I'm being held hostage for getting an education. The whole point is for me to better my career here in Tempe or outside of Tempe.
- It would be helpful if staff were made aware professional development opportunities further in advance as it is typically impossible to attend due appointments and meetings already being in the calendar.
- It would be nice to have some type of plan in place that includes open discussion with supervisors to create a career path or options. Many times when you enter a new organization, you are not really aware of everything that is out there. You are sort of on your own. If your supervisor doesn't value career development, it is not available to you. When an employee comes in with experience, knowledge and education, I think it is in the City's best interest to try to capitalize on this to advance City values and performance measures. It is a waste of tax payer money to not utilize these skills or work to advance and keep talented people in areas they excel in and can advance in.
- Less workload to allow for time to attend.
- Make supervision or one-on-ones with supervisors a requirement and have their supervisors hold them accountable.
- minimum requirements for positions continue to be overly restrictive. Do a better job of equating the actual work to transferable skills. A recent example is the job positing for Police Bureau Mgr. It read like a general position, but required 3-5 years in PD. Is that really necessary or are the skills required to be successful in that position transferable from similar positions in other departments?
- Move away from temporary employment. There has been extensive turnover in Human Services due to people being in temporary positions. It leaves no incentive for people to stay and work. Temporary employees do not receive any benefits other than medical, if they are full time, and it is disheartening when they see things like the \$1000 that was given to permanent employees, vacation time, and the educational experiences listed above. Being constantly reminding that those programs are available, just not for them, leads to frustration and sometimes anger from temporary employees.
- Training our supervisors about how to provide support for employees to take advantage of career development opportunities, and how to encourage and support through the I-QUIP process maybe? These conversations were built into I-Quip, but my Supervisor glossed over them when we started the process..
- Our management needs to do a better job of talking about it and encouraging staff to take advantage of city opportunities. We see occasional emails, but I feel if we wanted to pursue some thing there would be a backlash because they would see that as us having too much time on our hands. I feel like our department is separate from the rest of the city and we are at the mercy of terrible management.

Human Resources Department

- Have a minimum PD hours required for all employees each year. Makes PD a priority and forces supervisors to find time and training opportunities for employees
- More succession planning. I have both my bachelor's and Master's degrees, so don't need degrees. However, the opportunity to one day be a manager as part of a succession plan would be nice.

- The City has always had the most generous tuition programs compared to our sister cities. It does an excellent job of promoting that program to staff. It is in the process of renewing its partnerships with local colleges / universities. My department also encourages professional development. I cannot think of any way to make an improvement to the current programs.
- There needs to be a better ability to transfer skills to other areas. Some areas are very limited for growth especially when the minimum qualifications for other jobs are so hyper specific. I'm also very worried about the reorganization and the power placed in the City Manager for upper level positions. It seems that upward mobility to the big positions in the City is very much those who know the City Manager rather than an open application process. I have an avenue for growth for a bit, but then I feel I fall at the whim of a City Manager.

Information Technology Department

- Get ride of NeoGov and force managers/supervisors to have meaningful conversations about career development. [redacted – name] current approach is just make work / checking off boxes by supervisors. My manager isn't interested in my career development and has had to be dragged into discussing it. It's an afterthought to her.
- Official Intra-departmental mentorship can be improved. Training opportunity for current job duties can be improved as well.
- Promotions are rare and require someone else to leave a job, and even then they require a full application and interview process. In place career growth is greatly needed.
- Some employees have a workload that doesn't allow time for professional development/career mobility
- Supervisor and middle management should be actively involved in assisting their teams in career development and mentoring.
- The city could have many department level development programs and a city wide / multi city leadership rotation program.
- The City introduced IQIP as a resource for employee development. I don't know if the push for it died or if it was just due to the failure of its capacity that caused the usage the die. I personally felt like it could be an amazing platform for employees to grow but the downfall was that it was reliant on the employee above them managing it. If that person gave minimal effort or didn't support it, then it was of little to no value. There should have been more monitoring of the success as well as the involvement by those above. Personally, IQIP was an epic failure for me as my supervisor used it to present a PIP, which was diagrammed and explained as not acceptable. I have also explored the idea of mentorship through the City but that program has been non-active for some time.
- The IQIP process has not been useful in supporting career development or mobility. These conversations are better without the IQIP framework. IQIP puts too much process around it.
- There are no programs designed for the IT professional.
- Through sustainable resourcing provide more than desire to develop employees. Help them take these opportunities and come back confidently able to resume their work. Today there is desire, yet the team suffers when a teammate tries to dedicate time to training. As a result there is friction when they come back from training from both our team and other teams tapping their feet waiting for them to return along with a peer culture of 'we needed you now we are even further behind.' This has the net impact of leaving the teammate feeling punished and discouraged for trying to take advantage of the City's opportunities for skill and career development.

Municipal Utilities

- "

- Allow employees to actually be able to experience other positions that would benefit their advancement, without being forced to find their own coverage. If the city cares about employees learning and growing, it would be great if ""management"" didn't actively hinder it. "
- Do NO retaliate against employees!
- Get help filling out applications and help with interviews.
- Get rid of the favoritism that is alive and well in the Solid Waste department. Namely, [redacted – name], but others are involved. With all due respect you are either in the club or your not. Your Education and or experience play no role in being considered. I had a Supervisor tell me that I had better "watch my [redacted – profanity] because he had the power to not let me get through a second interview. I have more Education than probably any within my department but have been blackballed and unable to shake this assumption. All this talk of objectivity and the City of Tempe values is nonexistent here!
- Having a optional meeting to attend that goes into depth about all of the option paths that are provided
- Hire individuals/managers who care about the employees and want employees to succeed.
- I'm in the Maintenance Crafts in Municipal Utilities. There's no positions available to me to advance too. Yes I can obtain additional pay with the skill blocks. I'm so busy with performing my daily job duties obtaining these goals are a challenge. There is no SUPERVISOR POSITION in the MAINTENANCE POSITIONS or LEAD POSITIONS. This is something in my opinion that is needed. Operations have these opportunities. Other companies and cities offer these opportunities. I would be interested in this opportunity. I have fifteen years in my craft and ten as a Journeyman. I know I could bring a lot to the department and the city with experience and knowledge.
- I'm on a truck all day, so any training available is not an option for me.
- it has become very obvious that there are favorites in my work area and that person gets everything they need to advance.
- Job shadowing opportunities would be a great way for people to learn more about career paths in Tempe.
- Kudos to the City for the amazing professional development opportunities available to staff! I have taken advantage of some of those classes and have found them beneficial. While there has been a change in management in Field Operations ([redacted – name]), and that is a good thing, the low marks are for the overall lack of encouragement over the last two years as a whole where mentoring and career development is concerned. However, I am experiencing brighter days due to the hiring of [redacted – name]. Removing a poor Director and previous Deputy Director, who was also poor, has also helped.
- More cross training between divisions or units.
- Offer free classes
- offer more training to those in leadership roles.
- Reinstate inclusion internally
- stronger outreach, partnership and collaboration within the City and with outside entities to educate others on careers within the City of Tempe. This would create career opportunities for City of Tempe employees in other departments that are unfamiliar with jobs outside of their area. This would also inform individuals outside of the City of careers that are available in the City.
- The City does not have any programs or ways to "VALUE" the employees who attend the development programs (cohort). I've known 5 employees, including myself, who have finished a development program and left the City of Tempe to take advantage of promotional opportunities somewhere else. The City of Tempe is ignoring the "VALUE" of its employees and the commitment they have toward TEAM TEMPE and promote the friends/buddies (hence. ...good ole boy network)! If you think this is wrong just research all the "appointments" for senior leadership positions lately. Where is the competitive process Tempe preaches, what happened to the rule concerning temporary duty assignments? It was preached that individuals cannot be temporary duty if you were going to apply for the same

position because of an unfair advantage.Seems these rules are whatever is convenient to [redacted – name] and not being followed except at the lower level of available positions. VERY FRUSTRATING!!!!

- The restrictions for what qualifies for tuition reimbursement are very strict and something would only qualify if it pertains to an employees current job. Employees should be able to pursue what they want. An employee might want a total career change, but remain within the City - but they would have a hard time qualifying for a completely different degree. Additionally, it is unfair that it is more difficult for those with a degree or certifications/licenses to justify that they also deserve this benefit than those that do not.
- The training and employee development is so wonderful. [Redacted – name] and [redacted – name] are doing an amazing job. And [redacted – name] 's efforts on the TPDN side are wonderful as well. The support is one of the reasons to stay with Tempe for my working career. Consider allowing tuition reimbursement funds to cover certificates and other forms of non-degree-track training that can be linked to city positions. Not every department has the resources to send all staff who are interested to city-related training opportunities. The funding that exists need to be linked to core job functions. But let's say a city employee is interested in an opportunity that could help prepare for a promotion or a lateral to a different department, that is not something a department can/should always spend their budget on. However, it's perfect for tuition reimbursement programs because it helps the employee grow and it helps the city continue to match the right employee to the right job.
- Transparency and communication!
- We need to look at employee development as a whole, some jobs have mostly professionals (educated) employees in their group while other areas have entry level employees. We need to focus our development per area or group, develop training and personal improvement programs together such as leadership, followership and team building. Not all training is geared for specific work groups, not everyone understands continuous improvement or followership and what role they play in the organization.
- When you ask to go to some professional development you have to jump through too many hoops to get approved that it's really not worth the effort. I just take the time off and do it myself. I use to advance in other cities as there is no advancement opportunity at Tempe. If there was I would use to advance at Tempe..
- TPDN isn't helpful for the vast majority of employees. Offering a discounted ""colors"" class for over \$2k is not accessible and begs the question of whether it will actually help someone's career. If it does, the City should pay the whole cost and not make it only available to people who make \$60-70k+ a year, if not, why push it so strongly? Enough employees have to commute in from outside Tempe (I know people from Flagstaff, Superior, and Maricopa) to make \$20/hour - it's demoralizing to see the City pushing things that are unaffordable and/or unhelpful for them. HR should work to develop charts/guides that show career advancement possibilities for employees. Many don't understand how they can move from one position to another and what skills are needed. Here in solid waste the likeliest career path is SW Operator 1 to SW Operator 2 to SW Senior Operator to maybe SW Supervisor, but that's best case scenario. Telling employees what certificates they need to apply to Water Operator positions or how a welding certificate could help them get a position in Fleet or what skills are needed to succeed in parks would be great, but also describing the basic competencies needed to succeed in office roles (effective writing skills, some excel knowledge, some experience with email) wouldn't hurt. Oh, do a resume workshop/interview skills workshop at some point. Many qualified people are disqualified for not having ever been through a basic interview prep class.

Police

- Applicants who qualify for a position in a non-traditional way should not be disclosed from consideration. Transparency and consideration should be available for every employee, especially when applying for other city positions.

- At the police department it often seems that certain people are repeatedly selected for trainings and various opportunities. It would be nice if the opportunities were available for everyone. Maybe a lottery or even a memo of interest for advance leadership trainings would make it seem like a more fair/equitable process.
- Continue to promote and encourage participate in PDP's
- Create a standard practice of approval to attend classes or trainings offered at the city. Certain departments require a written explanation in order to attend, with a requirement to do a department presentation about the training once completed. Others only require that you ask and complete the appropriate request form and its a done deal. I feel like certain practices could be a deterrent to people asking to take training. I personally will not ask because we are required to present to our department heads. Since I am not comfortable doing that, I will not ask to take any professional development that's outside of the educational partnerships.
- Create or publish a class of positions within the City so employees know what opportunities are out there. For instance an employee in the first line supervisor class may not be aware of other first line supervisor equivalent opportunities. Some workgroups have a limited opportunity for advancement. Those employees looking for advancement may find it in another work group and thus desire to transition workgroups within the same class. With this being said, it should be MUCH easier for current employees to "transfer" from one workgroup to another within these classes. After all we are all City employees. This would allow for advancement, growth, less stagnant employees and a tighter network of employees.
- Creating more positions that allow for promotions (supervisors, leads, step levels, etc.).
- Hire employees for different jobs within the city after they complete their education or training. From what I have seen over twenty years, employees are not hired out of their department.
- I do believe my organization and the city provide great opportunities for development. However that resume/history is not considered during promotional opportunities.
- I feel that within the PD professional development and career mobility is a totally different experience than in other areas of the city. Within the PD it has appeared many times that testing for specialty assignments is very subjective and allows for selection based on person preference not on actual skills knowledge and abilities.
- I have seen employees be given training opportunities with bias. It seems the same people are arbitrarily selected for training opportunities without giving those same opportunities unilaterally to other employees. Likewise, I have seen people be given an edge in promoting based on their connections with higher ranking personnel within the department.
- I know the organizational chart was recently improved to add advancement opportunities for professional staff within PD. This is great but the two new positions will still be unattainable for many employees, especially if there is not an opportunity for employees to first advance to a supervisor (sergeant-level) position within their work unit. In the Forensic Services Unit, there is only one supervisor spot that will only ever be available if/when the current supervisor leaves the position. A huge improvement would be for there to be lead positions within the Forensic Services Unit. Not only would lead positions improve career mobility, but the Forensic Services Unit is in great need of expanding anyways and in great need of having some sort of technical lead positions in the unit.
- In dispatch we have few advancement opportunities. Other than supervisor, outside of that we have no available time for training unless it is mandatory due to staffing shortages. The fact that other cities are giving hiring bonuses and incentives for trained dispatchers and Tempe is not, we are losing more employees to other agencies.
- Invest in its current employees with more training opportunities.
- It has been my experience over my tenure that professional staff are viewed as 'less than', than sworn staff within the police department. Therefore, are not monitored, supported or encouraged (because they want to, or because they need it) to strengthen their weakness, and build their strengths through training. They are not supported or

encouraged the same way the sworn officers are. It is very difficult within the police department as a professional staff employee to be supervised by sworn staff. It is because of that, that our positions are viewed as less important.

- Make programs better known to departments. How to access programs.
- Making the promotion process fair. I went through the process to promote and there was an additional step put into the process after we were already told that the decision would be made by that day when I asked for a public records request for the process and scores everything was redacted except for my name. Also it appears that whenever someone applies for a different job within the city from our department we are always overlooked. When you don't get chosen for an interview you are never notified.
- Market it more. Some employees never hear of them
- More and more positions within the City of Tempe require or prefer advanced levels of education. \$6,000 per year covers less than 1/3 of the costs of my ASU tuition without books or materials. I do sincerely appreciate the Educational Partnerships Tempe has, as the up front payment is much easier financially than waiting to be reimbursed later.
- More oversight on testing
- Most of the training offered through the city does not translate to the department that I'm in and how lateral or upward movement is done
- Newly promoted Supervisors should be assigned an upper level mentor to help guide them through the first year or two of becoming a supervisor.
- Options for people who work non standard work times are limited.
- PD Command staff (Assistant Chiefs, Commanders, and Lieutenants) are only worried about making themselves look good. They could care less if an Officer wishes to develop their career. If it doesn't benefit them or if they can't use that Officer for their agenda then they don't matter.
- Provide more training opportunities.
- Seems good right now
- Select individuals for leadership positions who truly support their subordinates and will support them overall rather than appeal to the masses and save their own careers.
- Specific to the police department, there are not many opportunities for training or professional development. Currently, there are barely enough people to work on a daily basis and this means that only certain people are allotted access to leave for trainings or growth opportunity. If there is not someone in a higher position fighting for this, there are no development opportunities, especially for anyone in a patrol or line-level position.
- Stop affirmative action hirings/promotions.
- Succession planning in practice, not just in theory. Training does a great job talking about the City's expectations for leaders developing employees but does not seem to hold leaders accountable. There are a lot of long-standing employees that are a few years from retirement or have hit their 30 years and are sticking around. It's passed time that the City actually check that this is happening. You're losing talent.
- Thank you for asking. City Management and 6-sided partnership (labor groups) over many years have created outstanding opportunities for supporting employees to achieve education goals outside work time - through tuition reimbursement and partnerships with educational institutions. However in terms of realistic professional development and retention - it would help employees immensely to create a full-fledged department-wide job-shadow/mentoring program. The current mentoring program, while beneficial, is very limited in terms of ability to impact a greater numbers of employees looking to promote into specific positions. Keenly aware of the staffing challenges we face. Notwithstanding, the City could consider, for instance, a 3-month program, in which 3-hour blocks of time twice monthly could be dedicated to on-the-job experience/training such as ride-along and work shadowing a specific area. This would be a commitment of 18 hours over 3 months, as an example. It is do-able.

- The "career mobility" is my area of highest concern. Specifically, the promotional processes need a serious examination. The tests for promotions do not seem to be geared for the qualities desired in the position. What I mean by this is these tests seem to be geared toward rote memorization and regurgitation of rather unimportant text. Instead of designing tests in this way, we should identify qualities and personality traits proven to be successful in leadership environments and design the tests around these traits. Far too often, I see people who would make amazing leaders be passed over for people who have a reputation for being horrible ones simply because they "did better on the test." This leads to long-lasting detrimental effects, especially when paired with my second complaint which is keeping ineffective leaders in their position (or even promoting them higher) when it is no secret to anyone working under them that their leadership is poisonous to the health of the department. If we could find a way to let the line level workers review and give feedback for their leaders, and for the leaders to have real and likely consequences for not leading effectively, we can avoid the frustration of being stuck working under someone with ineffective or unhealthy leadership ability. I feel the City has done a pretty good job of offering mobility in the upward (promotional) direction, but some people are not effective in these roles and there should be backward mobility as well. I cannot think of the last time someone has demoted as a result of an honest review of their inability to lead the people below them, and leading is all about leading the people below you... not pleasing those above you.
- The City as a whole (Tempe Professional Development Network, etc.) are very useful. However, inside the department (Police Department specifically), leadership does not always support employees by making time available to them, to attend trainings. The PD is so short-handed these days that they won't prioritize training for Professional staff and if they do, they are very biased in who they will send for training. There are instances where someone will be sent to training that is not even related to their job functions and the person whose job it is, will not be offered the training or allowed to go.
- The city needs to support their employees better. There is a lack of support from command staff and City hall staff when it comes to growth the reasoning many PD staff are leaving
- Tuition reimbursement is very stringent. For police officers, the option extended to certification training would be very beneficial; however, it is not reimbursable. The educational Master's cohort has a lot of issues (too many to explain on here) and repels many people away from it.
- The Police Department does not promote these opportunities very well unless you work on the second floor of PD. During promotion or advancement processes, these classes/programs have no weight/influence/factor in the process so there's no incentive to complete them. It is nearly impossible for an employee at the patrol level to get any time off or compensation for their time to attend these opportunities.
- The training facilities for Tempe Police are in extreme need of updating. Scottsdale is currently in the process of building a fire/police training facility in Tempe. Mesa has a full law enforcement academy. Chandler has a fire/police training facility. Gilbert has a police and fire training academy which is one of the best in the state and only took 2 years to build. Phoenix and DPS have a large police academy training facility. Glendale has a regional police and fire training facility. Buckeye just opened its large training facility and did a press release on it. Surprise just opened up a new defensive tactics and use of force training area. And MCSO has an academy. Where Tempe Police training primarily occurs, Officers have a 25 yard, 10 person indoor range / smaller side range, nowhere to do rifle training on a long range other than to go to another city, no designated police driving track, one auditorium, a 6 person classroom, and one makeshift defensive tactics mat-room (with no padded walls) that can only accommodate 10 people uncomfortably training at a time on puzzle pieced mat. Tempe is a great place to work. I just wish the training accommodations for the officers reflected that.
- There is no communication whatsoever in this city, little mentorship, huge understaffing meaning employees can't take time off for trainings, lack of leadership especially on the PD side and overall Tempe is not the city it was when I first started working here.

- There is no room for career advancement in my position because the city has not expanded my department.
- Upper management in my department does not staff the training department properly to provide adequate training for employees

Not Provided

- Advertise what programs are available. The city is more focused on task as opposed to advancement and professional development. My organization routinely turns down opportunities to go to liaise training because it's not in the budget.
- "align hiring and promotional practices with professional development. It is great to encourage development, education, certifications, etc., but if those things aren't strongly considered during promotional opportunities, it can potentially discourage employees from seeking development.
- Broaden tuition reimbursement to include other certifications, certificates, seminars, etc."
- Allow for competitive recruitments for Department Director and Deputy City Manager positions. Though the hand-picked candidates are awesome, a competitive process, even if only internal would lend more credibility to the candidates and give a better overview of all the talented individuals across the City.
- Allow for on job training or experience to count as credits or equal to degrees or certifications.
- By allowing entry level employees to work across department. Provided they have the right accreditations.
- Consider that people who come to the city already educated are just as capable as those who get their education on the company's dime.
- Consideration for all employees. Some opportunities are for a select few.
- free development training
- Hiring at the City of Tempe should be merit and performance based.
- I believe due to age and a disability I do not receive fair consider for promotions. Even with my education and supervisory and management experience I am passed over for promotion. My experience and education are ignored.
- I think that the higher the position, the less likely the hiring will be fair, open and based on qualifications and more on favoritism and Council opinions
- I worked for the city for four years and have an advanced degree. During that time, I found it incredibly difficult to be treated with respect and offered opportunities and responsibilities that reflected my qualifications and work ethic.
- It would be helpful for employees to have an official conversation with a supervisor to discuss their advancement options and the process for achieving their advancement goals.
- Making sure departments have adequate staffing in place to that employees can participate in professional development without leaving added work loads on co-workers would be helpful.
- Maybe the city needs to offer job shadowing opportunities, such an employee wanting to explore opportunities in a different department. I am not sure how this could be accomplished, however, this can lead an employee to choosing the right career path for them.
- More online classes. Excel specifically for me but at my own pace vs specific classes on specific days.
- "No mentoring or coaching culture.
- (outside of formal mentoring program)"
- Not allowing subordinates dictate supervision.
- "Offer more relevant opportunities
- Make professional development part of the promotion/recruitment process
- Offer leadership development
- Provide the internal trainings through external instructors

- Involve the senior management team in development (they should instruct some classes in areas of expertise) "
- Offer skilled Supervisors/Managers to mentor and train employees. It is difficult when an employee knows a lot more than their supervisor.
- Parttime and temporary employees receive very little information regarding the city's offerings. Are these programs available to all classes of employees?
- "People being ""appointed"" to positions now and not being seriously considered for advancement based on subjective factors, internal candidates getting routinely passed over and seeing some real gender bias in leadership roles, the career mobility is not possible here and we have to look elsewhere for opportunities.
- Professional development opportunities should not be denied when the employees work would benefit from the attendance and the budget will not be adversely affected. Those employees that have poor work performance, should not given the opportunity to go to conferences over those who have stellar performance. Some supervisors have a misguided sense of ""fairness"" in the workplace. "
- physical, free, downtown workshops
- Provide more opportunities and encouragement for staff of all levels to work collaboratively on special initiatives within your work area and with other Depts. Consider their input and demonstrate through your actions that it counts. Seems like the same employees (often Supervisors and Managers) have much more of these opportunities resulting in back to back meetings, workshops and conferences for them and leaving limited time to interact with or include their staff.
- Start to recognize employees for actually doing their work instead of rewarding/recognizing employees because they are "well liked" by certain individuals.
- The city management team drafted, and council approved, new policy which allows the city manager to hand-pick directors and deputy city managers is unfair to the average employee and favors mayor and council underlings and close associates of management. Simply look at some of the hires! In one recent case, a manager was promoted to a deputy director then one week later be promoted again to a director. This is a clear case of unfair preferential treatment to one person at the expense of other more qualified employees. Without a competitive process, the management team and mayor have no idea who maybe interested in applying and are picking winners and losers. This new policy should be immediately rescinded.
- The civilian paramedics have no growth or professional development opportunities.
- The cost of these courses are more than what I can afford. Lower pricing - do more in house training.
- There is no time to take advantage for career development and mentorship programs. Staffing is lower and the work demands are higher.
- Tuition reimbursement is great for those still in school. It would be amazing to have even a small amount of reimbursement for those paying on student loans.
- While new positions are created and some people are given new titles to be promoted, others never get a chance to promote. Some positions are hired from within and then others are open to the outside increasing competition. The promotional process changes depending on the manager and who they want for the job. When advertising external on the first round the message to employees is that management doesn't like the internal candidate pool. The mentor program doesn't work, there isn't time for either the mentor or the mentee to add this to their workload. You can get the training, mentoring, experience, only to get passed over multiple times for promotion while others get new titles in order to create career mobility: consistent treatment of all employees would be a start.
- While this is geared towards full time city staff...there is contracted security staff who even though they are employed by a private security company with the hope of remaining on City of Tempe they are treated as if they don't matter by the city staff...they are also treated as if they are required to suck up to management staff in order to maintain a relationship that is favorable... This must change!

Organizational Support

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

City Manager's Office, Communications, Marketing & 311, Diversity, Equity, & Inclusion, Government Relations, Mayor & City Council Staff, Animal Welfare, & Veterans Services Department

- COVID protocols are inadequate, especially for high risk employees. We are surrounded by unmasked people while cases are surging again.
- In departments I previously worked in, leadership was not demonstrating Tempe's values. It is important for higher leadership to take action for the departments that are experiencing unfair treatment. Without action, great employees leave.
- Increased communication of services
- is anyone paying attention to what is going on in communications ?? way over worked , short staffed, no communication from superiors no wonder everyone is leaving .
- Stop promoting without competition
- There is no support in the communications division. There have been multiple employees that have spoke up and sent emails to many different facets of the department that have fallen on deaf ears. The communications division is at critical staffing. The issues have been made aware up the chain of command all the way to the City Manager's Office and still nothing is being done to help retention. There are valuable people that have been with the agency for 2 plus years that have left because of not feeling valued, not getting compensated as they should, and the massive amount of mandate overtime that we have to work. There has been no support above our bureau manager. I personally have sent emails to HR, the union, and the asst. City Manager with wage compaction issues. HR stated that there was a meeting with the PD Executive Team and that was as far as it went. The union has dropped the ball with no answers or even meeting to try to correct the issue and I never heard back from the City Manager's office. Other agencies are poaching dispatchers from here to their agency because they are doing incentive bonuses, lateral pay, pay for their experience etc. Dispatchers are just as valuable as officers and that message is not being broadcasted. Officers got a retention bonus and a longevity incentive, what did dispatchers get? The same bonus that all professional staff got, thanks for working during COVID here is \$1000. Although dispatchers are in the professional staff portion we align more with the officers and what they do, if there was no communications there would be no officers. The City Manager has denied requests to have meetings with him and instead referred to the City Attorney, who also has refused to meet with employees. City Manager has roadblocked dispatch going to TOA for union as our job and functions align with the officers more than professional staff.
- Think of mid and lower level employees, not just high level advancements

Community Development Department

- Director and deputy director should not have different levels of standards for different employees in the same positions. Certain employees have significantly less work and perform poorly compared to other employees, and nothing is done to correct the behavior of those employees. I've been here for 8 years and have witnessed this on-going issue in my division. It seems as though management does not want to discipline employees, so the rest of us suffer because we have to carry their weight.
- Fill the leadership positions sooner, the experiment with our temporary leaders has been a sincere lost. Community Development has been with out any leadership for nearly 2 years. Actually hiring the management personal would need to occur before I can answer this question.

- Install HEPA filters and be mindful of COVID exposure among employees. Went from good practices to acting as if pandemic was over.
- SUPPORT A 4 TEN SCHEDULE FOR ALL STAFF. BUILDINGS COULD BE SHUT 3X'S PER WEEK. IT ASSURES TEAMS COULD BE IN THE OFFICE ALL AT THE SAME TIME.
- Would like to see a 4-day 10-hour work schedule offered for non essential city staff. This would bolster moral and save city operational costs (electric, fuel, etc.).

Community Services Department

- 6. Power often flickers off causing computers and technology to turn off. WiFi network is weak.
- Again, treat those classified as part time and/or temporary better.
- As a part-time "temporary" employee at TCA, I don't think we are involved in anything related to organizational support. It would be great to know what things apply to us.
- Communication
- Consideration of hourly pay increase to improve retention of teaching artists at Edna Vihel Center
- From an internal and external perspective, the city offers certain programs only for optics. My personal interactions, and observations of my colleagues struggles, is that the departments put in place to protect us from workplace emotional/mental abuse are completely failing. The city relies too heavily on check boxes, and has completely deviated from the human element thus perpetuating harm. I do not at all feel as if we have any protection or support. Beyond my work group and department I hear story after story of people struggling against the system in place (leadership). I am heartbroken to be embedded in this experience; I started working at CoT because I thought it was a progressive, inclusive, and forward focused municipality. It is my community, it is my home, and it was my safe place. It is no longer this for me, and I am considering moving from not only my position at the city, but also moving physically from the city. My colleagues and I feel absolutely abandoned by the city leadership. We have been let down by the systems built to protect us. We have endured direct harm from the situations you allow to continue. "Solidarity says I see you, I feel your pain, and I'm willing to take a risk to do something about it. I can't do it myself. I can't do it alone. I've got to do it with others." - Cornel West
- Getting updated technology and having IT on hand that fixes it instead of making it worse, not giving up my department space to other city departments, not getting rid of organizations like Safe Haven, when we come to a Director about a concern, whether that person be a departmental Director or Deputy Director of the organization, making sure our concerns are heard and acted upon to some capacity.
- I have been struggling with working in a toxic workplace environment (Tempe Center for the Arts) caused by poor leadership for over three years. My mental and physical health have declined from this. The EAP program provided by the city has helped, but I don't feel comfortable going to Safe Haven because the issues are not caused by any one obvious case. I think myself and colleagues would benefit from having a system in place that monitors managers more closely, especially in areas that have shown warning signs such as consistent vacant positions and employee body language and behavior at work.
- I have not had reason to use Safe Haven or mediation services. However, I have seen staff members who ought to be demoted or removed from their positions get rewarded for bad behavior while those who report actions are told to go to Safe Haven or through mediation. It does not look good from the outside and has led me to believe that Safe Haven is not confidential, untrustworthy, and something to avoid at all levels.
- I personally believe that the people at the top of each department need to be seen. They need to spend time walking through every office assigned to them once a month. And they need to have an open-door policy. They should not be allowed to say - never send an email to me from a customer. If they are that busy, they need to request help. ASU is

next door. Every single department should have at least two interns at all times. ASU needs internship placements and the City can use the free labor.

- I think the best aid is communication or awareness. As mentioned above, creating an annual overview of the resources and support available to City employees would be helpful. Especially breaking down the difference for Part Timers vs Full Timers. When I was part time, it was often difficult to understand what was applicable to be me or not.
- I think the COT is doing a great job at not being too top heavy. Everyone seems willing and available to help regardless of ones rank.
- It would be helpful to have a computer on the first day of work with all applications necessary for work installed by IT on phones and devices, as opposed to trying to figure it out on your own. It would also be helpful to have an overview of all software used and what it's purpose is, i.e.. okta, KnowBe4, NeoGov. I'm not even sure how KnowBe4 differs from NeoGov but I'm sure I'll figure it out.
- Make modules to learn strategic measures and city values mandatory for employees with supervisory responsibilities.
- Make us aware of organizational support like the wellness program I had no idea since I'm a part-timer.
- Management needs to do a better job of consulting with lower ranking staff before making changes that affect them.
- Maybe move a little faster filling vacant positions. Hard to do your own job and someone else's job with no end in sight. Or at least compensate the people/person busting their back to keep all the balls in the air while waiting for someone to fill a vacant position. The least you could do is tell them what a benefit they have been to the running of the department (praise them, give them a paid day off, let them use a sick day for a mental health day, something).
- More encouragement given for work performed and the possibility of learning more skills related to your position.
- Office and office area update needed. Appearance and work functionality.
- Pay raises for part-time staff at rec centers. Inflation is hurting low earners.
- Quicker response time from HR with recruitments and disciplinary needs.
- Taking necessary steps to help their employees when issues are brought forward.
- The break room in my work area recently had a computer refresh, was painted and received new flooring but that's it. Our printers weren't compatible with the updated computers and we were given a hand me down. Now it doesn't work properly. Our "media center" has a combo CD/VCR hooked to a small TV but we can't give a presentation or pull something up for a staff meeting because we don't have the right cords. But none of that really matters anyway because we don't have WiFi !!
- The entire salary structure needs to be changed. A part-time job should not start at a certain amount and never change. I was designated part time/temporary for 14 years. Does that sound like temporary? I loved my job, the employees I worked with, and the people I served. That's why I stayed temporarily for so long. There needs to be room for employees who do good work and make their work place better for the people who come to our facilities. Reasonable raises should be considered by their supervisors for those who deserve them on a timely basis. As far as I can tell, your pay is based not on the work you do but the salary group you are in and there is no movement within that group.
- The safe haven process helped me and my team during a very difficult work situation, however the process needs to be cleaned up and more of a priority. It took far too long to navigate the situation. This made employees endure the difficult situation for far longer then necessary. It shouldn't feel like the Hunger Games every time you go to work. In this situation, the issue was resolved but what if it was not fixed/resolved? If the city really cares about its employees situations like this wouldn't get strung out.
- treat each department the same. Value the people doing the work as much as you value management.
- Which services are available for non-benefitted employees? What is the Tempe Employee View/Internal Audit reporting program?

- While many of these areas are known, I am just unsure of exactly what they do or are doing. The EDI area has significantly "cooled down", perhaps until someone else is hired, but seems to be a great opportunity to redirect, and lead cultural change, while providing education and support around truly EDI function/purpose and intent. Also feel there was a great push around City values, but until there is true education, culture shift, accountability, etc., the more things will return to the same versus future desires.

Economic Development, Innovation & Strategic Management Office, Internal Audit, Municipal Budget Office, Sustainability & Resilience Office, City Clerk's Office

- Better work environment with emphasis on work/life balance.
- Create detailed procedures easily accessed, searchable, and identified on the Bridge. Make the Bridge more searchable and not so directly related to knowing the organizational chart.
- Support Department plans for staff during the transition to the new normal after Covid. This is not a single plan for all departments, rather an approach that meets each department's work goals etc.
- The City Hall's HVAC system is being worked, so when that work is complete, hopefully it's in good operating order

Engineering & Transportation Department

- "Continue to maintain work-from-home opportunities!
- I have had some difficulty obtaining human-resources related support from human resources
- I have had some difficulty working with Risk Management in supporting activities related to my job responsibilities and professional development
- Overall I do feel supported and am proud to be a part of the City of Tempe. I feel happy to work for an organization that I know will support me."
- Employees who falsely attack other employees and supervisors should be held accountable.
- "Human Resources must expedite the hiring process. If ETD employees had a cap on the number of active projects they work on at one time, like HR caps the number of projects for their employees, then the CIP projects would never get done. The Engineering Division has been losing people at an alarming rate, and management is doing nothing to stop this bleeding.
- The City Manager's Office is out of touch with lower management, their skills and what is really happening at the lower levels. The City Manager's Office is responsible for all lower management's actions whether they be successes or failures. And there are too many failures over the past 4-5 years in Engineering management, which is the root cause that started and is continuing the outflux of employees. Management must stop denying this problem to themselves and others, and change their ways.
- There is a very serious lack of knowledge and understanding of what these manager's tasks include and what they don't include. Tempe is plagued with incompetence at many levels that creates more work for the competent employees and also contributes to the overloading of work of the competent employees. Which then results in mistakes, burned out employees and/or the loss of employees.
- Innovation and Strategic Management Office should train all managers and supervisors on strategic planning and coordination skills. There is a serious lack of communication and coordination between division and department managers when it comes to common and/or inter-related projects which then creates problems on projects and causes delays in schedules that could have been avoided if they had these competencies."
- Keep looking for better ways to improve the department's.
- Leadership from the top down treats guidelines/rules as suggestions for themselves and their alliances while holding others accountable.

- More work from home time and flexibility to switch WFH days.
- Related to IT support services, communication could be improved about status of tickets. Unless going to self service portal and viewing notes there is infrequent updates on technology resolutions.

Financial Services Department

- By offering realistic attainable promotional opportunities. Review of the job description verses work being done, make it equitable.
- I am sure all the departs support the employees. My neutral scores indicate that I haven't really needed them; yet.
- I drive a long distance to work in Tempe because it has been a fantastic place to be. I feel supported by management to make decisions that, I believe, will help the city and its staff.
- Offering expanded services and encouraging staff to use available services by talking about what is available more openly.
- Providing more communication on what is happening in the City like new developments, departments, events, etc.
- The furniture on the 2nd floor of the 525 building is falling apart and is very old/original when the building was build with the exception of a couple of work spaces. it would be great to replace the furniture with furnishings that better meet the needs of the employees.

Fire Medical Rescue Department

- 360 reviews of employee/supervisor
- Again, take notice to all departments and the welfare of the workforce. Being friends or colleagues with department heads hinders an objective view of what is actually taking place.
- By making guidance through an ADA or new disability process completely transparent and accessible without fault or judgement to an existing employee. Even though it appears we may have a pathway for this, or documentation of it, on our intranet, it is very vague and lacking as to what could or couldn't happen to an employee if they took the chance to come forward with an existing disabling injury or illness.
- First off how can you claim the Safe Haven supports the fire department when the fire department representatives on the Safe Haven are the biggest problem? [redacted – name] is [redacted – name]. Anything you tell [redacted – name] goes straight to [redacted – name]. You might as well skip telling [redacted – name] and go straight to [redacted – name]. You think anyone believes the Safe Haven program would investigate a claim against one of their own members? Our administration is the most abusive employees here. [redacted – name] loves to kiss everyone's [redacted – profanity] above him. Council members, City Management and other department heads. But if your below him he will treat you like human garbage. He is a micromanager and he beats his Chiefs into the ground. You should interview some of his chiefs in private. They are either just like him or miserable.
- The groups listed in this section are intended to support employees but can impede them by their shear purposes. If something isn't broke, trying to fix it can cause delays in normal operating processes.

Human Resources Department

- be consistent in the applying rules and treat employees equally
- City Manager changes seem to be made to support individual careers and not always the organization. At least the "why" is not clear. Let recruitment processes decide key City positions.
- I believe Tempe is one of the best organizations / municipalities in the state in terms of its employee support. I couldn't ask for a better employer.

- The City really takes for granted how much is known about programs and how much is shared with employees. I had no idea the Employee Relief Fund existed during COVID. It would have been very beneficial during some difficult financial times due to partner job loss due to COVID. Also don't know what a bunch of things list above are and don't know how to access them.

Human Services

- By informing the employees of their presence
- Communication is very poor in our Dept. We rarely have staff meetings and often when they are scheduled, they are cancelled with an hours notice. We have not had an all-level staff meeting for communication, staff development, recognition or team building in over 2 years. Email communication from our Director to supervisors and to all staff is rare, leading to gossip and speculation when changes occur. Often we learn about Dept news from City newsletters or [redacted – name] 's email updates. Our Director has not visited our work group area in many months. Many of my new hires have never met the Director.
- I have never felt supported by upper management in my department. There has been short of a joke in the department about being put on the island by the director. As someone who got put on the island, it isn't a joke. It has virtually destroyed my career. This has happened to multiple people over many years. I would say not only have I not felt supported but I have felt targeted.
- If I needed to report inappropriate behavior or unethical/unlawful practices, I would not feel safe to do so without retaliation from higher up. Some people seem to be "untouchable" and know it.
- It is very difficult to try to report ask for guidance with an internal issue, it is usually received in a negative way though it is very serious.
- Pay attention to the low level employees out in the field doing the work.
- The city could have a commitment to demonstrating equity efforts rather than performative measures. For example, create a task force for equity work within the city, hire people with experience or education in the area they supervise, manage, direct especially when the area that are managed have regulatory and ethical duties.
- Threat safety assessments done at all city bldgs. and areas. Increased security.
- You need to evaluate your management. Management needs to go to trainings on how to manage people. Everyone in my department has quit because of horrible management yet nobody pays attention or cares. It is very disheartening

Information Technology Department

- COT needs a recruiting / sourcing team. Simply passively posting job openings and leaving most filtering to staff is not effective.
- Department director needs to have realistic goals based on actual working conditions and environments. Head in the cloud ideas that cannot be implemented with current staffing does not help the already low morale.
- Give HR the flexibility to set standards by department and stop the one size fits all method they apply across all departments. It is very challenging to structure our department with work flexibility and compensation to retain and attract talent because HR is so worried about unfairness complaints from other areas.
- Promoting a culture of consistently adhered to business ethics. Also consistently adhered to communications and accountability for guidance versus owning the agreed upon work getting completed. Current culture follows give the all the work to anyone dumb enough to voice a concern. This co-dependence cycle conditions the team with concerns to be quiet. In addition the cycle robs the teams from honing their skills and tuning their processes. Squeaky wheel gets glued in place.

Municipal Utilities Department

- Actually listen to the employees and do something rather than mere lip service to appear concerned. I have had so many different leaders because of firings it has created deep cynicism within the ranks. I had a resident ask me, “ if we hired the handicapped downtown” to which I asked why would you say that. His response,” you continually change your policies. He went on to say I will do what you ask just make up your mind and stick to it.” One more comment. The most recent promotions were literally the slowest employees we have in the department. All this to say, the names have changed but the same things are going on. I have worked here for almost 15 years having stomached [redacted – name], [redacted – name], [redacted – name], and others. Everyone essentially SAYS the same thing and does very little if any of what they say. Why is morale so low? Because of the negative impact of weak leadership and as of February I now train people with 6 months of experience who make the same amount I do. That is a slap in the face. It makes us wonder is management has any clue on how to manage. Save your speeches about city values and wake up!
- Again, these ratings our for the last two years (averaged out) for Solid Waste and don't include recent changes, especially the placement of David Tavares, Interim Deputy Director of Field Operations. David is knowledgeable, fair-minded and offers the consistency our area has been lacking. We need more of that leadership and we need to not make the repeated mistakes that have riddled Solid Waste, including micro management, the good old boy network, poor communication, inability to focus on areas we should be focused on
- Allow all levels of employees to work remotely.
- Communication - We don't often hear about other groups.
- Coordinators and Supervisors have meetings constantly with nothing being achieved we have Seniors and Leads working in my areas they should be given daily tasks and overtime is being scheduled to suit there needs maybe head managers should monitor why and how overtime is being done we have a Lead taking full advantage of his position
- Diversity training.
- Don't overlook your loyal employees by offering more money to the new Hires..... thank you [redacted – name]
- "Educate on city mediation, safe haven and the Tempe Employee View/Internal Audit reporting program. I do not know anything about these ""programs/services"" that are meant to ""support my needs"". It would be great to know more about these.
- We need more than HR Analysts, we need trained recruiters like many other agencies have. Our staff is having to promote jobs on their own, attending job fairs, creating flyers. We need more help in these challenging times.
- The process to purchase new software is convoluted and impedes innovation. We won't be on the cutting edge much longer if we have to wait years for simple software purchases or make do with a lower-end version of software to ensure it is under the \$5K threshold to avoid waiting years.
- There needs to be more training and engagement on the diversity and inclusion side of things. There is much to learn about how to be inclusive, but no training has been offered on this topic (that I am aware of). How can we be inclusive if we're not sure even the correct words to use when referring to our colleague's pronouns? I shouldn't have to Google it to learn how to civilly and inclusively engage. The city needs to take a more engaged approach. "
- I can comment on my director and deputy director. They both are very new but I have to say they both are the best choice and the best Director and Deputy Director that I have worked under in my 15 years
- listen. care and respect employees. No more favoritism fair compensation
- More advancement opportunities for the Maintenance Crafts. Supervisor and Lead Rolls with additional compensation.
- More interaction with the supervisors
- Move quicker and assist with new ways to facilitate employee recruitment. Long delays in approval followed by long delays in recruitment process make it difficult to manage work that needs to be performed.

- I don't feel that HR defends lower level employees so much as it protects middle management from facing consequences. It's certainly possible that HR does good work for the lowest employees on the totem pole but all I've seen in my 3+ years with the City is HR siding with managers even when the evidence in a given issue seems fairly transparent. I would not suggest employees try to resolve issues with HR but rather go to their union reps; I don't think even they would be able to resolve most issues, but HR at least treats issues with union representation a little more seriously. Again, I could be completely off base, but when you look at historical payoffs in MUD to get directors to retire or leave without a fight or how bad actors are shuffled around in the org rather than removed, you can't help but feel that the City doesn't take the concerns of those harmed by management very seriously. I feel the MUD director and deputy directors are displaying good behavior but those in the positions below them frequently do not, taking city vehicles to grab food/coffee multiple times a day/leaving early/ and being unavailable for their employees. There are no repercussions for bad behavior in middle management in MUD and employee morale is affected by that; drivers and temps are held to high standards while their bosses are not. HR also needs to solicit feedback on the design of the market study. There were multiple flaws with the methodology of MUD positions in the last study, such as HR comparing positions with half the qualifications and responsibilities of Tempe's roles. Saying that a Solid Waste Equipment Operator is the same everywhere is factually untrue, just as it would be inaccurate to compare IT tech positions if one did coding and another in a different city just set up server racks. Solid Waste Equipment Operators are required in Tempe to drive multiple large pieces of equipment, take notes/document problems on routes, and maintain equipment, but other roles in places like Glendale just have the driver deliver containers and do some painting. HR refused to take that into consideration when a cross-comparison of responsibilities was provided by the department, saying that comparing position names was sufficient, regardless of responsibilities. That's not a great answer, especially during a period when drivers are in high demand and residents have already complained multiple times about the problems associated with limited staffing.
- QUESTION 4 = We as employees have access to audit reports? If so, who is making sure the information is correct ? There is a lot of wasted resources in the Water Dept. QUESTION 5 = ""OPEN DOOR"" policy is non existent in MUD. Seems the last couple of years, all the upper management staff have their doors closed so they do not have to deal with personnel issues and be bothered by staff. QUESTION 6 & 7 = Our ""secure"" building hasn't had an operational front gate in 3 months. The sidewalk by our front gate is blocked by the design of our engineers, hope the Kyrene Plant never has a disabled employee that needs the sidewalk, they have to go into the driveway to get around the permanently blocked access walkway."
- Transparency and communication!
- We are all feeling burnt out, I think it's important to not only allow more time for wellness, but promote and encourage it. (Ex: three hours a week to use for health/wellness for all employees)

Police

- Actually provide it to ALL employees not just someone who works at like the library. You have an entire department of people that is CRITICAL to keeping the city safe and yet you consistently overlook them and do nothing to assist in the issues they are facing.
- Allow employees to actually do their job rather than being micromanaged by employees at City Hall and Council.
- Compensate appropriately based on years of service
- Dispatch is overworked, understaffed and we are the FIRST responders. We have a huge wage impaction problem where new employees are making the same as people that have been here for 5 plus years. I have been here nearly 20 years and am not topped out on pay and will never be. We have taken this to the executive team and our union with no results. Employees are leaving for other departments. Communication from any one higher than my Bureau Manager is non existent. Mental health is a huge issue with Dispatchers who are at risk of PTSD, and we get

overworked. Police got incentive pay , dispatchers got Zero. Without dispatchers there is no one answering 911 calls. WE ARE NOT CLERICAL WORKERS and should be treated as more than administrative assistance. I challenge the city manager to sit along with us and see what we do. We get PTSD, we listen to death and despair all day long and we just go from call to call to call. Dispatch is aligned closer to police patrol and fire response than it is to an admin assistant and it's time the city recognizes that. We work 24 hours a day 365 days a week, all through COVID 19 and we work 12 hour days with Overtime. We just want to be heard and supported. We continually become the excuse for anything going wrong in the city through the eyes of the citizens. With the recent unsheltered resident problem , a change in police response and urban camping policy directed by city council has made the communications department a punching bag from citizens claiming that we don't do our job, we have gotten little support from upper management in this and little advisement on how these policies are changing. The unsheltered issue is huge right now and we are getting little clarity on how the city is managing the issue and how PD will be responding. In addition to that, patrol is very understaffed, they keep adding more and more resources to the Quality of life detail to address homelessness but then citizens complain of the time it takes for patrol to respond to calls for service. We need less special assignments and more patrol officers. The turn in patrolling is community based, but we have no officers to dispatch and go out and meet community,

- actors/Assistant Chiefs in my department need to communicate better and actually listen to all levels of the organization when making decisions. Too often decisions are made without fully understanding the impact it will have on employees because they are not willing to engage in dialog.
- Empower IT folks to be able to make decisions without having to consult a supervisor and delaying a simple request for several weeks.
- First and foremost, the City's IT department is woefully unable to or inefficient at assisting with my department's needs. I contact other city's departments and their IT departments are all (and I do mean ALL) so much better at getting technology to work and integrate. As a result, these cities are all much better equipped to do their jobs. In Tempe, however, I have experienced an endless need to "work around" problems which IT is unable or unwilling to solve. I frequently have to use my personal cell phone to accomplish tasks because the connections allowed by the City network are not set up correctly to allow communications with outside government agencies. It has been several years now that we have been waiting for the ability to connect with certain federal databases which other governments all connect to, but Tempe IT cannot get it done. It would be nice if IT looked at the departments as the "customer" whom they are trying to help and not like people who are bothering them with requests.
- Focus on removing mental health stigmas for police officers. Invest in mental health for officers and put an emphasis on confidentiality. Many of those who are promoting in the dept are perpetuating an unhealthy, untrusting, emotional environment and the dept is losing good officers. This leads to the vicious cycle of inadequate staffing and low officer moral. Don't need to bring in new outside or third party opinions. Need to take time to sit down and really listen to officers.
- Further explanation of programs would be nice. Not just a pamphlet handed out.
- Get to know employees.
- I hate to say it because I do not know how it would work but if I see a training or know of a training that will improve/support my job, there needs to be an impartial entity to review and approve/deny these trainings because currently, the PD is not doing it that way and it is very discriminatory. PD employees are not feeling supported and leadership is not making efforts to address this. Employees do not feel valued.
- Improved resources for dealing with bullying, hostile work environments, and job-related trauma. If we are required to help everyone, including the sometimes triggered, angry, and demeaning public, then we should be given the resources to deal with and heal from that work-inflicted damage. Our leadership doesn't reflect the city's core values.

- In the Police Communications bureau we have employees that have been with the city over six years that make the exact same wage as people that start today. That is absolutely unacceptable, multiple employees and the union have been to HR and the city manager about it for years, nobody seems to care. There are other cities that are paying \$10-\$12 an hour more for people with five years experience, and we are losing valued employees as a result. I'm glad I don't live in Tempe because 911 calls hold for several minutes, it is getting scary.
- It has become public opinion that the city counsel does not support the PD and I believe it is making it difficult for us to hire new officers and keep seasoned officers
- It is my experience that Human Resources needs additional assistance in the position of FMLA / Leave. The 1-2 employees that handle the entire city are curious, kind, knowledgeable and helpful, just don't always communicate in a timely manner. It's possible it's not their fault, and that the city employees don't give them the documentation needed - but I believe they are short staffed, and need help.
- IT support is a joke and rarely ever are able to solve problems encountered. Workers comp does not care about employee wellbeing, they take short cuts rather than addressing the injury and proper treatment.
- [redacted – name] did an incredible job of legitimizing D & I and the Save Haven program. Prior to [redacted – name], the reputation of Save Haven was poor and employees did not encourage others to utilize the office. [redacted – name] leaving was a huge loss to the City. I will reserve judgment for the next manager but hope they will be permitted to continue to move the office forward and that they have the necessary support.
- Make decision that actually help line level employees and not create more unnecessary work. When asking for positions from city council place them in the area of the department they are in intended for and stop playing she'll games or robbing Peter to pay Paul
- More advertising of support that is available for employees. Implementing some type of Chief/Assistant Chief's Talk to touch base with PD employees and answer questions.
- "Our manager is not professional in their treatment of employees. If an employee disagrees with our manager's opinion, even when asked for an opinion on something, the manager takes it very personally and gives that employee the cold shoulder. I have seen this happen multiple times during this manager's short tenure. Our manager appears to be in over their head and does not communicate transparently with employees in order to foster a better relationship with them. Our manager does not have good leadership skills and does not know how to build trust within the workgroup. I would give a vote of no confidence in our manager's ability to properly oversee our department.
- Our workspace is anything but clean. In my many years with the city I have only seen a deep cleaning of our workspace on one occasion. Our workspace is dusty, dust collects in the overhead lighting, the carpets are never cleaned and custodial personnel are not allowed to enter the workspace to clean due to the sensitive nature of our work. "
- Select individuals for leadership positions who truly support their subordinates and will support them overall rather than appeal to the masses and save their own careers.
- Some city buildings are in shambles. The city rather do "quick fixes" than pay to actually fix the problem. Numerous buildings have documented mold problems, plumbing and sewage issues, amongst other problems
- STOP AFFIRMATIVE ACTION
- Support electric vehicle use. Many City employees own and commute in electric vehicles. The City has electric vehicles and bills itself as trying to be green and environmentally friendly. The City could provide employee access to current electric vehicle chargers, or install additional employee accessible chargers. The City policy should allow for employees to plug in their personal vehicles that are used to commute to work. Commuting via electric vehicle benefits the employees pocketbook as well as the environment. The current chargers in the City all say "City vehicles only". Also many electric vehicles can be charged from a 110/120 standard outlet. Allow, per policy, employees to plug in. This would be a huge benefit to many employees, especially those that live farther away.

- The Chief and Assistant Chiefs in my department DO NOT demonstrate and communicate the same values that are expected of me
- The Chief and Assistant Chiefs in the police department are terrible communicators. We are given very little information about direction, vision, values, intentions, or really what they do or what they are working on. There is an overall lack of effective leadership in our department, and it has had a significant impact on morale. They are not accessible and seem untrustworthy. The chief has hired his friends and it seems they are working on some secretive agenda the rest of us are not privy to. I have lost faith in the direction of this organization.
- The city could treat and assist all employees the same. The city seems to worry about benefitting certain employees more than others.
- The leadership of the Tempe Police Department is honestly sickening. Chiefs of Police regularly disregard blatant violations of City of Tempe Code of Ethics and TPD Code of Conduct while providing excuses such as “That is just how they are” (e.g.: [redacted – name]) or “They didn’t mean to violate your privacy and Federal Law (even though they knew better), so we aren’t holding them accountable” in order to protect the other supervisors who are committing the violations. Several of these supervisors are then promoted shortly after. Legitimate complaints are not being investigated, and Officers are being told not file complaints because of how that could reflect on their reputation. Other officers are consistently watching the retaliation that is occurring against those who do file complaints, and in turn do not speak up in order to avoid further conflict. This information has been made aware to the Executive Team (I know this because I have told them myself) and they have decided that politics are more important to focus on than their line level employees. Patrol supervisors are refusing to make decisions on calls, and tell officers that they need to make decisions for themselves on incidents such as; death calls, forcing entry into homes, etc.. This is inappropriate and negates the point of having patrol supervisors. The same supervisors (and Executive Team) are forcing officers to arrest people they are not comfortable arresting. The way officers are being treated by supervisors is inconsistent, negligent and unfair. Sworn Officers are leaving this department because Command Staff is neglecting their voiced concerns. Command staff has it within their power to address the injustices that have been brought before them and choose not to. The City of Tempe is not going to be a safe place to work when TPD is doing nothing to stop the bleed of staffing. It is disheartening because I truly love the City of Tempe and I know that CoT is better than the behavior of one department.
- The PD/Courts/IT parking structure has no designated ADA parking for employees. There is only reserved parking for PD command staff, who clearly has no physical disabilities.
- The positive: In terms of supporting benefits for employees, which we and those who served before us have built into our culture over decades, Tempe is unmatched in the nation. The COLA and bonus pay is needed and appreciated - but an insufficient answer to the bigger issue of morale. When it comes to day to day operations and support for employees there is increasing exploitation and pressure by some managers at City Hall and in the Departments. This causing us to drive good employees away. We pride ourselves collectively and individually for going above and beyond to provide outstanding customer service, and treating even the most unreasonable of requests (internally and externally) with professionalism and patience. Where we are lacking: for years leadership has fostered the mantra to 'do more with less'. Yes - we have leveraged technology and increased program and system efficiencies greatly. However it is no exaggeration that the majority of line level, line level supervisor, and middle management employees are stressed and exhausted. In particular, employees deemed 'essential' by Congress, who are unable to work from home due to the nature of our responsibilities. We can not blame COVID or other sociological issues that multiple areas have been on mandatory overtime shifts - in some Departments/Divisions for years. Compromising safety as well as the health and wellness of our employees. Bluntly: it is a failure of leadership when 1) the latest shiny, sometimes self-promoting issue or 2) complaints from an individual, project, or business of perceived 'status' comes to City Hall or to Department Directors are escalated into a manufactured crisis priority, demanding immediate

attention and resolution that requires time, mediation, and line-level attention, along with the daily projects, responsibilities - and flagrantly ignores other community members patiently waiting their turn. Management is no question needed and supported. The increasing micro-management by some (not all) of those in authority - some with none, or virtually no recent experience of the work is a problem impacting operations and morale negatively and is counter-productive to achieving the Council's Strategic Priorities.

- The support for employees within this department comes only from peers and/or direct supervisors. There is no feeling of support from our Command Staff. In fact, there is a feeling of direct conflict and manipulation. The Command level of the department is at times mandating things from officers, detectives, and sergeants, which are not consistent with an impartial, fair, and fact-finding application of Arizona laws. I believe that most people want to be involved with this career to make the world better and safer. This is not supported by the Organization at this time. There is no safe opportunity to express this within the Organization without repercussions.
- The top-down communication from management to line level employees in the police department is abysmal. There are many changes in the department and there is very little transparency. The social media accounts the PD runs are offensive and poorly done.
- Took a complaint to a "safe haven". Not only did my boss find out about it, they also took retaliatory action. Completely unacceptable yet was allowed and no consequences for my boss. A very low and eye opening moment in my career with the city. I came very close to seeking employment elsewhere.
- Very disappointed in the overall support from both city hall and the PD administration with their current support to officers which reflects on how many are leaving. There are so many biases that are being favored due to what is current which is not right for all other individuals. There is too much favoritism within and the testing process is flawed which does not allow for those employees who should excel too and it lets those who should not do so because they can "test well". There is no support within and the department is not what it used to be which honestly is just sad. Supervisors listen but those above them do not do anything which is a problem and that needs to change. The city needs to start to listen and make changes that is what it can do.
- We talk a lot about employee wellness in the PD, but are far behind peer cities with regard to mental health support and fitness. Time to workout and frequent routine mental health checkups should be provided

Not Provided

- A web page or handbook for parttime and temporary employees would be useful.
- Actually be transparent, speak with line level staff quarterly at minimum with an open conversation and not a pre-written monologue of the current year's key phrases and let investigations be worked by the employees in that area. Some staff are too far removed and don't realize the input they provide is not realistic at the given moment.
- Allow the city manager to run the administrative side of the city. For too long new members of the management team, mayor and certain councilmembers have been targeting employees for dismissal or promotions because they either don't like and favor them. The city manager allows this to happen which fail to comply with basic principles of the Council/Manager form of government. This feels like the early 2000's all over again!
- By keeping the hierarchy simple. Too many supervisors stepping on each other's toes. Which makes some processes look tedious and push people away instead of reaching out. Too many hurdles.
- "Clean the offices. Clean the carpets at least once a year.
- Reward good employees with disabilities with promotions instead of going outside to hire. Morale is destroyed by going g outside. During one interview 4 internal candidates all good workers were passed over to hire outside."
- Consistency amongst treatment of individuals. More transparency around the process and expectations of going to safe haven.
- consistency in staff and response from staff

- Encourage professional development and career growth for all city employees across all Departments.
- I don't believe the City has strong confidentiality practices and as an employee I do not feel safe coming forward with information or constructive feedback.
- I'm a paddling/boating coach for City of Tempe at Tempe Town Lake. I love my job and love teaching people youth/adults how to kayak and SUP (stand up paddleboard). My bosses and my coworkers are all awesome and helpful.
- Innovation and Strategic Management Office does nothing but make the management and Council feel hip and trending.
- It is well known that the area around the 525 building is unsafe for employees to enter/leave their work area.
- Leadership should take time to reflect on needs of organization. Can't happen without them.
- Listen and review the facts! Not on how individuals feel. The good old boy system is still an issue! When they want the person out they make it happen.
- Management does a poor job with communicating anything. Part of the problem with the poor communication is that managers never stay in the same position for a reasonable amount of time. Example management is assigned to an area. They take time to get a feel of the area. Figure out the issues and come up with solutions then are on the move even before they can implement the ideas, or very soon after and can not follow through. Then bam new manager and the cycle begins again. In one year, I may have as many as 5 different managers. This has happened before. The line level supervisor is just as impacted as the line level employee.
- More focus on current workforce rather than growth. Expectations and values modeled from top down through entire organization. Greater emphasis supporting and paying part-time temporary employees (or transition more temp wage positions to FTE's). Reduce the reactionary response to every council communicator.
- more interdepartmental interaction among all work groups
- Nearly every systemic organization within City of Tempe is flawed. In this small comment box, I only have time to say that the red tape, negativity, and censoring only furthers a toxic environment that stifles productivity, creativity, and satisfaction. The two shining spots are the Print Shop and a few excellent people on the IT team. I would suggest offering a neutral forum that regularly checks on all employees (part time and full time) to make sure they are being treated professionally and fairly.
- Need to include employer paid physicals for all employees involved in firefighting, investigation, police, and any/all front line supervisors involved in potential cancer/carcinogen environments.
- One way to support employees is to continue providing the Safe Havens for front line works; rumor is they are going away. Also, Safe Havens should have the employees' best interest uppermost in their procedures and not simply be watch dogs for the COT's benefit.
- Our command staff leadership needs to make better efforts to connect with line level employees.
- Please improve and maintain our physical environment so it can be properly cleaned. We encounter dead roaches, urine, trash, excrement and vomit before we even arrive at our desks and our parking garage often reeks like a sewer. Portions of 6th Street Park are in disrepair and dirty. In our offices, remove, filthy ragged carpet and replace with floors that can be mopped, regularly clean all elevators and hose and disinfect exterior stairwells, change out air filters far more often and address air circulations issues.
- The Chief, Assistant Chiefs, and Middle Management seem completely out of touch with line level staff. Neither seem to understand each other, and that falls on the leaders.
- The environmental conditions of the garden level City Hall offices need to be improved. Can you City test the air quality (including mold) and provide this information to its staff? Also, the also needs to be better humidified. I find that I have to drink an incredible amount of water to stay hydrated in my office, while at home, where I have a humidifier, this is not the case.

- The wellness program could be improved.
- This question is too vague to cover all areas
- Virtual meetings are here to stay but department are still scrambling to get employees equipment to be able to attend and fully participate. All conferenced rooms should have the equipment needed for virtual meetings (screen, sound, cameras, etc.). Seems this would benefit everyone. Departments and divisions don't have the budget so no improvements.
- When Deputy Directors are allowed to criticize and berate an employee via City email for simply asking a job related question and NOT experiencing any repercussions, there are serious, serious organizational problems!
- While the City Manager continues to communicate to employees in a weekly newsletter, it may also be helpful for the department director's to do that same. Sometimes, employees want to be included and or at least made aware of changes within the department. The orientation and onboarding is slowly improving. They continue to provide important information and where to retrieve information. What are we doing with the current employees, to keep them involved with the city's policies, guidelines, customer service, etc.? Classes are continually being offered, but are they being filled? Maybe there needs to be classes or trainings online, like the random computer training classes.

Supervision and Working Environment

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

City Court

- It appears to me that "minor" things such as dress code get addressed more than the quality of work you do.

City Manager's Office, Communications, Marketing & 311, Diversity, Equity, & Inclusion, Government Relations, Mayor & City Council Staff, Animal Welfare, & Veterans Services Department

- As stated in the earlier portion of the questionnaire, the immediate supervisors are doing well but don't have the skills or the ability to change what is happening in communications. The director/chief says that they are involved and care what is happening, but its just words there is no actions. The command staff above our bureau manager need to step foot in communications and see how short/critical staffing dispatch is and ask employees what they need in support. Director/chief need to assist with keeping employees whatever the cost is to the city or it will become a liability that they won't want to handle.
- communication .. something .. short email ... something to make us believe things are in the works for us getting help so we don't have to work 6 days a week for the rest of our life
- My supervisor does not have appropriate conflict resolution skills. There is a definite air of "Do as I say, not as I do" in the office. The supervisor treats certain employees as favorites and others as "less than" employees. There is a clear and present inequality within my department.
- Stop promoting self-serving individuals who only look after their close network of friends and to the bidding of elected officials
- Training for supervisors or hiring better supervisors.
- We need more staff. We continue to get more projects but no people to do them so the workload grows but the staffing does not. The process for obtaining positions is not a good one, nor is it fair

Community Development Department

- Again, don't wait to fill supervisor positions for such a long time. Things really suck when there is no person who physically has the jobs of the supervisors.
- City Manager's office and Director/Deputy Directors in Department need to be smore supportive of staff to allow us to do our jobs effectively and with fairness to those we severe. It seems as though exception are made for certain applicants and not others, which is not right.
- Involvement in the day-to-day operation by supervisors on the behalf of line staff would be helpful. All management must display buy in by working closely with Staff, become one of the team. The City's Management should become part of the team rather that show up and watch the team work. Comradery is not a mail-order product.
- Low performers, behavior issues, and repeated mistakes need to be addressed through conversations and coaching across the city.
- See previous comments about unfair work distribution and performance expectations. We're working off of laptops instead of higher powered, faster computers because the people who give us this technology don't understand our jobs or the size of files we have to work with. I sit for long periods of time waiting to scroll to the next page of a file because my computer and the system can't handle the files we work with. Instead of just giving us what other people think we need, they need to observe our work and then determine what is appropriate for the types of files we deal with.

Community Services Department

- #24 My job entitles me to work in the public parks on certain occasions. There are times that the environment is not safe and homeless issues need to be addressed. I have seen them ignored for the most part within the last five years.
- After a supervisor/manager/director is hired, have a higher-up follow-up with their (said director/manager/supervisor) subordinates about their performance and how they've done before they hit the 6-month mark. The person we newly appointed changed their tune right before they hit their 6-month period, and no one thought to ask their employees if that person (newly appointed individual) was still doing a good job, or if they still had the staff/workplace's best interest in mind. Management also does not ask employees about big changes that are made even though it affects them the most, and they do not always practice what they preach. Also, some managers have had to apply/interview and go through a pretty intense hiring process, while others have not and have just been given the title or "appointed" which isn't fair. Also, people who are supervisors/managers don't do what they should and keep bad employees on for longer than they should, causing more problems for the employees who do their jobs. You also have people who have been here for years and years and are lackluster at their jobs, making it difficult for new people to come in and make a bigger difference in the workplace and get excited about the work that they do.
- Better recognition for employees who do a great job.
- Blatant favoritism, targeting, passive aggressiveness, unclear direction, lack of accountability and follow through ... by dotted line reporting supervisor has created a hostile work environment, extreme lack of trust and physical sickness (in my peers) in my workgroup. Despite the many complaints and efforts to help this person, the behaviors have been allowed to continue. Good employees (full-time & part-time) are transferring departments or quitting (even without a job to go to). Ppl would rather quit and have nothing to go to, then to stay in the dept. The city is losing out -- dept is shorthanded and losing good employees.
- Eliminate workplace bullying including gossip and slander or other employees. [redacted – name] treats coworkers and customers terribly.
- Ensure that opportunities are granted to employees in a fair and equitable way, including supervisory roles.
- Hold everyone accountable for the same work. There is a clear division of labor that is no equal and there is no accountability for that. Especially among Managers. Those that are inadequate are simply given less to do and have had responsibilities taken away.
- I am fortunate to have a fantastic immediate supervisor and department director. However, that has not always been the case and is not currently the case for some colleagues. I have been through Supervisors' Academy and while it gives good foundational information it does not teach in-depth people managing skills. This is a unique skill set that is significantly different from being good at one's individual contributor position, but often management positions are offered to people based on their previous good individual work. The City should have lengthy manager training and ensure that senior managers are checking in with everyone in their reporting line to maintain these skills.
- I am grateful to be a part of an amazing team within a wonderful division, I feel very supported. Personally, talking daily with my manager is very beneficial to feeling heard and collaborative, so I always suggest communication.
- I believe the system as it is setup now is unsustainable, not enough employees, too much dependence on temporary employees. Every time we improve a park it takes longer to maintain, and there has been no adjustment in manpower to keep up. We haven't been able to get a temporary employee for at least a year. Moving fleet out of Kiwanis makes us even more short handed.
- I haven't seen any room for improvement.
- I liked the coaching idea that was implemented to help mentor employees on job performance and ways to improve instead of letting them continue to function at a destructive level again without consequences. I don't think full time employees not performing their job duties are handled correctly. There have been many occasions where full time

employees have not been accountable for their actions. Time theft, utilizing city space for activities related to other jobs that are in a conflict of interest with the city, not showing up for work and not being held accountable for that time, coordinators harassing/verbally abusing employees at other facilities with no consequence and the list goes on. There are a lot of coordinators and above just dealing with these issues "status quo" instead of being empowered to find a solution to the issues or move full time staff out of their positions. Creating a balanced work environment using accountability is major factor to improving the work environment. While we do have accountability measures in place, they are not often utilized until something MAJOR happens and damage control needs to happen.

- I think the city does an excellent job with employee development for supervisors, with programs like the Supervisor's Academy and Crucial Conversations. However, there are some people that just do not seem to listen or absorb what is taught in these classes. My direct supervisor and supervisor above her have both attended these sessions but their behaviors in the workplace do not align with Tempe values. The behavior of the manager in my workplace has directly impacted my life negatively, and I no longer feel emotionally safe at work. I have spoken with the deputy director and the director of my department about specific issues. I am also aware that the challenges I have with this individual are shared amongst most of my colleagues in the workplace. I think the city needs to more closely monitor supervisors and work environments, as it is very apparent in my workplace that employees are not doing well (doors are closed most days, I've seen almost all of my coworkers cry in the office, serious issues are addressed in "retreats" and never resolved, etc.).
- Listen. Listen to all of it.
- My personal situation is based off a supervisor who offers a lot of pretty words and subpar follow through. I think they are overworked and are also being regularly stifled by their supervisors. So aside from a change in personnel, we are at an impasse.
- My workplace is incredibly unsafe. Everyone is in consistent fear of retaliation from the [redacted – title] by way of their direct supervisors (retaliation disguised as "changes" in workgroups). My direct supervisor does not speak to me and avoids conversation, the [redacted – title] instigates and creates an unhealthy and abusive work environment. Staff have gone above our workgroup and no immediate action has been taken. I watch my colleagues deteriorate every day through the words and actions of our General Manger. Our work environment is toxic, the negative and unsafe energy is palpable. The only positive reinforcements and compliments I receive are from my immediate colleagues, our clients, and the public (never my supervisor, or our [redacted – title]). Whenever I receive this praise, I'm given more silent treatment from my [redacted – title]. We have had "group conversations" previously where we voiced our concerns, then we were forced to rank one another's concerns, creating an even further toxic environment and one of feeling unheard (ranking peoples traumas and pain is incredibly disgusting and unhealthy). Once we voiced our main concern - the workplace - we were forced by the [redacted – title] to focus on "communication" - which goes perfectly fine when they, the [redacted – title], is not around. I have developed tachycardia, and am now on anxiety medicine. I am in therapy due to the workplace, and I have at least 5 colleagues who are in the same situation. Our entire workgroup is in silence, we are not able to speak up, we are shot down when we do. Every situation is a directive, there is no conversation. We are asked for our feedback, but immediately told it doesn't actually matter because they will do what they want in the end. Our feedback is not valued, it is not ever taken into account, and we are immediately forced into non-responsive behaviors. Crucial conversations only highlighted this further. Our workgroup needs immediate intervention from the city, or I fear escalation.
- Offer more front desk training throughout the year since things are always changing.
- People are promoted to supervisor positions without any thought given to if they are a good supervisor or not. My direct supervisor is not good at supervising others but their direct supervisor is no help as they aren't good at it either. All training for supervisors is optional which means the people who really need the training never take it.

- Provide proper staffing rather than assigning existing staff to cover areas they have no expertise in: My supervisor has been tasked with far too much work outside her area of expertise and responsibility, keeping her focus away from us and our needs, and our team is grossly understaffed, insuring we rarely have the opportunity to meet and discuss: roles and expectations, upcoming tasks and events, or really much of anything. We are over extended and overwrought. Our collective stress levels are monumental, especially for an "Arts Job" and frankly I no longer know what I am *REALLY* supposed to be doing. My job duties have changed a lot, to the point that I frankly now believe the EXEMPT classification for my position is becoming extremely dubious. We are being required to perform tasks outside our expertise rather than hire more appropriate staff. It has now taken more than 3 years to fill a coordinator position, and policies and procedures have gone unchanged because "the new coordinator might want input on that"... We were recognized as being understaffed, and the solution was to hire more staff to further increase my teams workload first, making us even more shorthanded than we already were. I am frankly preparing to seek employment elsewhere. I have been working in the field for over 30 years, I have been in this position for over 10 years, and I am preparing to give up my retirement to get away from this environment.
- Review jobs in the division. Not all job functions under the same job title are the same or equal. Know when restructure or reorg is needed. Don't continue to push a round peg into a square hole.
- Shorten the hiring process. Employees are leaving and we take on more work and supervisors and above don't spend enough time to understand what it takes to help the public on a daily bases. They are never at the "front line" long enough to see what it takes. Not putting the importance of the customers/residence who is standing in front of you.
- Supervisor needs to give feedback and praise regularly about work performed. Don't always know where your skills stand compared to others. It would help to give all employees in your work group the possibility of learning more about each others jobs and the opportunity to take on more responsibilities or perform the same skills.
- Supervisors should receive mandatory training that can equip them to supervise employees, resolve challenges, and develop employees all with the goal of upholding city values, striving to achieve performance measures and creating and maintaining a healthy work environment.
- TCA has become better at providing training to part-time employees. However, many of us have a full-time job during the week. The training sessions are not always scheduled during nights and weekends, and sometimes conflict with regular day jobs, so we are not always able to attend all training sessions.
- There needs to be a level of fairness across the board. People need to apply for positions and interview for those positions. Stop appointing people when the exact same thing can't be done for lower level positions.
- Things have dramatics changed in just the last months so hope is in the future.

Economic Development, Innovation & Strategic Management Office, Internal Audit, Municipal Budget Office, Sustainability & Resilience Office, City Clerk's Office

- If an employee has to complete the work of two positions because of prolonged position vacancies, please exercise patience and understanding. Sometimes I feel overwhelmed and don't see any relief in sight, but I'm trying to hang in there because the organization has been good to me and I want to remain loyal and dedicated to my work.

Engineering & Transportation Department

- Continue to communicate with employees
- If it's do-able. Working from home part time should be available to everyone. Not just select staff.
- More consistency, better communication on expectations and hold people accountable when work is not getting done
- More work from home time and flexibility to switch WFH days. July fully work from home month.

- My supervisor/manager may be a nice person, but ""nice"" doesn't get the work done, and when it comes to manager/supervisor skills, they are completely incompetent. My supervisor/manager had taken the Tempe Supervisor Academy series and the AGTS Supervisor Academy in the past, yet they practice none of the skills, even the basic skills, that were taught. It is quite apparent to those us of that also took those classes, and it was even pointed out to upper managers (Deputy and Director), but nothing was done. For the past 4+ years, employees concerns within the Engineering division has fallen deaf ears. And whether management wants to admit or accept that this is the main reason the division is losing employees, this will determine how much worse the problem will get. A supervisor/manager should always support their direct reports by clearing the path when requested in order for the employee to complete tasks. They should listen and remember what is needed, or at least write down the requests and act upon them in a reasonable amount of time. The employees should not have to spend their time chasing down and continually reminding their supervisor/manager that their help is needed, especially when it is project related task, time-sensitive and approval is required in order to move forward. When promoting to a supervisor/manager to a higher level or different position, HR or a higher-level manager should talk with the supervisor/manager's current employees or even have the employees rate their supervisor/manager on several different skills. Poor job performance is either ignored or simply not dealt with in a timely manner, or if at all. There is a serious lack of backbone and the ability or desire of many supervisors/managers to speak up to upper managers when needed. This is a complete failure when supervisor/manager are afraid of any type of confrontation. Supervisors/managers should know and understand what is entailed with the direct report's duties and tasks. I may not know what my supervisor/manager knows, but I know what they don't know when it comes to management skills and the work done by our section.
- Question 15, The Director/Chief and Deputy Directors/Assistant Chiefs in my department listen to me. I very rarely interact with them to give an answer.
- The city doesn't appear to value "managing" as a skill set. There is little to no messaging, hiring priority, training, skill evaluation, etc. on management; instead the city appears to conflate supervising with managing

Financial Services Department

- Expand more teleworking opportunities by improving supervision methods. Go beyond the "I see you at your desk which mean you are working" statement.
- Expand the job specific trainings for staff to help them follow through, complete work well and timely, and to know how to hold themselves accountable.
- I work in the 525 building on Mill. The building is very outdated and so is the workspace. I think investing some money into the building where employees spend a lot of there time would go a long way.
- Managers need to follow through with making sure the Supervisors are doing their job
- My supervisors have all been great in leading and giving a helping hand. The work environment has been very good since tele working became a option with the city. It makes my life much easier and feel my performance has been great because of it. If I could recommend something that would be improve my quality of life and work even more would be the option for a 4day / 10hr work week schedule. I think that would be a great option for employees to help balance personal and work life more diligently.
- Offer promotional opportunities that are attainable in an efficient and timely manner.
- Our supervisor is not prepared for the job. It is confusing how he got in the position he is in. He did not meet the qualifications. As such, it is a detriment to our unit and organization. His lack of knowledge hinders our ability to work effectively, especially with other Cities. There needs to be a more thorough interview process, where candidates cannot be considered just because they "know someone".

- The City will benefit when EVERY employee takes an annual refresher course in Integrity, Ethics, Procurement Code (Conflict of Interest).
- The division's work environment is great except for one employee that dresses way to casual (work out clothes) most days and displays way too much exposure from the neck the waist. It makes most of us very uncomfortable. Comments have been made to the immediate supervisor however it's never been appropriately addressed.
- The homeless make it a little uncomfortable at times when going outside and walking around the area. Also, it seems like the crime in the area has increased or maybe I wasn't as aware of things as I am now. I have to be aware of my surroundings all the time. As far as improving supervision, I feel that the supervisor/manager should know how to do the job they have been hired to do. They should understand the job responsibilities and duties of each position in the department. That way they know what is expected of each employee and know when job performance isn't what it should be. When you help with something, it shouldn't be used as their idea and take credit for it.
- We are held to higher standards than employees in MU.

Fire Medical Rescue Department

- Absolutely not. My immediate supervisor is amazing but it us in the firehouse against the administration. Above my immediate supervisor many of the chiefs are just waiting to write people up. They take care of themselves but if someone under them does something wrong they enjoy writing people up. [redacted – name] is a perfect example of this. From seeing how he treats his shift he enjoys writing people up and disciplining them because that's what he believes [redacted – name] expects. Everyone is just waiting for the next discipline when its their turn.
- All employees should be held to the same standards and if an employee doesn't meet the standards, they should be held accountable. Rewarding good work with more work while allowing under performers to do less than others breeds malcontent.
- Going to be very direct with this: The Fire Chief, [redacted – name], is not a good leader. He is a world class manager, but he leads with fear and intimidation and does not inspire anyone. He gets results through constantly assuming the worst of his people and treating people that despite being the best in the state, they are still not good enough. The work force, under his leadership, has never had lower moral. We will be better when he leaves. Conversely, all three of our Assistant Deputy Directors, [redacted – name], [redacted – name], and [redacted – name], could not possibly be any better. They inspire, empower, and listen. Any one of them will drive the Tempe Fire Medical Rescue Dept to new heights when their time comes to take the reigns. They are phenomenal at everything they do and consider themselves successful when those around them succeed. Kudos to Assistant Chiefs [redacted – name], [redacted – name], and [redacted – name]. We appreciate you more than you know.
- I am lucky to have an amazing immediate supervisor. However, not all are held to the same standards and the supervisors above him/her are not in touch with the needs or expectations of the personnel.
- I marked neutral for question 21. I will say my department is critically understaffed and has been for years. When brought up, the answer is always money and supplemental requests. My department always comes up with more important supplemental requests, which I totally understand. That being said, our department when compared to other departments the same size in other cities doesn't even compare to the workforce. Because of that, we reward hard work with more work. We do more with less. If we truly are a progressive City, why can't you see how understaffed our department is. Some things shouldn't have to be supplemental requests when it's recognized how deficient the department is. It could be because our boss doesn't let the City really know how understaffed we really are. I guess I wouldn't blame the boss for that either. No one wants to be the one to tell their bosses that we need 10 new positions.
- Some supervisors need training on how to handle employees that are not performing

Human Resources Department

- I'm satisfied with the supervision and work environment. My one suggestion is echoes throughout the City. Our workload and areas to responsibility have grown exponentially over the years; yet, our staffing levels remain unchanged for over two decades (while HR recently received Employee Development as a division, HR originally oversaw TLC, too). It would be most helpful if HR, which provides services to employees, were given additional staffing proportionate to level of increase to the number of FTEs citywide which has grown by 300+ FTE positions since FY 2015/16.
- More direct feedback. More IQIP participation.
- There needs to be greater training and priority placed on HOW supervisors supervise. It's really inconsistent in the City. I like my immediate supervisor, but I don't feel the same way as the department as a whole and don't feel valued in the department as a whole. With all the job protections afforded to us here, there doesn't seem to be any ramification for being a bad supervisor nor reward for being good at it, so high performers might be elevated to a supervisor role, but then be very autocratic and bad as a supervisor.

Human Services Department

- Clearer and more thorough training.
- Community Supervision needs to implement the same security parameters in place to the court's (metal detectors before entering our lobby, closer access to security, etc.). We work with the same population, who sometimes can escalate and create safety issues. I was appalled by the lack of urgency leadership took when there was a direct threat made to a staff member by a dangerous client. I felt stuck between leaving the building for my own safety and jeopardizing my job or staying and hoping nothing would happen. I think with recent events with gun violence and the increase in fentanyl use, leadership should be doing their best to keep staff safe. I honestly feel as if we're just sitting ducks and it'll only be after something bad happens to us that it'll be taken seriously.
- Employees are held accountable for actions. It often seems that higher level staff are not so much. I see tremendous differences in how employees are treated. Playing favorites seems to happen quite a bit.
- Have a third-party organization come evaluate your management and take their responses seriously.
- I am the only Housing Specialist in the office. We have an Admin acting as a second. The work load is overwhelming and we are told it is what it is, and we have to deal with it.
- I do not receive feedback from my supervisor on performance or career development. When I asked for direct feedback, told I'm doing well and no suggestions are provided. My career goals aren't asked about. I'm not offered support in completing work. There isn't a "how can I help you in advancing your team." I often feel taken for granted as someone who gets work done. After asking for feedback and not getting it, it feels pointless to keep asking There is sparse communication in our workgroup and not a sense of cohesion. Performance challenges with others in the group are not addressed. Leadership is conflict avoidant.
- Perhaps having a way to share beyond the department that there are problems that continue. It's been my experience that a problematic employee who has conflict with others continues to receive accolades or funding for additional programs and employees, or is permitted to continue their behavior.
- Require one on one meetings and evaluations
- We still work in a tiny office on the first floor of the library, even though our team has expanded a lot. There isn't enough room for everyone to do their paperwork or even sit down. When we are meeting with clients in the office, the library patrons can hear everything said.
- When there is a high level of negative response, consider looking closer into the issue. Line employees do not want the repercussion or uncomfortable working condition that results from making something known. Bringing up something is often negated.

Information Technology Department

- 100% telework
- Dealing with poor performance has never been a strong side for the City. My immediate supervisor has been doing what every he can to address the issue. However, there absolutely not support from mid Management. If supervisors are enabled to do their job better and Managers actually are attempted to understand the challenges for all the groups they manage it will extremely help full. Our current Manager act as supervisor of one group and the rest is on there own.
- Eliminate the fear of letting someone go because of poor work.
- Have a supervisor that not only is involved with the workgroup that they supervise but also have a supervisor that understands and knows the workload of his workgroup.
- Have supervisors not try to do too much. My current supervisor tries to manage 2-3 effective positions and doesn't do any of them well from an employee standpoint. She's more concerned with her agenda than being a good supervisor and asking me about my career goals / supporting my professional development. Her employees are the last thing on her mind at all times.
- Help work culture grow to support training. Help work culture listen to concerns with empathy and accountable support to grow beyond "not it!" and "that is a shame get off my lawn."
- It seems supervisors are in fear of sticking up or putting their neck on the line for their employees. They stick to the book even when their team needs them to stand up for them or fight to make it right
- Its well past time for my supervisor to retire. My workgroup needs a supervisor that will actually listen and support the workgroup. I receive zero support from my supervisor. Only training available/allowed is training related to required certifications. My supervisor has minimal understanding of the work I do and has around zero respect for the work I do. Attempting to communicate is pointless. There is no accountability. The supervisor has created a morale killing work environment and is proud of the work he has done.
- More frequent feed back about job performance from Supervisor would be helpful. Also, poor job performance by other employees in the work unit needs to be dealt with.
- My current supervisor likes ideas that align with their ideas only.

Municipal Utilities Department

- as a SR operator I feel that we should be able to make more decisions without supervisor or manager approval if its for the good of the dept.
- As with the other responses, this is an average over the last two years. [Redacted – name] and [redacted – name] have been the bright spots in terms of providing solid leadership and management. Solid Waste in particular, and Municipal Utilities, in general, needs efficient and effective leadership across the board. This means managers, deputy directors, supervisors and coordinators who pull their own weight and provide guidance while allowing for autonomy. We have been woefully lacking in those areas, but we have been going in the right direction lately.
- "I have to clarify question number 1. I am treated with respect only because my supervisor is very good a faking it.
- Overall, in my area, line level employees are told to do more with less and management (any/all supervisory) positions continue to increase in number making it harder for the line level employee (myself) to support everyone in a proper manner. "
- Improve team building performance and conflict resolution skills.
- Increase awareness of policies that promote/protect diversity. For example, the bathroom guidelines for transgender individuals being able to use the bathroom of their choice.
- Lead by example and simply treat all the same. NO FAVORATISM

- lead drivers (solid waste need to be out picking up trash with the drivers , not sitting in the office doing nothing . Why I say nothing, is because when they are in the office we don't see anything helping the drivers out .
- make sure doors are locked so homeless and other individuals can't come into building
- "Mandatory annual training sessions, annual feedback surveys by employees on their supervisors/management. It's weird that low-level employees in MUD are required to take so much annual training and frequently renew their licenses or certificates while supervisors are magically presumed to know how to run an office/manage employees. Most supervisors I know do not have any training in emotional intelligence or conflict resolution, or if they do they never utilize it. I am aware of the existence of the supervisor's academy - I think supplements throughout their career are needed. It's easy to not address problems and let wounds fester; they need reminders of what it is to actually lead.
- I don't think this is unique to Tempe, but I frequently see examples of the Peter Principle in action here, where supervisors and coordinators and managers climb the career ladder until they reach a position they actually don't have the skills to succeed in and never move on from there. They know they're not moving on, have only a few years left with the City, and have never been punished for inaction, so they proceed to not do anything and effectively come in every day to drink coffee and chat with people The City seems to really value metrics that report on job performance; it's crazy to me that supervisors are not similarly tracked and evaluated. Seriously, send out a simple survey to MUD-only and ask everyone what they think of different divisions' management and supervision; you'll get some uncomfortable responses. "
- My department has had a revolving door of management from the Director down to the manager for the past six years. We've had several incompetent Directors fired, Deputy Directors demoted, or quit, and managers fired, demoted, and or quit. The current Director seems to be doing a much better job, and there is currently a recruitment for a Deputy Director. Upper city management needs to listen and take employee feedback more seriously. City management has been failing when it comes to recruiting the right people.
- my manager is slowly cutting me out of the day to day operations and when in a meeting I will try to give my opinion and the manager will cut me off mid sentence and let me know that I was wrong and that is not what we are doing
- No goals or future advancement ever discussed with supervisors
- Seek more diversity
- Some policies in our work group need to be established or looked at for example attendance. Employees with attendance problems negatively affect the work group and nothing is done to improve the issue.
- The human resources department and upper management are aware of the problems caused by the supervisor in residential and even though he has been talk to and given training, he continues to be a huge problem in residential.
- The purpose of my section and a job we're supposed to do has been totally stripped away. As a team the work we were supposed to do and the advice and data we're supposed to give are not even listen to it.
- The supervisor is the problem Human resources knows about it and does Nothing. Great tempe values. Punishments for yee but Not for thee.
- This the worst environment I have been around since I started working here. My supervisor does not talk to individuals unless it is negative. My goals are never discussed and customer service is nonexistent.
- To engage more on daily tasks with drivers.
- Too many of these questions about my supervisor. I happen to be lucky in having a great supervisor, but I know I can't depend on that because everything can change if the wrong person is put in a position of leadership over my department or if my supervisor changes. Employees have drastically different experiences depending on who they have as a supervisor or if their director is supportive of their supervisor. You can improve the work environment by improving the hiring process at the very top. I am concerned about the hiring that has been done in the recent past. A lot of it has been fixed, but I am wondering why it happened in the first place. Vet ALL leadership hires and

appointments through the Six Sides please. Additionally, our city has a huge issue with temporary employees. These employees have a completely different idea of what it means to work for the City of Tempe. They often do not have the resources to do their jobs and no benefits. It's hard to encourage them to apply for jobs when HR finally opens them because they think of Tempe as a not very employee-friendly city. One cannot blame them because they have worked for Tempe for years in many cases and not been given the support that employees have. We need to fully staff positions or re-orient priorities, not just rely on temporary staff for years and years to do work.

- We only hear from our superiors when there are problems, never praise! We have an employee that received a DUI and couldn't work/drive with the field crews any longer. He was ""PLACED"" with our team. It was a promotion, for him and everyone was hushed concerning the hiring process that was disregarded. 3 years later this employee still does not value this promotion and the rest of the team is left picking up the pieces of his failures. Our supervisor, manager and deputy over look this issue and allow more work be put on the other employees of the team. Question 26 = There is a lot of retaliation in the Water Department when issues are brought forward. This is why management never hears the truth. Employees are disciplined not to bring issues for fear of retaliation

Police Department

- "1) Continue with a commitment to increase appropriately commensurate staffing in all Departments. The bi-annual market study methodology as it has been conducted for years was obsolete some time ago, and even more so in today's economic and evolving sociological environment. Many line level positions work with a high level of responsibility, operating fairly independently in the field or office. These employees have much direct contact with community resolving problems, and are often exposed to day to day hazards including potential disease, waste, traffic, heat, and stress. They are undervalued in terms of hourly wage - think Code and Building Inspectors, Sanitation, Irrigators, Parks and Facilities staff, Streets and Right of Way, Homeless Outreach, Dispatch, 311 Operators, Officers, Firefighters, Admin Assistants, Community Program staff, etc.
- 2) Recognize, commit and hold executive level leadership to reversing the real and increasing trend - by some - of employee exploitation and micromanagement.
- 3) If we really want to attract and retain employees, the City of Tempe should seek Council approval, create an implementation plan and publicly stated commitment to set employee salary levels in the top 15% of similar cities across the nation - yes taking into account cost of living in other states (not simply the Phoenix/Valley area), rather than a general commitment to the top 25%. Leadership expects employees to give 100% to the job, the people we serve and the bosses. Let's compensate accordingly."
- allow people to be open and honest
- Although I currently have a great supervisor, that has not always been the case. Many people who are promoted are not leaders in anyway.
- Direct supervision is, on the whole, fine. As I remarked in an earlier section, there needs to be accountability for the people who promote, but are ineffective leaders. The only way to truly know if you have ineffective leaders is to obtain the information from those who work underneath them. The only way these workers will give you accurate feedback about their leaders is through anonymous surveys because they do not want to speak openly and risk retaliation or grudge-holding. It is very easy for a supervisor or manager to be a terrible leader and get away with it in my department because there is no such communication. I have also never seen anyone held accountable for poor leadership when anyone on the line level would discuss openly how that person is a terrible leader and instills sour mental attitudes in those below them. We need to institute an anonymous review of leadership where honest reviews of our leaders can be submitted by those below them and there needs to be real and visible consequences for those in leadership positions who consistently fail to lead in appropriate ways. Being a leader is more than just supervising or managing, but nothing is done about those who promote, but do not develop leadership skills.

- Direct supervisors, Sergeants, and Lieutenants are doing well, mostly, to try to help employees on a day-to-day basis. The problem comes from higher levels inappropriately allocating resources throughout the department. Anyone below Command level is being used as a tool to accomplish various personal goals of Command without apparent consideration to laws, employee wellness, and workloads within patrol and other units or the opinions of people within the department.
- Fair and consistent treatment for all employees
- From the rank of commander and up it seems the executives are out of touch with the workers. The last chief was here for several years and I never even met her. The new chief is on the same track. In the military you would have generals come around and even shake hands and ask questions if the lowest ranking soldiers.
- I don't believe that sworn staff should supervisor professional staff (Administrative Assistants) within the Police Department. Their needs to be a hierarchy or reporting structure that has a vested interest in encouraging the employee, training that employee, and providing constructive feedback to the employee as well as hold them accountable for their work product when needed. With professional staff being supervised by sworn staff - it is not a fair balance of work productivity since the supervisors ultimately have zero clue what we do on a daily basis.
- I have been trying to shed light on this for years. The PD courts and HQ building are very unsecured. Simple tools could be used to gain access to the building which stores ballistic vests, rifles, helmets, computers, and case files. Almost all the doors do not latch properly. This building is empty on the weekends and all of the items inside could be vandalized or stolen within one weekend. And there isn't surveillance, so we wouldn't know what the person would look like!
- immediate supervisors want to be supportive of their people for the most part, however the current internal political/social climate creates an environment where that's not possible.
- Listen to the line level and 1st line Supervisors in our Department reference our Administrator ([redacted – name]). more than half of our staff has quit or retired early due to her. Most have said they would come back tomorrow if she was gone. She's single handedly run PD Records into the ground.
- Make them care.
- My immediate supervisor is great. I have always had supervisors that treated me with respect, valued my input, looked out for my well-being and fostered an environment of cooperation and growth. I do not believe our manager behaves in the same manner, not toward the supervisors that report directly to them nor to the line level employees.
- My supervisor is amazing and overall all the direct supervisors are amazing the issues are with the command staff and the lack of communication, the acknowledgment of issues, their disconnection, priorities, and so forth
- My supervisor openly displays bias among the employees she supervises. I do not feel safe or supported if I were to bring these things to their attention or to the attention of their supervisor.
- My supervisor works well with the squad. The Assistant Chiefs, Commanders, and Lieutenants do not communicate patrol's concerns with the Chief. The Assistant Chiefs, Commanders and Lieutenants are only worried about advancing their own careers and undermining the Chief is not beneath them. Patrol and the Officers mean nothing to them.
- My unit has been without a permanent supervisor for one calendar year (as of 7/29/22). We have had interim supervisors. We have no structure, no policies or procedures. We have internal conflict and at times difficulty working together/supporting each other well. We lack leadership and experience in the role of supervisor.
- Not enough police to effectively and safely patrol the city.
- Opinions of how to fix or reduce issues with the department have been provided on numerous occasions. The information is received by the chief and ACOP [redacted – name] and the go nowhere. They don't listen or try to make changes whether they work or not when suggestions are provided by line level employees who are dealing with the issues at hand. There is still an ongoing shortage of employees for the patrol ranks at the police department even

with the recent influx of new employees. The communications department for PD is severely understaffed and they are also dealing with wage compression with no resolution in sight which has caused a number of trained employees to seek employment at other departments or leave completely. That work group has tried going through the proper channels i.e. their union who doesn't wish to help. Some of the employees who have been with the city for 20 plus years are not topped out and new employees are making more than employees of 5 or more years.

- Our leadership doesn't reflect the city's core values. There could be increased focus on inclusion. Our manager ignores the requests and needs of supervisors and employees. More frequent feedback would be very appreciated, and recognition of good things done would improve performance and morale of our workgroup.
- Properly staff the training unit. Listen to and seek out input when making decisions that will dramatically affect employees.
- Put employees in position to succeed by providing more training.
- See previous statements.
- Select individuals for leadership positions who truly support their subordinates and will support them overall rather than appeal to the masses and save their own careers.
- Supervisors bringing on friends as their employees leads to blatant favoritism and a unwillingness to address work-related issues (tardiness, incomplete assignments, poor communication, etc.). Good employees aren't acknowledged for their hard work and accomplishments. New/different supervisor training or a shadowing evaluation program for supervisors that provides feedback on how to lead more effectively.
- The above questions were not answered due to the current supervisor being on leave and our unit having a rotation of temporary supervisors. The current CIB Lieutenant over the Forensic Services Unit (FSU) would receive many "strongly agree" answers. The FSU supervisor who is on leave would receive many "strongly disagree" answers.
- The best way for the City to improve supervision and the work environment is to actually abide by their own policies. I have pasted my response from Q3 below in case responses are randomized by the survey generator. I am grateful for my direct supervisor who treats me with respect but I have been significantly disrespected by my command staff and other patrol supervisors. My story is not unique and there are a multitude of other line level officers experiencing neglect from command staff and IA. Command staff has made it evident that they do not care about line level employees and they are too busy obsessing over politics to take care of us. It is disheartening to hear ""You are correct, those are Range 3+ violations, but we aren't going to do anything about them (because we like that supervisor)"". Policing is already hard enough of a job without corrupt and toxic supervision making it harder for you. The good sworn employees will leave because they know their worth, even if Command Staff does not. Q3 Response: The leadership of the Tempe Police Department is honestly sickening. Chiefs of Police regularly disregard blatant violations of City of Tempe Code of Ethics and TPD Code of Conduct while providing excuses such as ""That is just how they are"" (e.g.: Lt. S. Still) or ""They didn't mean to violate your privacy and Federal Law (even though they knew better), so we aren't holding them accountable"" in order to protect the other supervisors who are committing the violations. Several of these supervisors are then promoted shortly after. Legitimate complaints are not being investigated, and Officers are being told not file complaints because of how that could reflect on their reputation. Other officers are consistently watching the retaliation that is occurring against those who do file complaints, and in turn do not speak up in order to avoid further conflict. This information has been made aware to the Executive Team (I know this because I have told them myself) and they have decided that politics are more important to focus on than their line level employees. Patrol supervisors are refusing to make decisions on calls, and tell officers that they need to make decisions for themselves on incidents such as; death calls, forcing entry into homes, etc.. This is inappropriate and negates the point of having patrol supervisors. The same supervisors (and Executive Team) are forcing officers to arrest people they are not comfortable arresting. The way officers are being treated by supervisors is inconsistent, negligent and unfair. Sworn Officers are leaving this department because Command Staff is neglecting their voiced

concerns. Command staff has it within their power to address the injustices that have been brought before them and choose not to. The City of Tempe is not going to be a safe place to work when TPD is doing nothing to stop the bleed of staffing. It is disheartening because I truly love the City of Tempe and I know that CoT is better than the behavior of one department. "

- The command staff at the police department Keeps pulling patrol resources out of patrol before it's fully staffed. Allow patrol to be fully staffed before designating officers to special assignments
- There is no oversight over the police department. PD has to be different then all other departments and make things difficult and there is no intervention from anyone. People are not treated fairly and the workload is extreme. There is a "Do more with less" mentality that is harmful. PD employees are not treated with respect and consideration, especially if they are professional staff. The communication from the top down is awful. Supervisors are overworked and checked out and unhappy, just trying to reach retirement or their next promotion to get out of whatever unhappy situation they are in currently.
- There is so much negativity and back stabbing at Tempe PD, the environment is intolerable.
- There is very little communication from Executive team with communications. I have no faith in the direction of the Police department under Assistant Chief of Operations [redacted – name] and the City Manager. This is the lowest I have seen morale in the Police department and communications in my whole 20 years of being here. We don't feel united. The supervisors in my department have no power to change this and are tired of hearing our same outcry, they are powerless to change the things that truly will make a difference. We have requested meetings with the city manager for Union issues and have been denied. Communications had a 100 percent vote to leave our union that is doing nothing to address our needs and join the TOA that is more aligned with our needs and have been denied by city manager and city attorney. NO ONE is listening anymore. We are frustrated and unheard, but yet we come to work everyday and do our best! The citizens of Tempe deserve the best! A happy employee will serve the city best. We stay because we care but most are leaving for more pay and a better working environment.
- There's a lack of equity when it comes to expectations of leadership and line level at the City.
- We are overworked and underpaid and completely unappreciated. If you actually do a study of surrounding city's you will find that the communications department at Tempe is basically being abused. We are being worked until we literally have to go out on FMLA or have a heart attack both of which has happened this year. We are getting ZERO support from city manager because he is anti-PD and says that communication is just professional staff and wants to do nothing about the issues that we are encountering up here. We have a union that is completely overwhelmed by our work group. We have lost 12 people in the last 6 months. 12!!!

Not Provided

- 9/80 or 4/10 city wide schedule
- Allow supervisors to correct issues through the chain of command instead of skip level meetings that cause mistrust.
- any time someone goes up the chain of command to explain what's going on and wants help. ... nothing gets done.
- Better accountability, there seems to be a "fear" of holding some employees accountable and a "fear" of making any sort of change for some employees.
- Better performing employees are continually relied upon and rewarded with extra work in order to pick up the slack for poor performing employees. Poor performing employees are not disciplined or removed from a special assignment.
- Coaching. Currently lived to new area but if I were in my former work area scores would be lower. No accountability of Director/Deputy Director level. Major disconnects between senior management and line supervisors and everything in between.
- Continued Supervisor Training in City policies and procedures would be beneficial.

- Even though supervisors are taught to be leaders, promote safety, and working with their peers, they may not have the supervisory experience in the work environment. More supervisory experience is needed, more trainings of policies and procedures is needed, more conversation among the work group is needed. More online training about where to find topics or finding basic information. The Bridge is a great source, however, many new supervisors may feel overwhelmed of where to find data.
- Exceptional work is not reward
- Fair and balanced feedback tools for employees to evaluate Supervisors. Better workplace safety and security for City facilities and training for Active Shooter, Disaster scenarios, etc. Adequate break rooms at City facilities and better focus for work/life balance - stop expecting exempt employees Executive Assistants and such to work extended hours on a routine basis (should be the exception, not a frequent occurrence- look at the days/times emails are sent out, late evenings, weekends, etc.)
- Follow chain of command. Employees often get direction from others rather than supervisor/manager. Training: do you have the budget? Needed computer equipment: do you have the budget?
- I am required use my personal mobile phone daily. I've asked my supervisor for a City mobile phone. "It's not in the budget".
- I have an excellent coordinator, who is a testimony to the fact that city government can work efficiently, intelligently, and with utmost integrity and commitment.
- Improved accountability
- leaders/managers/directors must set the expectations and them, too, must abide by them.
- LEAVE POLITICS OUT OF OPERATIONS RELATING TO PARK SECURITY/SAFETY...THERE IS ABSOLUTELY NO PLACE FOR THIS! YOU PLACE PEOPLES SAFETY AND SECURITY AT RISK WHEN YOU HAVE YOUR OWN AGENDA AND BELIEVE THAT YOUR WAY IS THE ONLY WAY. STOP FOLLOWING EVERYONE ELSE'S LEAD! THEY ARE NOT RIGHT AND DON'T HAVE THE FIRST CLUE ON WHAT THEY ARE TALKING ABOUT. SUPPORT AND RETAIN THE CONTRACT SECURITY STAFF YOU HAVE CURRENTLY AND NOT TREAT THEM LIKE THEY ARE NOT EQUAL TO CITY STAFF ... YOU HAVE LITERALLY NO IDEA WHAT THEY GO THRU ON A DAILY BASIS AND THE IMPACT THEY HAVE ON PEOPLE
- Managers who do not come into the office or make themselves available for meetings or communicate with staff is an issue for problem resolution. Anyone at the management level should be in office and make themselves available. Management does not always communicate effectively, and some are conflict averse and more concerned with image and politics than some of the issues faced.
- Overall, it does not feel like there are enough avenues for supervisors to reward hard working employees and punish those who do not do their work. This is a larger issue than a City of Tempe one, however it is felt throughout several departments. The automatic 10% increase when moving to another position is one small change that could help. It is not logical that if an employee is doing their job well, is happy in their role, the only way to increase their pay is to move to another position. And on the flip side, everyone knows that trouble-maker employees get moved to different positions and because of the 10% rule, are rewarded for being a nuisance. This system frustrates employees across the city.
- Provide more training
- Require supervisor's to attend advanced training on how to be an effective and fair supervisor and hold them accountable for their actions.
- See my previous comment on the environmental conditions in my office area. Another way the City can improve the work environment is to follow CDC guidelines on masking and to behave as though the pandemic is not over (which it isn't). As I write this, Maricopa County (and Tempe), specifically, are classified as "high transmission," and the CDC has specifically recommended masking indoors in high transmission areas. Despite this, the City has not reinstated its indoor masking requirement. That makes no sense and is a threat to public and staff health. I assume that most staff

and vaccinated, but some aren't and many of the public that City staff must deal with are likely unvaccinated. Just as important, contracting COVID can be dangerous for vaccinated individuals. There is the serious threat of long COVID, as well as the greater risk of death as a result of reinfections. The City should also consider the impact of its (non)policy on people with chronic health conditions, who may be unable to be vaccinated or for whom the vaccine is less effective. Tempe rightfully bills itself as a forward-thinking, progressive City, but it is choosing to ignore scientific expertise and unnecessarily putting its staff and the community at increased risk. This is simply unacceptable.

- Some of the city buildings are very old and unsafe. We are instructed to make due with very inadequate facilities. Additionally, when we are on location, our physical needs and potential threats are not taken seriously. Physical limitations are not accommodated for. Breaks (including bathroom and meals) are largely ignored.
- Stop promoting lackeys of the mayor and council into senior management positions. Support competitive processes for all levels of employees.
- Stop pushing political and social agendas on employees. You can't hear them if you are always talking.
- Supervisors could be more involved.
- Supervisors do not lead by examples. What is expected of the employees is more than what the supervisors can do themselves. This in turn creates an atmosphere of unfairness and discontent by the employees. When we are asked to say what we think, we are retaliated against at a later time. Passive aggressive seems to be the trend. There is a lack of trust towards our supervisors who seem to have an attitude of "Do as I say, not as I do".
- The 525 building is not safe to enter/leave. There are individuals openly using needles, throwing chairs and an office window was even vandalized and completely broken.
- The work environment is one of reaction, and not able to take time to plan nor decide who we are as an organization and how to establish values, and how to put goals in place to make sure the values are being met. It's just constantly reacting to last minute requests, and we are not able to actually make anything fruitful happen.
- There are so many underperforming employees, supervisors, and managers - without any recourse.
- There is a lack of communication from our bureau manager and command staff. My direct supervisor is fantastic, thankfully. Bureau managers need to connect with and communicate with their employees regularly and respectfully. We need strong, positive and confident leadership and encouragement. Management needs to really listen to and hear their employees. Times are difficult right now, and management needs to acknowledge this. The disconnection is leading to a loss of a lot of good people. Ignoring your employees is not an effective form of leadership. Management must self reflect on their attitudes before calling out line level employees for theirs. The double standard is alarming.
- There is still a feeling of "if your not sworn - your not born"
- This is a tough one to address. Training, communication and support are spotty at best. Sometimes it is provided and done well. Other times it is absent or done poorly. It's a case-by-case, individual-by-individual issue and should be address directly with those that are not providing this rather than globally where it will continue to be implemented by those that are already doing it or are good, and ignored by those that are not providing this.
- To clarify, my director is a great example and leader. My responses refer to deputy CM and above.
- Unfortunately, I don't think the City will ever be able to improve supervision or work environments. There will always be the political battle between departments, as well as between individuals. Those with "power" tend to let it go to their heads and even if they worked their way up the chain of command in job positions, they tend to forget what the hardships they once experienced themselves, and just play the "boss" card with subordinates. For most, that is just human nature, so how can any entity change that?

Compensation and Benefits

Q5b. How could the City improve compensation and benefits for employees?

City Attorney's Office

- Make it easier for people to take leave when available and not have to work harder before and after they take leave because no one is available to cover for them when they aren't working.
- The City relies on a poorly executed market survey and only tries to have their range be aligned with other city's, not what employees are actually paid. Employees' vacation earn rate is outdate for the current market economy. The wellness program changes too often, is burdensome and difficult to use.

City Court

- Have a medical center specifically for all city employees in which there would be no copay or cost to employee.
- Higher pay, lower insurance costs paid by employees.
- Would like to see the bilingual and stand by pay go up.
- 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.
- Change the Bereavement Leave benefit back to include ex-in-laws as well as current in-laws.
- compensation for career advancement
- 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.
- Extend retirement benefits to employees in Group 3, prior to the change
- 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 cant 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 dont 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? Im not. I will work sick.
- Include cost of living salary increase plus raises. The current increases in salary barely cover increases in costs for health care and retirement contribution.
- 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.
- Raise the administrative assistance pay by creating a level 3.
- 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.

- 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.
- 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.
- 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.
- 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.
- 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.

City Manager's Office, Communications, Marketing & 311, Diversity, Equity, & Inclusion, Government Relations, Mayor & City Council Staff, Animal Welfare, & Veterans Services Department Community Services

- Doing well
- Match with market/ economy
- Raise the pay for dispatchers to what it should be. You raise the base pay but not your current employee's pay. I am making the starting wage and have been here for over 5 years. That is not fair compensation for the work I do. I need an appropriate raise in wages and compensation for the years I have been underpaid. If this is not addressed SOON, I will be following a lot of my peers in finding another agency to work for.
- we are losing people for other city departments because they are offering incentives and more pay .

Community Development Department

- Base pay on skills, performance and type of job- not just whether you supervise people.
- Consider bringing back OPEB for Tier 3 employees who were offered it upon employment.
- I am significantly underpaid for my position, job duties, experience, and level of education compared to other staff in my same position. When the subject was raised, HR basically said "Oh well, too bad, can't do anything about it now." The City's Equal Pay for Equal Work program is a joke.
- provide greater information of what is available to ALL employees. It seems MAYO is hidden from some staff.

Community Services Department

- Address the problem of new hires being paid more than long-time employees. 2.) Departments should evaluate positions periodically. Job functions can change over time. Some positions have evolved based on the social or political climate, and are therefore not being compensated appropriately.
- As a part time employee I receive all the information about benefits without being able to access any of it.
- As a part time temporary employee I receive no benefits. I have had 2 tiny raises in the time I have been at the city. I am classified as temporary and have been here several years.
- Being a new employee I haven't used it yet so I can't provide feedback here.
- Consider the cost of living with regards to compensation. There are full time employees that work for the City of Tempe, that cannot afford to live in Tempe.
- Consideration of hourly compensation increase to improve teacher retention at Edna Vihel Arts Center
- Cost of living match for inflation rate in the state
- Health benefits information booklet was extremely complex and confusing in 2021
- I am a part time employee and although I love my job, coworkers and supervisor, I believe that compared to other cities within Maricopa County, part-time employees are paid far less. To top this off, we have not had a COLA increase in years. It's very disheartening considering the length of time I've worked for the City and the incredible increase in costs across the board, including food, gas and utilities. It would be wonderful if the City recognized the contributions to the quality of service provided by its part-time staff to the citizens of Tempe by increasing their hourly wages.
- I am satisfied with my level of compensation
- I appreciate the COL raise we received this year, but inflation is still making it hard to afford normal living expenses.
- I don't think that it is fair for the city to start new employees with the lowest number in the salary range. I think it should be based on experience instead. I also tried to negotiate with my boss after accepting a regular full-time position (from temporary full-time) and was told that I was not allowed to because HR wouldn't let me. I wasn't even able to provide a number.
- I'm happy with it.
- Increase match for 401K/457. It's pretty low right now, even for employees with more than 20 years.
- Increase the market study to be above 75%. This is only a "C" rating.
- It's hard to be fairly compensated when you're one that does the workload of more than one human. Doing a position for an interim period of time then is officially in the position asks for the bump on the new salary and is told no. It's hard to back an organization that doesn't support the people who choose to stay and do the work. There needs to be the opportunity for additional compensation increases beyond what the union negotiates. Why have performance measures if those do not have anything attached to it that is incentive based. It adds more work to the already overloaded supervisors/managers.
- Kiwanis Rec center front desk staff including MOD's are unfairly compensated given inflation along with the variety and quantity of tasks they are required to be trained to regularly perform.
- More than a 3% raise and one that goes with the outrageous inflation rate. We get the extra 3% which is nice this year, but the inflation rate is 8.6%, not 6%. Also, in the supervisor academy, employees are encouraged and taught how to ask for a raise or when hired after interim duty, how to ask for more than the minimum starting range, but when that is asked, it is almost always denied. How are you empowering employees and teaching them how to be great at what they do, when the city is unwilling to compensate for that? If it's too much for the City Manager to review, as stated in the Personnel Rules, then they should leave it up to Directors and Deputy Directors, and even then they should look into it before saying no, especially if the employee has proven themselves.

- Offer a retirement health plan for older workers besides the savings plan that won't increase much unless you have worked for the city for a long time. Group 2 has a better plan than Group 3. Group 2 was provided with Medicare plans I believe, but not Group 3.
- Offer some level of health insurance and retirement benefits for part-time employees, such as an option to buy into a group health plan at a reduced price and participating in making ASRS contributions. There seems to be a lot of turnover in some of the low level jobs that are only available as part-time employment. Making part-time positions more attractive to employees could help to increase retention.
- Perhaps offer part-time benefits to part-time employees.
- Personally, I am comfortable with the compensation and benefits that I receive. However, I think that p/t staff are overworked and underpaid for the service that they provide.
- Provide some bonuses are things for part-time people also. We are important too!
- Raise the pay for those who work with public. I feel we are very top heavy within management,
- Stick with a wellness program for more than a year
- The "temporary" title is widely exploitative. I have coworkers who have been temporary for 5+ years. It is a loophole for not providing adequate benefits and compensation.
- The benefits are great. Compensation for the job duties I have, compared to every city around me within a 20 mile radius, \$10,000 a year less. As positions go up around the valley, I contemplate leaving for higher pay doing the same job duties with benefits. I have watched multiple people leave the city recently for that reason to go to Mesa, Chandler, Phoenix, Gilbert.
- The city has great benefits, but I think there needs to be more regular emails highlighting the little things we have. I feel as though I find out most of the perks through word of mouth from employees. I would say: I find it incredibly strange that we do not have maternity benefits for those who choose to have children.
- "The city is not keeping up with pay and benefits trends. Typically, my work area is not benchmarked correctly because they can't find comparable jobs in the other cities. When this occurs, our jobs should not be benchmarked against those not in our field, instead, other comparable should be found. The Deferred compensation match is extremely low and should be increased to stay competitive.
- The city is not keeping up with the cost of living. Please stop increasing PD's budget.
- The City wants to be seen as a leader in innovation but is content to be at 75% of government market rate for compensation. At the very least, we should be matching the maximum market rate, but ideally Tempe should benchmark against private sector and become a leader in employee pay as well. Not only would this improve retention and strengthen our position as a national exemplar, it would also widen our pool of potential new hires. The employment landscape has shifted dramatically and workers are no longer drawn by the prospect of a pension; they're unwilling to trade lower pay for potential payoff 30 years from now. My spouse, in IT, changed jobs 5 times in 8 years and quadrupled his starting salary during that time - there is no way those earnings could have ever been matched if he had stayed in the ASRS. He would have to take a \$50,000 pay cut to do his current job at the City of Tempe. I understand this would have massive budget implications but if the Council would like talented and dedicated staff present to do the work they envision, they need to prioritize employee compensation and retention.
- We are paid way too little for what we do.
- We need to get back to yearly step increases and cola's we have fallen behind other Cities and companies as far as wages go.
- When position ranges are posted make sure it is clear to candidates that they will be brought in at the lowest range otherwise, it can be misleading for people new to City of Tempe.
- When someone does a great job, or a good job, and everyone else gets compensated extra for it but the people who actually did the work. This is not right.

Economic Development, Innovation & Strategic Management Office, Internal Audit, Municipal Budget Office, Sustainability & Resilience Office, City Clerk's Office

- Dedicated funds to attend professional development conferences or classes; not just those resulting in degrees or put on by the city.
- Healthcare insurance Opt out payment needs to be increased. Been the same for a decade.
- We need better work/life balance. More flexible schedules would help.

Engineering & Transportation Department

- Address the compaction issue that leadership has been aware of for years. The compensation model that moves the pay scale after marketing a position but makes no adjustment to the employees in that range disproportionately benefits topped-out employees, new hires/new promotions at the detriment of existing employees. The city literally has employees in the same position for 10+ years who have yet to hit mid range. The city literally promotes/hires individuals with no experience into positions at the same pay rate as those having done the job for years. This should not be considered a union issue; this is a fair compensation issue.
- As stated previously, provide performance based bonus opportunities. Reward loyalty and tenure more frequently. For example, one time bonus every five years. I believe the only benefits for tenure relate to sick/vacation accrual and retirement contributions. I heard that there may be a one-time bonus of \$100 or similar on work anniversary every 10 years (may have that wrong), but if true, it doesn't seem like that rewards loyalty or tenure adequately.
- Be open to make changes to benefits coverage. I am type 2 diabetic, my benefits will not cover Dexcom unit that continuously monitors my blood sugar levels. I am out of pocket approx. \$700/mo. Please look into covering this unit.
- By updating the job descriptions and making sure when making the market study every job gets fairly compared. People that work with electrical are receiving less percentage then a regular labor position.
- Compensations and benefits can always be improved. But I feel blessed to have the benefits that I do have.
- hire people to do the work. I change job hats daily to perform different jobs because the City is so/doesn't want to fill positions or people are not doing their jobs and others have to go behind them and complete the work.
- I think executive team members should get the same deferred compensation benefits as TSA members.
- I think the City does well in this area. I think the frequent market studies and related policies are a great benefit to employees. I do think that telecommuting should be formalized to be a more permanent benefit. One area of improvement (I recognize this is tricky and tied up in ASRS) is equity in the benefits received over time for employees; i.e.. retirement benefits for more recent employees are not as lucrative as those for explores who began their career further into the past. This seems unfair.
- I'd pay more for even better benefits.
- Inflation is 9% in the US the past months and Phoenix is #1 with 12%. Appreciate the partial COL adjustment but we are all still getting paid less than a year ago without any other raises.
- The City is awesome at this. No improvements needed.
- The cost of living far exceeds what the majority of workers make. These raises we got this year certainly help but when living goes ups 12% and you get 3% raise you are behind.
- The Engineering & Transportation Dept has used a ludicrous practice of requiring that a potential new hire submit proof or verification such as a W-2 from their current salary in order to consider making a counteroffer of pay/compensation. Who ever thought that this is even slightly acceptable ought to be dismissed. When a potential new hire/candidate submits an employment application, goes through the first-round interview, is invited back for a second-round interview, is then made an offer by the City, and the potential new hire makes a counter offer, only to be told that they must submit proof/verification such as a W-2 from their current salary, that is an insult to the person

and a serious display of distrust by the City of Tempe. A terrible way to begin a possible employment relationship. If practices such as this continue, in addition to the competitive employment market, the City of Tempe is setting themselves up for a massive failure. The City must compensate employees that are required to be certified in their skills and/or licensed in their profession as compared to both other local agencies AND private industry. This is one of the biggest failures of Tempe. The City wants to be a leader and "Making Waves in the Desert", yet they fail to do so in this respect which then results in unsatisfied employees and the loss of talent or the inability to hire talented employees. The City made a mistake around 2010 when they broke up employees into three groups with regards to benefits. This was a bad decision that should be corrected. The proper way would have been to "grandfather in" all the current employees, and change benefits for other hired after.

Fire Medical Rescue Department

- Additional leave is always appreciated
- Allow for more vacation to be used.
- continued education regarding benefits for newer employees. topics would be defining benefits, how to make changes to benefits, understanding how to use benefits etc.
- Health insurance needs to get better. Every year more and more benefits are taken away. It's sad.
- I feel our compensation is above par for the region, and being such, we attract the best talent.
- 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.
- 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.
- 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.
- We currently have an incredible Labor Contract that makes me proud of our organization and city!!
- 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.

Financial Services Department

- Allow for an efficient and easier process for promotional opportunities. Some job descriptions do not cover the work being done and therefore the compensation is not equitable.
- City employees looking for an advancement should be able to negotiate starting pay as external candidates.
- I BELIEVE ON GREAT BENEFITS FOR EMPLOYEES WOULD BE TO SWITCH TO 4/10 SCHEDULE BY CLOSING CITY HALL ON EVERY FRIDAY
- I think it is wrong for a supervisor/manager to have you train for a certain position and then decide to eliminate it. At that point you are working out of class and it gets pushed to the back burner and then when you ask about it, you are told that you are being moved to a different job title that still doesn't encompass your job duties. I tried to explain

that it's about the job description and duties but the supervisor argued with me that it's all about pay grade and doesn't matter about the job duties. Also, there's an employee in our department that keeps getting bumped up in salary and wrote their own job description. I feel that all of the employees in a department should be treated fairly.

- Pre Tax Health Savings Account or at least offer the option to employees that have that already from a prior employer.
- Take true cost of living into consideration for raises. The average employee can't afford to live in Tempe. We should be able to afford to live in the place where we work.
- The city needs to pay its current employee's more if it wants to keep top talent. We're constantly losing good people in our group or they are looking for different positions/jobs due to inadequate pay. Benefits are great but people come to work for their pay, and if the pay isn't enough people go elsewhere.
- The pay scale is a little low right now for my position. A market analysis needs to be conducted more often.
- The salary range for the position is fair, but the process of moving up within the range is problematic. I am new here, but people in my position who have been here for years have stayed down near the bottom of the range. Where I was previously they had COLA and step increases which kept us up with inflation and also rewarded our growing experience.
- We need to be able to more quickly adjust salary schedules to reflect the changing labor conditions to secure candidates and retain the current employees. Additionally, I would like to see if we could change how internal promotional employees are compensated. There is the 10% increase rule and that does not allow employees the ability to negotiate for their salary as someone from the outside would be able to when joining the City.
- Would love the city to add more step up positions in my dept. I feel like once you get the highest level there is not much more to stride towards unless you want to change departments or you are able to become a supervisor.

Fire Medical Rescue Department

- Allow for higher annual VA leave rollover or allow for more annual VA leave pay out.
- Benefits should be fair among all work groups. Why does one union get different deferred comp amounts? Why are many of the benefits different? It only adds to the division between Supervisors and employees. At one time Supervisors were given an additional 5 days of bereavement leave. How does an employee feel when their tragedy is viewed as less important? Or when supervisors come in late, leave early, take long lunches, or don't put in leave slips for appointments get an additional two days of leave when the employees document and submit leave slips every 15 minutes?
- Faster accrual of sick leave. Restore retiree health care benefits for Group 3 employees that were hired at the COT when they benefit was changed in 2009.
- I answered number 4 because of sick leave. I don't think the firefighters receive enough sick leave per check. We are around sick people all day, every day. We are confined in cramped quarters in houses and in the back of ambulances with very sick and contagious people. It takes over two months to get enough time to take off one shift. Not okay!!! We were the ones who didn't work from home during COVID! We were the ones leading the way during COVID! We were the ones treating our citizens and employees during COVID! That doesn't even include the common cold and the flu. I can still work while I'm sick at a desk, but I can't run into a burning building to rescue someone while breathing through a mask while I am sick. I don't know what the average time off for COVID, common cold, or the flu, but if it's 3 days I have to use 48 hours of sick... It doesn't add up for me. I answered strongly agree for all other questions in this section because I believe my City really does take care of me in those aspects, I just wish sick accrual equaled what I do for a living. I should get a lot more time off for sick compared to office workers.
- Improve leave accrual or offer options for comp time in lieu of paid OT, etc. Better City contribution for Deferred Comp match
- Increase the amount of annual VA leave roll over and/or the amount of annual VA sell back hours.

- Keep in pace with inflation. Recognize experienced employees coming into city from other like employment. Consider acceleration in compensation after one year of employment based on previous tenures to maintain higher retention rates. Strongly consider negotiated flex scheduling and/or break in shift scheduling to reduce exposure(s) both mentally and physically in safety sensitive positions.
- The market study used to compare my job is not related at all.
- The only positive thing I can say is that the City pays us very well. In fact so well that our union repeatedly tells us you get paid too much to complain so shut up.
- There's always more but I think we do a pretty dang good job. I'm thankful I'm here.
- We'd much like a higher match in 401K or 457b.
- would like to see pay steps for everyone in the city, takes a long time to reach the top salary range

Human Resources Department

- Based on the rate of vacation accrual, I don't get the number of vacation days that were said in my offer letter as I'm always just a fraction short of them. I also wish accrual could be via each paycheck rather than each month especially when starting out as a new employee. I do like the pension program the City offers, but it is a long time away. I wish the pay would be a bit closer to what I would get in the private sector for similar work or that it would be possible to have various bonuses for certain milestones rather than just the annual increase. 15 years is a long ways away to get extra vacation. It is also weird to think that I'll reach a point where I hit the top of a salary range? Why? Doesn't that mean that I'm very experienced in that role? Why shouldn't my pay still increase. Also not a fan that it is very likely that a new hire could start making MORE than me. There are provisions to separate supervisors and subordinate pay, but shouldn't there be something that insures that no one hired for the same position makes more than someone who has worked in the City of X number of years? Otherwise, we're just punishing loyalty.
- Examine the group 2 cut off. Employees took the job with one promise and were not Grandfathered into group 2 healthcare.
- With the recent amount of employees receiving special pay increases, can Human Resources staff also benefit from additional increases; either in wages or additional paid time off.

Human Services Department

- Accelerate the leave time accruals so it doesn't take as many years to reach the maximum. Particularly the new employees, they get so little time off. Also, full time temp positions should get paid holidays. We treat them like full time staff, but they don't get holidays.
- As a temporary employee we are not provided the bonus at the end of the year. We are dedicated to our work as much as the permanent employees. We feel that temporary employee's are not valued. This also applies to vacation leave that temporary employee's do not receive. City of Tempe is a good place to work and my co-workers are great.
- Discuss with staff what they make and listen to them. I am paid for by a grant and I know that Grant pays the city more for my salary than I am paid. I am angry and I feel this is unfair but I'm very uncomfortable discussing matters like this with management. The last time I tried I was told if I want a raise they will get me a taller chair and I was shut down.
- I believe there should be an increased amount paid out to employees that have topped out of their salary.
- I don't think the eye program is very good. I have a hard time finding a decent eye doctor.
- In our Dept and work group there are pay equity issues between staff in same job classification that were hired within same approximate timeframe that have not been addressed. Per HR, it is up to the Director to address with City Mgr.
- increase number of full-time benefited and part-time benefited positions

- lower bi-weekly cost
- Lower copay will be very helpful. Also, covers and pay more for specialist visits.
- Paid holidays for full time temps. Better paid part-time jobs would also be beneficial for adult students needing to work while completing their education
- Pay is not keeping up with inflation.
- Temporary staff do not receive the same benefits or paid holidays as regular staff. They do the very same work. The compensation offered at hire needs to be flexible. The city needs to have a better way to assess the market than just looking at other city's when assessing the pay for specialty positions such as IT, behavioral health staff, engineering. The people assessing these markets or considering organizational structure do not seem to fully understand, therefore the compensation and benefits are less competitive. Example: remote work and virtual options are successful. We have 2 years of data to show this. We have a climate crisis and benefits that include remote work are still debated and contested by leadership.

Information Technology Department

- 1. The city can cover the employee contribution to ASRS like the Central Arizona Project does. This would raise employee take home pay and protect employees from the changes in ASRS contribution rates. This would also make recruitment easier because ASRS is a huge cost with a distant benefit for new hires. 2. The Market study is an exercise in circular logic where each city compares itself to other cities resulting in a growing delta between city job pay ranges and private sector. A market study should look at the job market. 3. Our healthcare plan does not cover expensive procedures like IVF combined with the lower pay ranges of government work IVF is out of the reach for most. 4. City of Phoenix, ASU, City of Tucson, U of A, and many private sector employers have paid parental leave of 12+ weeks. COT needs a similar plan ASAP to aid in recruitment of younger employees and support the Tempe values.
- All info about Employee Benefits are easily accessible on The Bridge. However, HR can add more information about the "Active and fit" fitness program to the HR Benefits SharePoint site.
- Compensation on a scale related to workload.
- Compensation: More flexibility for the hiring manager to bring an employee into Tempe anywhere in their pay scale. Leave: When coming to Tempe from another ASRS member agency, Tempe should use that ASRS seniority to base the annual leave accrual. Maricopa County already does this. It really hurt as a 16 year ASRS employee making 21 vacation days per year, to come here and start new at the entry level of 14 days per year. I almost didn't take the job due to this. I imagine Tempe may lose professional career employees without more annual leave flexibility. Benefits: Lower deductibles would be nice. Better coverage in free categories like Annual Physical checks. I paid out of pocket for my primary care to check my hearing and vision. Seems those items should be included in an annual physical well visit. Why force us to go to an ear specialist if we don't even really know we have a hearing issue beginning. Same for vision. Primary care should have bandwidth to check those items.
- Continue its journey from the past 2 years to further equip its organizational structure to match comparative public sector organizations in the region. We struggle to recruit talent that would otherwise lateral to Tempe because they have to accept 10% or more less compensation than they make at a regional municipality today.
- Deferred comp should have a higher matching rate.
- Higher 401k match, pto instead of sick/vacation leave. I have hundreds of hours of sick I wish was in a big pto bucket combined so I could take more vacation time
- My family often has discussions if I can still afford to work for COT while the private sector salaries soar. COT needs to close the gap to retain and recruit people.
- Offer paid maternity / paternity / family leave. For a self-styled 'progressive' city, City of Tempe is remarkably cheap and conservative when it comes to financial commitments to its staff.

- Rise the amount of raises that we get to go in hand with the cost of living. Some people that live by them self are having a hard time making ends meet.
- The city could do much better job to reduce the inequity between employees. The number one challenge is: not qualified or severely under quality people a placed in there position just because it is the city way. Second The same people are very poor performing not adding value but only cost and yet they tend to pay more than the people doing the work. In addition highly performing employees have no motivational mechanisms to remain highly performing. They are receiving the same compensation and benefits as the person next to them which are doing the bear minimum and sating under the radar. Providing compensation benefits to show appreciation and continue to encourage highly performing employee, also making some sort of differentiation for does who choose to have performance does who does not.
- Would be nice to get back to at least 5% step increases yearly. 3% is at least something but the City could approve more in the MOUs.

Municipal Utilities Department

- Adjust the payrate to meet the current inflation rate at least. It looks that majority of the city employees are taking pay cut due to the inflation being higher then fiscal pay increases. Also evaluate pay rate for job descriptions - the compensations are not quite adequate for job responsibilities assigned. It would be beneficial to have a better leave program. I am sure many of us with families would appreciate it. I have two scholars myself and struggle to be for them at their time off school. Or maybe expand teleworking options - that is something to consider, especially when many organizations are shifting towards it.
- Better Eyewear coverage. Raises that help with inflation. Having to provide proof for the HSA purchases we make is clumsy, at best. I wish there were a better process.
- Consider adding free/low cost access to City facilities like Golf, Pools, etc.
- fair compensation, don't pick and chose who gets raises and who doesn't, unfair compensation brings on resentment which makes a bad work environment
- Give better benefits with more coverage and be put at top pay for employees that have 10 years plus.
- Give senior people the same raise as new hires. I have endured a lot with the city.
- I think it would be nice to be able to cash out some vacation (i.e. 40-60 hrs.) with a lesser required accumulation amount. Also, if less than 40 hours of sick is taken in a year, employees should be able to transfer a small amount (i.e. 20-40 hrs.) of sick to vacation. The City of Chandler has this option for their employees. I think it would be a good option to have for employees each year. I have been going to the same eye doctor for 15 years and with the current eye insurance, I am limited to where I go and several places including where I have been going for years does not take Avesis.
- I think it's important to promote breaks during the day, salary employees are expected to be in early and out late with no guarantee time off. I've had jobs that provide employee benefits in the form of a certain number of hours each week that can be used for wellness (gym, yoga, lap Swim, walks, etc.) so that the employee has the time to take care of their physical and mental health. This can be used during the day as well to break up the work day. It improved productivity and employee's moods.
- Increased compensation would be nice to meet or exceed the increasing inflation. Telework options or flexible hours would also be nice.
- It would be nice if the City would pay the employee's ASRS contribution like other employers do. The Market Study should not strive to be only 75% of neighboring municipalities (in grade school, that would be a C). If Tempe truly wants to be a leader and an innovator, we should strive for better - a 90% or even the top. This would also

significantly help with the recruitment and retention issues that the City is facing, which is leading to massive burnout of the employees that have to do double or triple duty.

- It's becoming difficult to recruit quality employees. Tempe should consider >75% percentile when compared to other agencies, flexible schedules and compensation packages. Experienced new recruits value vacation and their current salaries making it difficult for Tempe to compete to get talent.
- Make sure that the City is following the Tempe Equal Pay Initiative in Municipal Utilities.
- Many cities/agencies provide considerably better compensation for comparable jobs and jobs which require less responsibility.
- My job description was extremely outdated, the last slight amendment was made in 2014. My position was moved into another job classification, the market analysis was used based on that new classification. Several other cities used my outdated job description to create a similar position with their municipalities. The market analysis resulted in my position showing as overpaid. (no increase or increase in the near future) The other Inspector positions throughout the city that I used to be classified with have seen significant salary increases. The Inspectors in my area are now all topped out on the pay range, with a market study that shows we are overpaid. We will not be getting future pay merit increases, and will only be getting a one time bonus for the this fiscal years cost of living adjustment. Other employees who are not topped out will continue to earn the 3% (cola) for years to come until reaching the top of their pay range. A one time pay out for the (cola) has little to no impact on increasing inflation after it's mostly taken in taxes. Why are job descriptions so outdated, not resembling our current work loads and work functions? Why are we not familiar in with other Inspectors throughout the city like before, having almost exact job descriptions? I remember the days when this organization used to pride itself on being the best place to work, live, and play. What a disappointment.
- Need yearly reviews.
- once again when I was hired was shown a pay scale and promised to be topped out after 10 years . I'm 16 years and still not topped out . New employees were offered a bonus, while current employees were offered nothing . so new employees get more pay the 1 year than existing workers . the city has gotten away paying the drivers so low for so long (with a 3 % raise last 10 years) when the city did a pay check looking at other cities , Tempe was the lowest paid drivers in the state . so THE CITY JUMPS THE PAY UP for the starting pay 27% , but existing drivers get 3 % so existing drivers get paid less than new drivers .. If I ran a check in the city of tempe other departments , I could guarantee the this doesn't happed (new employees making the same as 15 year employees . why its Ok in solid waste is beyond me
- out of pocket cost is high
- Pay for what an employee knows, exp. Etc. And also enough to where if you had to let someone go you could replace the employee fairly quickly.
- take less % for retirement or pay more per hour to make up for the percentage that is taken from deductions.
- Tempe needs to catch up with the cost of living expenses. 3% is good but still behind the current values.
- Thank You for all the benefits.
- The City of Phoenix provides monthly PEHP contributions, while Tempe makes employees wait 10 years. I think this should start at year 5 so employees don't have to wait so long. The wages of my previous job were stagnant and not competitive with the industry because the market study benchmarked that job to jobs that are completely different. So I got a promotion to get a raise. However, inflation has wiped out the raise, while my work hours have increased by 10+ hours per week. So at the end of the day, I am working harder than I was before and with more stress without increases the money I bring to my family. This is especially sad because the job has mean less than time with my family. I think ultimately promoting was the right decision and I am eager to contribute in the new role, but I also think that if my previous job had paid better or been more competitive with my industry peers, then I would have considered staying in that position. But I had to do something to increase my earning potential because if you're not

earning more right now, you're losing money. An article just came out in AZ Capitol Times about inflation - the Phoenix Metro had some of the highest inflation rates recently than the whole country, except for Anchorage, Alaska. We needed more than that 3.5% to stay afloat. Right now any employee who has not promoted is being paid less because housing, food and gas are so much more expensive. This is demoralizing for sure and stressful.

- The lack of benefits that Group 3 employees "enjoy" after retirement is shameful.
- When comparing us to other cities for fair pay take In mind that we are required to do both water and sewer jobs not one or the other like every other city in the state.

Police Department

- Actually fairly compensate your employees. You did a wage compression study which brought people that have been here less than 1 year making only 50 cents less than someone who has been here for 6 years. You refuse retention bonuses when a department is bleeding out people.
- Actually look at the surrounding agencies and match us to the same work/pay we do.
- As a workgroup we are overlooked by the city. We are overworked and our pay scale does not encourage loyalty by tenured employees. When a new employee is only making .50-1.00 less than an employee with 12-15 years with the city and new hires are making the same amount with someone who has been here 3-4 years, it does not encourage employees to want to stay, especially given the long hours we work and the amount of overtime we must work, and also not when other municipalities are offering retention bonuses and much larger financial compensation for someone with that level of experience.
- Compensation needs to meet the work and value brought by an employee. The amount of time in a particular position, skill set, and value should determine compensation, not a sub-standard market comparative study and cost of living accommodations that never meet need. Employees with years of seniority and experience should not be paid at minimum pay level along with new, completely inexperienced employees - implement a step system in the pay rates. First responders should be given wellness leave or something comparable to take care of mental health needs from job-related trauma.
- Don't charge us an extra \$20 a month for not getting all of the wellness points
- Employees should have an opportunity for performance raises that are separate from cost of living increases. Eliminating performance raises removes an incentive, and brings down the overall standards of an organization. Also, look at city policies and how they can negatively impact morale - one person in Forensic Services Unit makes significantly more money than everyone else but is unfortunately the least qualified (really was never qualified in the first place) and lowest performer. That person got some long-overdue training this year and has improved their work product (but not necessarily productivity), but still has quite a ways to go. Everyone else in the unit has higher qualifications, more education background, and does significantly more work - these people should have their pay brought up to the level of the highest paid person in the unit. Just because there is a city policy that explains how/why this inequity has occurred does not make it right. Additionally, give employees an opportunity to voice when the actual work they are doing is not completely in line with the job description or classification, which then makes the market study unfair. The market study does not allow for unique roles. Multiple FSU members have continued to feel discouraged when market study results come out.
- First, thank you for approving the PD raises. A higher 401(k)/457 match would be more desirable, for me.
- Get rid of the wellness program, charging an extra \$525 a year.
- Give employees the wage they deserve after several years of service. When making wage adjustments for the market study, rather than just raise the starting and maximum pay, they need to adjust all wages, then people that have given the city many years of service are fairly compensated and make more than a new hire.

- I believe a retention or incentive bonus would be helpful in the retaining communication employees. We have been working with minimum staffing and continue to lose more people.
- I believe the City has done a good job with compensation and benefits. I appreciate their efforts to provide the best service they can while trying to keep costs low.
- I really appreciate the frequency of the Market Surveys. Knowing that the City is monitoring for inflation in order to pay employees fairly is very important.
- I think things are pretty good in this department. Obviously, staffing is an issue right now and it is hard for the city to find good candidates to fill these positions. If this is the case, it would be nice for the city to realize that the work burden is still the same, regardless of how many (or few) people share it. The hard part for a line level employee is seeing the position next to them go unfilled for so long while they have to shoulder the workload usually assigned to that empty position. It is easy for a line level employee to believe that the city is saving money by not filling the other position, which leaves the city with an incentive to not fill the position. A good way to combat this would be to spend the money which would have otherwise paid for that unfilled position on the employees themselves. For instance, if a work group has 100 people, but there are 10 unfilled positions, it would be a wise decision to take the salary of the 10 unfilled positions, add them up and divide by 90, and then give this figure as a bonus to the employees as an appreciation for the extra work they are doing as a result of their unfilled coworker positions. This fosters a feeling of value in the employee, prevents the assumption that the city is enjoying a benefit by not filling their position, and it costs the city no extra money beyond what is already budgeted. In fact, it would still be cheaper than filling the position itself if the salary is the only figure disbursed since the city would not be paying the additional benefit costs of hiring an actual person to fill the position (sick pay, vacation pay, retirement contributions, life insurance, etc.). Programs like this would show the employees how much the city truly empathizes with their workers and understand how much extra they are doing in these times where so many positions are hard to fill.
- Increase the 401K contributions by the City.
- Increase the compensation time accrual rates, increase the amount of hours earned for employees 20-24 years and 25+ years of service. Being stagnate after 20 years is not encouraging.
- Last year I took home \$39,000 after ASRS, differed comp, etc. You cannot live off \$39,000, especially in the City of Tempe. The cost of living is much higher than the wage we receive. I have 3 college degrees and no promotional opportunities within my Dept. The classification system is hindering me from receiving fair compensation for the work I do. Because my position was given a generic classification I am stuck in a low paying position and my workload was literally doubled on 7/01/22. I am now doing 2 full time jobs but not compensated fairly for that.
- More vacation time for senior employees.
- Overall, the benefits are great though I'd prefer an HSA to an FSA. I think Covid leave was removed prematurely and has required employees to use much of their sick/vacation leave.
- Pay for police is not competitive enough to keep employees around and is not attractive enough for new hires.
- Pay raises based on performance.
- Police Professional Staff, specifically 24hr Dispatch employees, some who have worked in excess of 500 hours of OT YTD need relief. they should receive similar compensation in relation to other area agencies, with pay adjustments to alleviate wage compression, retention incentive and market study to match (within 75th percentile) of what these agencies are receiving. Current staffing has 21 serviceable employees with a 39 approved positions, we are operating at just a shade over 50%. This work area has an industry standard minimum staffing that must be met. For those of you that reside in Tempe, would you want to wait on hold for 9-1-1 to receive the emergency response you deserve? I would think not. Have you thought about the voice on the other side that is working 5 to 6 12hr shifts a week? If not for the service the citizens of Tempe should receive, think about the overall health and wellness of the employee.

Incentivize these employee to continue doing what they've been doing and remain with Tempe. Otherwise, more are sure to follow other agencies, private sector and other positions within the City.

- Provide a plan for retirees that were hired when the city promised healthcare for life
- Retention Incentives for the PD Communications bureau. They've lost a staggering amount of people in 2022 and several other agencies are either offering retention incentives, new hire incentives or much higher hourly wages.
- return lifetime healthcare that was promised in contract to employees that started before 2003. It is wrong on all levels that employees were hired under this agreement and it was taken away nearly 10 years later
- Tempe employees should be treated like "employees" if they are being paid by the city directly. It's hard to enjoy days off or holidays when those colleagues who temp are indeed at a deficit because their pay is reduced because they don't get paid for those days. Especially if they are still having to cover healthcare benefits out of that check.
- The city could improve in compensation by adjusting the pay scale as the minimum amount increases. ex. the base pay was \$24/hr. when employee 1 first started in 2017. employee 1 is now getting paid \$26/hr. after working for 5 years. employee 2 starts in 2022 and the starting pay is now \$26. it is not fair that the employee who has been working for 5 years is getting paid the same amount as someone who started this year. the pay rates for the work group are not being adjusted fairly when the base pay amount increases.
- The city needs to look into retention and how they want to better provide for those who continue to serve rather than put bonus incentives for police new hires.
- The City of Tempe / Coverage needs to acknowledge / accept a Naturopath Dr. as a covered Physician. I happen to benefit from their work quicker and easier than what is considered traditional medicine. I also have a special needs child that responds well to medicines from a Naturopath Medical Doctor - and their appts or medicines are 'NOT' covered by insurance plan, just like Fertility Dr's didn't used to be - but now are! I have paid thousands of dollars to give my child the best care possible to grow to be a responsible member of society, and will continue to do so .. because that is what is best for him. It astounds me that in this day in age, my health care benefits cover an elective surgery, but not a certified naturopathic / homeopathic doctor. How is that fair?
- The city should have never taken away the agreed upon health care for those who were employed back in 2009. The amount the city provides to the health care account will not meet the needs of rising insurance costs and inflation. Furthermore based upon the 20 year retirement for law enforcement those who retire are having to figure out how to make ends meet for health care.
- The current system of the Market study does everyone a disservice I believe. Tempe goes up a little to be in the 75th percentile. The next year another City goes up slightly to get them in the 75th percentile. The following year Tempe goes up slightly to get back in the 75th percentile. This system does not work. It increases pay scales much to slow compared to inflation and minimum wage. When I first started with Tempe a starting line staff employee was paid roughly \$12 more an hour than minimum wage. Consequently when we hired there were a plethora of candidates to choose from. Currently a starting line level employee here is making about \$5 above minimum wage and we struggle to get a large enough pool of applicants each time we hire. Pay scale adjustments should be tied to inflation numbers and/or other more viable numbers than the market study. Just because we are in the 75th percentile of a workgroup who is unanimously underpaid does not make it a great system. Another issue is when you promote in the City you cannot negotiate pay, as would an outside candidate. Just because you are an internal candidate does not mean you do not have more skills, talent or bring more to the table that should justify starting higher in the pay range. I know MANY talented employees who simply wont promote as it is not worth the extra stress and work for 7.5% more salary. Many times these are overtime exempt positions that they are promoting into and then their subordinates will actually be making more, sometimes significantly more, than they are after promotion. This creates a system that allows the best and most skilled employees to often not be the ones promoting. I have witnessed this many times and experienced it myself.

- The rate of pay needs to increase with the cost of living. 1 bdrm apartments cost an average 1600 a month and you would need to make about 60 k a year to afford that as a single person.
- The years of generally positive relationship between management and labor is hard fought and precious. Continue making the 6-sided partnership a priority.
- The pay for a police officer is not worth the dangers the city of Tempe has placed upon its employees and citizens. Moral is at an all time low, not enough staffing to safely and effectively do our jobs. Downtown Tempe is a gang infested war zone and the city doesn't even care about the violence in downtown Tempe. Remove the 16 and over events, and the 18 and over events on Mill Ave., as well as quit allowing KNOWN gang members to hold events at bars in downtown Tempe. Also the downtown bike squad is so understaffed that sooner or later someone is going to get seriously injured or killed and it will be the City of Tempe's fault for not adequately staffing the downtown and taking care of the issues at hand.
- Wage impaction is a HUGE issue with Police communications. Concerns have fallen on deaf ears with upper management and HR. 20 years of work and still not topped out. Other agencies are paying 10 dollars more an hour for the same job and experience. I make an adequate amount of leave time, but due to staffing shortages we can only have 1 person off per day. So vacation time is impossible to get. Police was given incentive pay, we were denied. Communications is more aligned with PD than an administration assistant.
- We have recently received various incentives, specialty pay, and a pay increase within the PD, which has been a nice change with the increasing cost of living that has occurred. The only additional benefit, which would be nice, would be health benefits after retirement.

Not Provided

- As the leading city in most initiatives, employee pay should be at the top. We should be setting the standard now lagging behind by 25%. We receive lower raises and bonus compared to other cities. It is extremely hard to hire with low salary ranges and no incentives to work for Tempe.
- Deferred compensation should be a percentage instead of a dollar amount
- Evaluate pay not just based on similar titles but by job function. Also, when challenging the market study, HR needs to stop being myopic in focusing on titles. Listen to the employees who say the title doesn't match the duties and the market group is wrong. HR needs to stop taking these challenges personally and try to be objective, as the dept. should be.
- Give merit raises
- Giving a 3% bonus to a topped out pay employee and not raising the top end 3% is cheap by the City. Inflation in Phoenix was 11%. I need the top end raised for my pension. I will need to work additional years before I can retire. The out of pocket cost is way to high for insurance. So is the max out of pocket. Very dissatisfied by the City's compensation with sky high inflation.
- Giving a group of employees a retention bonus and not giving the other employees in the same department or the rest of the city is a failure of the city management as a whole. It shows just how special those employees are and just how unimportant and unvalued the others ones are. What a way to cause a rift in the organization. This should never have been allowed no matter how much the TOA cried about it. The officers don't even do their job anymore to keep the city safe. They sit in parking lots and watch YouTube. Just run the numbers on how many self-indicated stops/tickets they have done over the years. A total decline would be observed. And they get rewarded by getting bonuses of as much as \$8000.00 or more. For what the cry every time they are asked to respond to citizen calls and complain that they are over worked. Totally missed the mark by giving the cops a retention bonus.
- Have the supervisor conduct an annual review with every employee and based on the employee's performance issue a pay increase.

- I am an employee at will for the Parks & Rec program and have been for 16 years. The compensation has not changed much over the years despite rising costs and the absence of any real benefits. I understand that I am not full time, but I do make my living as most others in my field, through contract employment, which in its compensation must take into account the need to cover the costs of private health insurance. I have no paid vacation. This must be considered when the hourly compensation rate is calculated. I make 40% above what I am paid by Tempe at most other places I work. This is because it is understood that no other benefits will be paid. I have not had a significant pay raise by the City in several years, despite excellent reviews for the work I do. Were this the only place I worked, I would have left years ago. I stay because 1) I love working in and for the community that I myself live in 2) I am committed to offering what I do at an affordable price to a diverse population (I teach yoga, which has become quite expensive at most yoga studios and out of reach for many working folks) 3) I have always felt appreciated and supported by my supervisors and coordinators. I understand that City might not be able to pay commensurate with private institutions, but now it lags significantly - this was not the case before. Moreover, Scottsdale and Phoenix have programs that compensate on a higher scale. I am a highly trained professional and believe I should be compensated like one.
- I appreciate the yearly salary increases provided by the City; however, there needs to be given more consideration given to compensating employees adequately to offset the impact of inflation. While the City is giving employees a 6.5% cost of living increase this year, inflation is near 10%, so essentially all employees are receiving a pay cut because the cost of living has risen so exponentially. This is not good for employee morale.
- I find it difficult to keep up with the economy. Everything continues to go up and my pay stays the same. A one time payout is greatly appreciated however it is hard to maintain a family on a one time adjustment.
- I think there are some positions that carry a significant amount of responsibility and thus require a great deal of expertise. These need to be reviewed and paid a more competitive wage.
- I'm a part time employee.
- It would be very beneficial for the City to actually give a COLA, rather than the 3% annual increase it currently gives. The cost of living has increased significantly in the past years and compensation has not met this increase at all. There seems to be monies for salaries of upper management, of which the City has an abundance of, while the frontline workers (who quite frankly do the work and provide the services that management takes the credit for), have a hard time keeping up with tumultuous economy.
- It's getting better
- Maternity Leave. Bigger 401k match. Gym discounts or at work gym
- Mental health coverage is horrible. Try finding a psychiatrist you can get an appointment with is in a reasonable time is impossible. Do more frequent market studies
- More fund choices in the deferred compensation plans. Correct any leapfrogging situations in pay. If allowing external candidates to negotiate pay (to an extent), also allow internal candidates to negotiate during promotions.
- Need to become leaders in compensation not followers of other municipalities.
- Negotiate wages for promotion. Combine sick and vacation into one PTO bucket. Employees are not rewarded for saving sick time and the situations to use sick time is limited.
- open to join whenever
- Other than sick leave totals which shows up in payroll slips, where is the information for parttime and temporary employees?
- Perform a full-scale salary study - examine pay ranges, internal equity NOT just the benchmarks with other Cities. Consider Broadband pay plans that group positions with similar compensable factors rather than having so many different pay scales for better internal equity.

- Provide a prepaid debit card for the mediflex spending plan where money is automatically added monthly. It is very inconvenient to submit paperwork for mediflex covered expenses.
- Provide and maintain an online guide with all the current contacts, websites, emails and phone #'s for each benefit. If a company name or vendor changes, highlight it in multiple locations, not just through email messaging. Maybe create a FAQ page so that employees can learn from questions or experiences that others have had. This could also help identify if multiple employees are experiencing similar issues with a vendor.
- Providing health insurance to retirees, like the City of Mesa does.
- Sending out emails about various benefits is only part of the job in informing employees. Much of what is sent out doesn't apply; you never know what applies to your own situation and what doesn't. It would be nice if there could be a more tailored approach to informing employees about their benefit AFTER the initial onboarding process because things change. Would it be possible for an employee to get a consultation meeting with HR every so often (sign up for it? Can do it every two years or so?) to make sure we are getting the most out of our benefits and understand what they are for each of us personally? I know it's a lot to ask, but the benefits part of it is confusing!
- Single and Employee + Dependent should not be covering so much of the cost for family coverage. We should pay for what we get. There is an unfair distribution of benefits based on familial status.
- The City is not competitive at ALL with compensation. There are younger generations that are receiving more take-home pay, and will decline working at the City because they do not care about benefits. They want to see more take-home pay so they are able to compete in other jobs as they grow in their careers. This is not a generation who stays at a job for 30 years. In addition, the City is not considering how expensive the Valley has become in a short time over the past 5 years, and rents and mortgages have increased tremendously. We are not keeping up with inflation, and you will lose strong staff members who are able to obtain new positions that pay 20-50% more compensation.
- The City of Tempe voices they are the 'leader' in many respects, but then ensures all employees are within the 75th-percentile of their Phoenix metropolitan valley public employees peers only. Why not 90th percentile? Why not include private companies? The City of Tempe employees must pay for a large percentage of their healthcare, when many private and public employers pay for all or nearly all of their employees healthcare. The City of Tempe's retirement system, ASRS, does not realistically include inflation within their pay structure whereby ensuring employees pay over 12% of their income into a system that will not effectively accommodate cycles in the economy that consistently happen at least every 20 years. The City of Tempe is largely a leader in self pontification.
- The cost of living has gone up significantly. I believe our pay should reflect that. I also believe long term employees should be rewarded for their dedication to the city with a better monetary bonus and even more time off.
- The healthcare plan is too complex with multiple levels of deductibles for family members and individuals. The statements are confusing and we pay for 3rd party management, the layers of bureaucracy are adding to the cost. There is a problem when you have to hire Direct Path to help employees with their medical plan run by Allegiance and provided by Cigna! The "in network" "out of network" thing on any medical procedure done outside of the primary care office is a joke because we have no control over the doctors on call for surgery, etc. The surprise bills related to multi-provider medical procedures is awful. I don't know if there is a better solution, but what we have is a problem.
- The pay rate is very inconsistent and unequal among employees who have the same job title but handle vastly different workloads. This continues on to part-time employees who take on the work of a full time employee but are compensated much less, their work time is not protected/regulated, and are not accruing any benefits. Additionally, the managers are paid a higher salary without any checks and balances from the team they are "managing."
- The wellness program is complicated and difficult to take advantage of. I have improved my personal health habits and become more fit. Even so, I no longer participate in the wellness program. It seems as if it designed for me to give up on so that the discount does not have to be given to me. I feel cheated, like I'm nothing but a number, and have no value here.

- The workload and level of accountability inherent in one work area in my division is objectively much greater than others, yet everyone's pay is tied to the division and title. When job duties are unequal but compensation is the same, it robs the work area of morale. When trying to achieve the appropriate pay, HR is a roadblock.
- Very good
- we should get a higher raise every year/ a cost of living raise and our regular raise and our benefits should cost less...also we shouldn't have to do the point system to have the reduced benefits.
- While 75% of bench mark cities seems good, that means approximately 25% are paid more. For a city that claims to be wave makers, that doesn't seem good enough. Leapfrogging in pay is also an issue, especially when external candidates are hired. I have been in my classification longer and my total time with the city is MUCH longer than a person hired into the same classification externally who now is paid at a higher rate than me. I have been told by others that this is not the only case.

Employee Engagement

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

City Attorney's Office

- incentives and holding employees who are not engaged responsible!

City Court

- Take employee feedback seriously. Don't just do a survey just to say you did it.

City Manager's Office, Communications, Marketing & 311, Diversity, Equity, & Inclusion, Government Relations, Mayor & City Council Staff, Animal Welfare, & Veterans Services Department

- listen to our department on our concerns .. we are human not robots ..
- See prior entry
- The city manager and one of his deputies don't engage employees, but rather make decisions then shares that engagement was done. It's very disingenuous. The city reorg is a good example of no staff input which is why it is still influx months later.

Community Development Department

- Cant seen to much lip service to such topics without any real change within the City.
- See previous comments. It's hard to feel motivated when other staff are rewarded for poor performance by having their job duties taken away to lighten their load. Hard to fee motivated to accomplish goals when others are not doing their fair share, aren't disciplined, and keep their job in a very highly paid position. Most of my coworkers are great, but the few who aren't bring us down and management doesn't do anything about it. And management knows exactly who they are.
- To work as a cohesive team who are in the office the same time as all other staff. Perhaps a four / ten schedule would benefit all involved.

Community Services Department

- At TCA, show more trust in employees to make decisions in the best interest of patrons and TCA during events. Develop employee's skills and experience so they can become better trusted to make the right decisions in different

situations. Part-time employees need to develop better skills and increase confidence in their ability to provide a fantastic customer experience.

- Communicate its importance and value from the top level, down.
- Communication
- Create more opportunities to network in different areas of the city.
- Directors and Deputy Directors are good listeners, we have department meetings where we brainstorm, come up with goals and strategies to achieve these goals...unfortunately the follow through is poor and we never go back to see if we met the goals, we just start again setting new goals(which are often the same). It is a cycle of identifying areas for improvement, nobody is held accountable to making real change, new management comes in and we start again with identifying areas for improvement etc.....
- Group events, online meetings and one in person staff meeting a year is nice. I do like putting faces to names that I only communicate with online. Volunteer opportunities are also a great way to get to know other employees in the city.
- Have more group training or fun events for employees
- Have some activities for part-time and full-time employees that encourages getting to know one another.
- In general, more encouraged collaboration between departments could be beneficial. Sometimes we are all running on our own paths, not realizing that resources we need are just on the path next to us.
- It would be nice to see my Director/Chief and Deputy Directors/Assistant Chiefs. I couldn't pick them out of a line-up.
- Just ask for employee input before any large decision is made like a schedule change or hiring decision. Even if they open a position in one area of the department, maybe a position would be better suited somewhere else? Most of the time they assume to know what would work better, but that's based on their own idea of what the day-to-day is, not what it actually is from the perspective of an employee who's working it.
- More cross departmental integrated opportunities for productive work.
- More opportunity for cross-divisional projects and programs.
- My workplace does not include employees in decisions. They make decisions impacting workgroups, jobs, people, without any previous conversation. Workflows are constantly and continuously disrupted which impacts success of employees. Things are discussed by the [redacted – title] and then disseminated, impacting people, without their weigh-in on what actual tools or resources they needed to succeed. Everything is a directive, there is absolutely no trust in our [redacted – title] unless you are in their inner circle of 2-3 people. The city values are not upheld. People are not considered, integrity is not upheld or demonstrated, respect if non-existent, openness is not something practiced - a lot of secrecy and closed off meetings, creativity is stifled, quality of work and of life is suffering, and diversity is only optics - people of color in my workgroup are disrespected to the point of quitting/shrinking/or being forced into early retirement.
- Opportunities for growth for part time employees (especially in administrative roles), clear expectations and duties for all roles.
- Realize that the employees, particularly most of those in higher level positions, may be experts in their fields. They can provide the best information to inform decisions within their area of expertise. Often, it seems that the input from these experts is not sought or is ignored rather than weighed with the same consideration as someone outside the organization or someone internal that might be supervising that employee. Recognize and respect the expertise of those staff members.
- Return to city wide gatherings/ parties where the whole of the city staff come together
- So far all of the colleagues I have met within my department are of European heritage. I'm hoping that I will meet other colleagues aligned with this work that represent the ethnic diversity within the city of Tempe.
- The city emphasizes innovation. However, sometimes innovation is uncomfortable initially. An innovative approach may benefit hundreds of businesses, the community and visitors, but if 2 or 3 people complain repeatedly, city

leadership crumbles. It is assumed that the process is broken and that staff haven't adequately performed their duties.

Economic Development, Innovation & Strategic Management Office, Internal Audit, Municipal Budget Office, Sustainability & Resilience Office, City Clerk's Office

- Communication between departments really differs. Some departments work really well together while others do not. My experience with most departments is good but with 2 in particular it's very difficult and has a culture sometimes of us vs. them.
- Perhaps looking into ways to express appreciation to employees for their work through non-monetary means, such as an awards ceremony, annual luncheon, etc.

Engineering & Transportation Department

- Annual merit raises based on an employees' performance rather than the same raise for everyone one. Employees that chose to do the bare minimum just to squeak by creates problems and additional work for their coworkers, who then many times feel bitterness towards the bare minimum employee. The questions in this section are much too general. For example, I cannot not say that all Employees in my department are highly motivated about accomplishing our goals or that all Employees take personal accountability for their actions and work performance. There are several that do not, but there are no consequences, other than their work gets pushed over to someone else who is motivated and does take personal accountability. Either the managers have no mechanism to correct the issue, does know what to do, or simply choses to look the other way when it comes to problem employees.
- From the top down, conversation is a good start.
- Leadership should set an example of transparency and modeling the values instead of talking about them and then picking winners & losers in terms of following rules and protocols. Rather than favoritism and pet projects, decisions would be better made on operational needs and core missions.

Financial Services Department

- BY SWITCHING TO 4/10 WOULD BUILD EVEN MORE MORAL
- Each division and departments are their own micro-cultures, and not all cultures respond to the same input that is being offered. opening up lines of communication in different formats could help to reach and affect more employees in a positive and worthwhile way.
- I feel that I have doing my job for some time now and that my decisions and input should be important and not the information from someone that doesn't do my job. It's not fair to pick apart the things that I say and try to change things that you don't know anything about. Lately the morale in our department has gone down and employees aren't getting along like they used to.
- Offer opportunities for promotional equity in pay for work being performed.

Fire Medical Rescue Department

- Again, combining the Chief and Assistant Chiefs is what makes answering these difficult. The Assistant Chiefs all seek input from the entire dept and listen to that input. The Fire Chief listens to no one. He is too busy thinking he's the smartest person in the room. Numerous times he has embarrassed himself in front of a crowd and has no idea because he cannot see beyond his own ego.
- Forums when Personnel Rules are being changed. Forums for when deputy and director positions are open rather than just appointing the position. Weekly HR update emails or weekly updates from departments that have

information that apply to the entire city. Sometimes this information doesn't get filtered down to lower level employees from directors or supervisors.

- The fire administration does not practice their own values. You cannot express your opinions or you will get blacklisted and like [redacted – name] keeps telling people, you won't be able to promote once you're on [redacted – name] list.

Human Resources Department

- consider employee feedback and fairness in decisions
- I feel decisions are made far before any employee input is asked for. The perfect example would be the reorganization. There are several questions I could ask about that model, but by the time it was announced, it was obviously it was more of a DONE deal than one where input was asked for. In my department meetings, initiatives are announced, but employees are not in the formation stage of it as much as they could be. The Mask policy and COVID policies were announced at odd times when science was actually saying something different, so it was obvious a select "elevated" group made the decision, but there wasn't open input from employees. I hope to one day be included in discussions where there is actually discussion and engagement, but right now I'm along for the ride.
- Responsiveness low. Need encouragement from senior mgt on responsiveness expectations. Time management training leveraged. Engagement on Bridge news low. How do we encourage participation?

Human Services Department

- By having supervisors ask us for feedback.
- Hold open employee forums. Implement Improvement plans for each Department based on results from Employee Survey. Include employees in the process.
- I don't feel as if leadership has any idea what staff does. There have been several times where we've been pressured to fill a certain timeline that jeopardizes the quality of community supervision we're able to provide. Many decisions have been made to support their agenda even after countless meetings have happened that've shown data that we're short-staffed and at max capacity. The messages we've received over and over again is to do more with less. All of our staff have had moments of mental health breakdowns due to the stress and anxiety of walking into the job. Things have gotten slowly better since a new Program Manager started but I feel as if the damage has been done and any bit of trust fragmented.
- I have had my position drastically changed 3 times without my prior knowledge or input. My skills and education no longer apply directly to my current role. In our area staff is never asked for input on decisions and rarely have a clue what is going on within the bigger picture. Nobody seems to care about how you feel or values your opinions and input. I think if the city is going to claim to be trauma informed then this should start within the organization itself. I have heard great things about many department and areas in the City. But, my experience in the HSD has not been positive for a great deal of my time. I have met amazing colleagues and we have found a way to support each other because we don't get support from above. There are many amazing staff in HSD, it would be nice if people utilized them to the best of their abilities and treated them with kindness and professional respect.
- If a group of employees reports similar information that information should be respected and valued. Employee input could be acted upon when it is solicited. Areas should have leaders that have experience in the work areas they lead so that employee concerns can be understood on a deeper level. This could increase feeling heard. Be open minded, be ethical, and be flexible. And when people of color say they are experiencing micro aggressions or discriminatory behavior listen to that.
- Just engage with everyone, I am not included in my department. My work and opinion either doesn't matter or the management team is too busy to notice

- Look into cluster issues in a department.
- The "Values" don't mean much when City Leadership doesn't practice/live them.

Information Technology Department

- Group bonding activities away from work
- hire managers/supervisors who care about reports. My supervisor is more obsessed about agenda and pushing vision than reports' career growth. She never inquires and would rather push for face time with City Mgmt.
- Hold employees accountable for getting their work done. We have more than a few "dead weight" members in our Department that ultimately make the rest of the staff look bad. Supervisor knows the issues and refuses to address them. Hire qualified candidates, including contractors/temp employees. Communication is severely lacking in our Department.
- Hold Managers Accountable for their actions or inactions. As well as stop turning a blind side for employee who are highly ineffective at their job.
- Often the reward for good work is more work, there is no real incentive or reward for going above and beyond time and time again.
- Promoting a culture of consistently adhered to business ethics. Also consistently adhered to communications and accountability for guidance versus owning the agreed upon work getting completed. Current culture follows give the all the work to anyone dumb enough to voice a concern model. This co-dependence cycle conditions the team with concerns to be quiet. In addition the cycle robs the teams from honing their skills, tuning their processes and providing more efficient and more valuable services to our customers. Squeaky wheel gets glued in place.
- Reward hard/good work in a significant way.

Municipal Utilities Department

- Accountability is nonexistent in this department. I feel that managers are satisfied when the department when directors and chiefs hear only the good things. No news is good news.
- Actually be open and honest with employees, and embody the City's values. There is a lack of trust in supervisors/managers/directors, and no faith that they have good intentions in regards to employees.
- Allow departments, workgroups, etc. to engage in quarterly team building events. We need to do a better job departmentally in showing appreciation for the staff and the supervisors should not be tasked with carrying the financial burden.
- As previously mentioned, this is an average over the last two years in Solid Waste. This does not reflect the latest changes in leadership ([redacted – name]especially [redacted – name]). It is my hope that what we have seen in the last several months will allow us to become the division (Field Operations) and section (Solid Waste) I know we are capable of becoming.
- be honest . the city found a loophole to keep the senior drivers pay low. The city of tempe has a property tax , food tax , highest solid waste rate in the state , and when the drivers challenged the pay rate . city manager didn't step up and do the right thing
- Directors / Deputies should have open door policies and meet with employees so "everyone has a face and a name", relationships need to be developed so that employees aren't intimidated to speak up. I personally do not feel comfortable going to my Director or interim Deputy.
- Don't tout values then stab your loyal employees in the back...ethics lacks big time in Solid waste dept
- Efficient employees are punished in MUD. If you pick up more cans as a solid waste driver, you'll be assigned additional work at the end of your route. If you're good at office work, suddenly you get assigned for projects. There's

no reason to be innovative or hardworking when innovation makes your life more difficult. A lot of that stems from management not holding low-performing employees accountable, forcing others to pick up their slack, but it's other stuff too that's been stripped away, things like annual award ceremonies recognizing employee accomplishments and employee-of-the-month awards and garbage week. Those give people recognition by their peers and a tangible thing people can use in future interviews to show their hard work. Without that...what's the point? People aren't lazy inherently, they're often just burned out and tired of being leaned on. Cutting those in an effort to be fair and equitable to other workgroups is silly; other workgroups have the option of doing the same thing for their employees. While these events do cost money, they're also more than paid for in efficiency boosts. But even if all of that is untrue, why not just be nice to employees? What's the goal of burning people out and working them to the bone consistently without a kind word? A good work culture keeps people working there; a bad one just churns through people.

- Expressing my opinions about work related issues and work flows is non-existent. Seems in the last 4 years the personnel that was hired for leadership positions, in the Water Department, have been unavailable to deal with engagement with line level employees. There is this avoidance mentality with a closed door policy. Our Deputy is absent with employees and work groups, She didn't even attend a retirement get together for a supervisor that was held at the Kyrene campus. She was in town and just didn't show up as all the other senior management staff. These work events are what senior management staff are crucial for. We as lower level employees love to "rub elbows", "talk shop" with and they encourage this interaction. But what a slap in the face from her and all the downtown people not to show for a retirement recognition. Shame, Shame, Shame!!!!!!!!!!!!
- I have never even met any leadership above my own supervisor. More work could be done to feel valued in my department in that aspect.
- It's the same thing every year, management pretends to listen but they do what they want anyway. The city may practice the values but only for certain people.
- let individual departments handle their departments stop letting managers come in with no experience come in and make changes and let people run the place that have no idea what's going on.
- Making time for us drivers to attend city wide functions
- My department runs well I look at temporary workers come in late leave early not sure why
- Open forums besides that of recruitments. LISTENING!!! Employee input and feedback, have some professional courtesy and respect for all front line employees.
- The number one thing you can do is to demote or to take away employees from supervisors who are not exhibiting the values of the city. I was in a meeting recently where supervisors did not exhibit the values. They were hostile to their coworker who was giving a presentation. They did this in front of their staff and other line level staff. This is very concerning to me that there would be no consequences for this kind of behavior. Having anyone in a supervisory position who did things like this.
- To be able to attend city functions.
- Transparency and communication!
- Work on diversity. Encourage directors to request input from employees. I don't speak to my director due to a hierarchy.

Police Department

- Actually holding importance on the "City Values" would be the best way to get more employees to engage. The police department is still recovering from COVID, Civil Unrest and ongoing attrition; not to mention an increase in violent crimes and daily, repeated exposure to shootings and armed suspects. It is doing nothing to encourage people to remain in this difficult career.
- Command needs to listen to employees, no knee jerk reactions without asking employee,

- getting out more and being seen.
- Have chiefs, assistant chiefs, and commanders actually engage people instead of staying where they feel comfortable around other executives.
- I didn't know the city tried to engage employees, that we had "city values"
- Include all employees. Don't think the little man doesn't have anything constructive to add to the table. decisions are made, and information not trickled down to the people that are still responsible for doing the work, and we don't have access to the information we need in a timely manner.
- Instruct ACOPs and Chief to actually follow what they preach and not do things they would discipline subordinates from doing themselves.
- LISTEN
- More communication from upper management. Currently there is no engagement of line level employees and the majority of decisions being made affect them.
- More to having quarterly check-ins with employees and seeing how line level employees are doing through surveys or virtual meetings
- Not enough input, maybe anonymous for a safer, more open and honest from officers to upper management. We are felt like ideas are asked for occasionally, but just to appease us when upper management already knows what they are going to do. Not a progressive environment but lots of old mentalities and unfortunately, those who maintain these mindsets continue to get promoted.
- Pay them their worth and not make them work 72 hours a week and guarantee them more than 1 day off a week
- Recognize, commit and hold management to reversing the very real trend of employee exploitation and micromanagement by some. We say we hire the best and the brightest - and that we respect our employees. Let's actually ask employees consistently what they are seeing and - along with community as we do - what needs to be done. Create a mechanism to Involve employees more broadly in course direction and more latitude to make decisions (with supervisors) in day to day operations. Ironically - this relates to a previous question in the survey - about how we as a City can increase development and leadership: Let's give employees the opportunity and authority to lead.
- Some of the above questions are not answered due to being under a temporary supervisor. The Forensic Services Unit still has members who behave in ways that I have found to be very unprofessional and create a toxic/unhealthy work environment, and I do not think is in line with city values; but these behaviors can't be addressed due to the ongoing investigation that started one year ago. These behaviors seem to ebb and flow, so at any given time it's hard to say if things have improved. Right now (the last couple weeks), it seems relatively good, but I don't know if I would expect it to stay that way long-term.
- Stop pushing political agenda on the city employees.
- Supervisors hold grudges or verbally reprimand employees. There is no engagement.
- Take exit interviews seriously and use the feedback to make improvements.
- Take some action on ideas that were provided to management. The E-Team for Tempe used to provide a list of ideas and made an action plan with them. All in the name of good communication. Good idea? We'll take action and update the progress every few months. Not so great idea? Moves to the bottom of priority and a reason is provided why that was.
- The Assistant Chiefs (ACop [redacted – name]) could care less about what concerns Officers have. He has no ties to this city or the department, we are just a stepping stone to his new Chiefs position somewhere else. The Commanders and Lieutenants are largely people who spent very little time in patrol and could care less how their decisions affect us. They are out of touch with the Officers and are only trying to make a name for themselves in order to advance more here or someplace else.

- The Chiefs lack communication skills, things are rarely communicated before they happen at any level, and our Chiefs make decisions where they literally tell employees to shut up and March when employees voice their concerns about something.
- The Police Department is currently run by a group of people who are guided by their desire for self-preservation, self-promotion and the loud agenda driven voices of activists who are actually trying to cause dissension in the rank and file.
- The TPD completely negates the values of the City of Tempe unless violations can be used to punish people they find unfavorable, or those who report actual legitimate violations. TPD only cares about politics and high ranking supervisors.
- There is no input. The Chief and ACOPs are out of touch and have no idea what's going on with line level employees. My own supervisor has no idea what I do day in and day out so therefore he cannot communicate effectively on my behalf. Nobody has any knowledge or concern on the workloads people have, so out-of-touch decisions are made on behalf of employees without any direct communication attempt being made. Decisions are made blindly by upper management and handed down with the expectation that you will happily make an impossible situation work.
- There is no open door policy with our chief nor assistant chiefs. They are inaccessible and do not seek input of employees. My assistant chief has never met with my work group. Messages are sometimes sent through chain of command, but there is no direct communication. We used to be able to read chief's minutes to learn the content of command staff meetings, but they stopped releasing these.
- we need more communication in general. The chief continues to cancel the chief round table meetings that were meant to have line level employees express concerns. There has been no updated Chief meeting minutes from command staff. We have no lines of communication to ASST Chief [redacted – name] or Chief [redacted – name]. I haven't heard any communication from our bureau Chief Masters since the 2nd month after she came on board with the department. We give our concerns to our manager and she takes it to the top and we get no return response. We need a line of communication. The lines of communication between patrol, command staff and communications is BROKEN on all sides.
- When chiefs and managers solicit input from employees, that input should at least be considered. Too often employee workgroups are organized to solve a particular issue, and hours of effort in finding a solution are disregarded and ignored by management, even when the solutions are entirely practical and could be implemented. There is currently no focus on retention in our workgroup, and that is leading to many valuable and tenured employees to leave for other agencies.

Not Provided

- (1) Provide pay increases above cost-of-living to maintain enthusiasm and to retain people (2) Hold city sponsored events such for employees. Do not leave it to the department to hold a appreciation event
- Accountability and responsibility are sometimes tough with the necessary required authority. Some people get more positive attention than others. Silos still exist. Going above and beyond is not important.
- Better departmental collaboration/communication. The challenges we are facing are multi-faceted and so are the solutions. No one department will have all the answers. We largely work on projects yet we are organized in department silos. Unfortunately, COVID and work from home has made this project/team work harder. There is value in work from home so I'm not advocating we take that away. I think we could use a few projects as pilots to test new project management technology tools or try a few new ways of organizing ourselves in project teams. Bring back a culture that values opinions. No one feels they can share their true opinion/feedback in a conversation, especially one with elected and/or leadership, without being labeled on a ""side"" or being pushed out of the continued conversation. Help manage expectations with elected officials. Employees also don't engage because we are all so

busy. We don't innovate because we don't have time to think creatively. Focused goals and providing boundaries and a shared understanding about what "constituent service" is and is not would allow staff to perform at a level that meets the expectation and focus on the priority goals.

- Departmental meetings once a year. I have no idea who some of the staff are in other divisions. Poor intradepartmental communication for many years.
- Encourage accountability.
- Have people work at work, not at home
- I have seen this city take a turn over the past couple of years that is worrisome. Our leadership has felt incredibly unstable and confusing. Priorities have shifted, and again I worry more people will be searching for employment elsewhere if things don't change soon.
- I think the city is doing an adequate job in soliciting input from employees, as evidenced by this survey. However, the engagement on a work group, division or department level could be improved by allowing employees to have a voice in decisions that particularly affect their work or group. Often, employees hired to oversee certain areas are experts in their field and are the best resources to provide advice on the work they do, yet the city / certain supervisors, act as if they need to get opinions from others externally or internally, that don't have the same expertise, to make decision that affect the group. My supervisor is sought out by those in her field from around the region and country for her expertise, but her own supervisor and the city doesn't seem to recognize her worth or respect her input.
- I wish the communication between Departments was more effective as it relates to codes approvals, etc. for city projects. A recent delay occurred when a project went through the entire process for approval then was stopped by Building Safety because they had not been in the loop on why an accessible path was not being added to a two level park. Ideally, when these decisions are made, others (from Building Safety, Legal, etc.) need to be brought into the conversation before additional progress is made that will be halted and cause unnecessary delays.
- In my opinion, there has been a decline in how the City practices its values of people and integrity. Some recent promotions as well as some terminations have the perception of favoritism and indicate that terminations are based on perceptions and whether you are "liked" and not whether an employee is performing well. It seems we have moved to a culture of terminate and promote and not one of mentoring/coaching and recognizing the value of employees skills and talents.
- In order for these values to be more than theories, people have to actually apply them. Those ought to come from the heart and I not see that in MY department.
- It is clear that, even with the show of division meetings, only a select few voices are heard. My co-workers have a strong work ethic and care about our mission but we have very little control or say in any decision making. The directors and deputy directors typically only listen to managers who rarely listen to their employees.
- Listen... or even ask, for input from employees. Or if something is brought to the attention it should be heard and not disregarded
- Listening to and making changes based on small group of employees is not 'listening to your employees'. Catering to special interest employee groups is not engaging with employees
- More career paths, professional development and cross-departmental collaboration and projects.
- My responses only apply to deputy CMs and above. Assumptions are made based on NO communication with work areas. Refuse to educate themselves before being critical of decisions and processes. Total lack of support to staff. Knee jerk reactions to complaints without getting background/clarifying info from staff. Completely out of touch with areas of high visibility. Don't seem interested in educating themselves.
- Provide departments with the proper technology to do their job. Give departments the ability to hire enough staff so that employees are not stretched thin and overloaded with extra work. Stop expecting employees to go above and

beyond without these common sense solutions and maybe then they will have the energy and desire to engage. Who wants to engage with a system that does not give this basic support?

- See above
- Start actually practicing the City Values that are preached! Promote people that Walk the Talk as opposed to people that don't.
- STOP TREATING EVERYONE LIKE THEY DON'T MATTER! ALL LIVES MATTER!
- The above questions are difficult to answer. For many of them, I would like to respond - to some extent or to a limited extent. These days I have very little contact with anyone above my immediate supervisor so beyond that I do not feel seen or heard. I don't think employees are being considered as much as the city would like us to believe. There is a lot of talk and pontification but actions speak much louder. Many recent new positions, promotional decisions and structural changes have come across as merely announcements with scant explanation or clear, readily understood reasoning provided. It feels like line level employees are just your widget makers and are easily moveable, interchangeable and dispensable. Employees I connect with are feeling less valued, respected and wanted than ever. We may be wave makers but we are encouraged not to make waves. I remain extremely thankful for my co-workers. They provide the encouragement and support that I wish came from the top down.
- The city manager's office is good about preaching the city values but rarely do I see them practiced by the same individuals. It's common for some members of the city manager's senior staff to undermine other employees for her own good. Unfortunately the city manager knows this but is unable to stop it because of cultivated relationships with the mayor and councilmembers.
- The values are not fully inculcated within the culture
- This City is fortunate to have acquired intelligent and hard working people over the years. They were attracted by the competitive pay and benefits. With the poor leadership and direction this city has now (moving away from common sense and catering to nonsense), the pay and benefits are the only thing keeping people here. Employees are engaged by their individual work ethics and principals, not by their "leaders". We are holding out, waiting for things to get better. This cannot last forever. As pay and benefits improve in other organizations, more and more employees will leave.
- Treat all fairly not necessarily the same. If people can telecommute let them, don't make them come in, just because others have to
- Treat every department the same!

Peer Relationships

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

City Manager's Office, Communications, Marketing & 311, Diversity, Equity, & Inclusion, Government Relations, Mayor & City Council Staff, Animal Welfare, & Veterans Services Department

- Stop pretending Safe Haven works. It's time to find another way forward.
- There is no resolve between conflict between co-workers. An IA will be filed and the process will start, all the parties will be interviewed but at the end of the day nothing happens or is accomplished. There is a "mean girl mentality" that is occurring in dispatch and the group of co-workers that are part of it mainly one main leader have been talked to multiple times about issues, but there has been no discipline. The main aggressor is aware of this and has said multiple times on the floor that they can put a target on my back but not matter what I'll come out ahead in the fight. The main aggressor is very vulgar on the floor to employees she doesn't like or ones she believe is not doing their job and targets them to want to quit working at the agency. It has been brought up to many supervisors and the bureau manager and nothing has been done to rectify the issue.

Community Development

- 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.
- Have a class on Professionalism.
- More MSteam meetings!

Community Services Department

- Continue to hire a diverse group of employees
- Create opportunities for teambuilding and training.
- From what I have experienced, city employees are generally pretty nice individuals. I like almost everyone I work with in various areas around the city. Something that is needed to keep peer relationships from dwindling is accountability. If someone in the work environment is not pulling their weight and it falls on others and continues after being reported several times, peer relationships change drastically.
- I believe people attempt their best professional façade at work but at the end of the day, people who do not get along can make work environments heavy and unmanageable. It is hard but not impossible to improve these situations. I think there are tools like the trainings "Crucial Conversations" to help these relationships.
- I have great relationships with most of the people that I encounter in the city, but my direct work area (Tempe Center for the Arts) suffers greatly in this respect. I am made to feel excluded from the group and that I do not belong by our [redacted – title]. There is a lot of favoritism and she pits people against each other, which causes our working relationships to suffer. When she is removed from the group, these relationships repair almost immediately.
- I work hard to maintain good relationships with my coworkers, I see a lot of unresolved conflict between others...it makes some meetings awkward and tense. It would be great if people could resolve conflicts and put it behind them.
- In my department city employee relationships are great but it gets more challenging with other departments. We constantly feel like our department's needs do not matter. We have to partner with other divisions but those divisions do not support us on similar initiatives in return making it difficult to add those partnerships to employees/teams workloads.

- Mandatory job training or optional professional development focused on workplace bullying prevention and treating co-workers and visitors with respect.
- Peers shouldn't be in charge of training new employees. It results in inconsistencies.
- Regular communication through meetings and email.
- Require all employees to take the Crucial Conversations course and conflict resolution classes - perhaps as part of new employee orientation/training. Require ALL supervisors - including those who may have already gone through Supervisor Training Academy - to take management refresher courses so that supervisors are working on the same page and in line with current city processes and values.
- Strongly disagree due to the [redacted – title] and my supervisor in my department. Outside of that, my colleagues are helpful, kind, and dedicated human beings. My management assistants in my department are helpful, and want me to succeed. The encouragement I get is only from them, never from my leadership. My peers keep me afloat. TBEA keeps me afloat.
- TCA has started holding more training sessions, which is a good way for part-timers to come together and get to know each other. Otherwise, it is really on-the-job training to develop good working relationships.
- Would like to note that this is one of THE BEST places I have ever worked regarding respect, consideration and communication among staff members, including both supervisors and peers. Everyone is made to feel valued and that they are part of a team working towards a common goal.

Engineering & Transportation Department

- hold the unethical ones accountable
- I see it as rude for people to talk in another language in the workplace knowing others can not understand. Many times it pertains to City business. If the conversation is confidential it should be done behind closed doors, not in common areas in another language.
- Managers at our department do not talk or coordinate with each other, changes or refinements to procedures and best practices and not effectively communicated by the managers to the work teams. The work teams are then hindered by confusion with how to interact and conduct business with other work teams as a consequence, and efficiency of work and employee morale both suffer..
- Managers must appropriately address and resolve an issue when it occurs rather than ignoring the issue or simply thinking it will pass and be forgotten..

Financial Services Department

- Communication and tolerance trainings could be helpful.
- Equity in compensation for the work being performed.
- mandatory team building opportunities

Fire Medical Rescue Department

- More training like Crucial Conversations, the colors class, de-escalation, conflict management. Offer these classes in person at an employees job site (travel to the employees rather than online classes or making the employees come to the learning center).
- Our supervisors have minimal training on any of this and they just do the best they can.

Human Resources Department

- The City just needs to be aware of employees who started during the pandemic and don't already have existing relationships. It's been harder to build connections in this current work environment.

Human Services Department

- Additional team building and activities is encouraged.
- Holding employees accountable for inappropriate behavior with peers might be a start to improving peer relationships. It's disheartening when a manager acts petulant and disrespectful in meetings towards peers and supervisors with no repercussions.
- Improve communication channels within Dept and between Depts and work groups. More opportunities for social activities for employees on lunches and outside of work hours.
- Mandate time for us to be able to get to know each other. Our workload is so insane that we never even get to build relationships or get to know each other. This is unfortunate considering most of us spend more time at work with each other than we get to with our families.
- Overall employees are what help the other employees keep going when leadership is not being supportive or effectively communicative or workloads are high.
- There are so many amazing employees in our City. I hope this is recognized so that they stay here.

Information Technology Department

- Get a supervisor that will actually be a supervisor.
- Not working is bad, but inhibiting the work is very bad. The ability to release those type of employees will help the City as a whole. Currently those type of employees seem protected, eliminating any aspirations of other employees to do good work. This contributes to the "working" for the City attitude. The City is only perpetuating the non working employee reputation that "working" for the City has acquired.
- The city needs to dedicate funds for team building and rapport events. Shared experiences and fun promote greater comradery.
- Two answers. Inside department helping peers value and resource concerns calmly instead of unplanned work pile-on log jamming. This practice leaves teams with the perception that only the most emergency gets attention and that our department cannot plan work more than 1 week ahead. Secondly, department to department generally more healthy culture & compassion exists here. Except for the unplanned work paralysis, since there is more listening and hearing of each other win or lose these department to department peer relationships become steadily stronger. I am proud to work here alongside compassionate and supportive peers across the departments at Tempe. I wish my department had adequate resources to support them in kind.

Municipal Utilities Department

- Fair, unbiased, objective not subjective input.
- Head Managers should be more visible we never see them
- I love working with most of my coworkers, but I have observed some very disturbing behavior in my time here. Thankfully not against me, but I have observed hostility that go unaddressed. Make sure there are consequences for treating others negatively. This should be worked on in the city. There are openly hostile people in the city.
- I think the work load is unfairly distributed in Municipal Utilities. There needs to be a more balanced approach.
- If I have conflict with co-workers I resolve it with my co-worker, I wouldn't allow the city to resolve for me they have a hard enough time trying to keep employees satisfied

- It is proven time and time again that the City of Tempe rules and regulations are different for each employee. We have a couple of individuals that are late everyday, do not call in sick until mid afternoon or don't come to work at all and do not call and never get questioned about the procedures.
- meetings and employee get together
- More commodity
- Overall communication and team building
- peer . the driver leads need to be out in a truck assisting the driversthis is causing a problem ,with drivers and leads
- Supervisors are among the worst when it comes to unprofessional conduct. I have several supervisors in my area that are there and highly paid for one reason only (THE GOOD OL BOY NETWORK) They constantly goof off, have a poor work ethic, and talk poorly about most employees, in front of other employees. Management does little to nothing at all to stop and prevent this behavior. Want to fix bad behavior and poor work performance? Hold employees accountable at ALL levels!
- Transparency and communication!
- Weak leadership leads to poor peer relationships, everything starts at the top.

Police Department

- Actually adhere to the policies that are in place.
- Better conflict resolution instead of ignoring the situation. Also handling issues with the individual instead of group punishment.
- Bullying and workplace hostility should not be tolerated. When concerns have been brought to a supervisor about bullying, the supervisor was dismissive and no action was taken. Team building and authenticity could be embraced. Employees could be evaluated on their work quality and value, not their personality.
- Everyone that I have made relationships with are leaving for departments that are paying more and willing to support their employees.
- Have them feel like their ideas and concerns matter and change can happen.
- Many of the senior employees are less responsive to new employees entering the city in any level. They fail to embrace new ideas or provide an opportunity for collaboration
- Set expectations and adhere to them. Ensure individual units have proper structure and fairness within the unit. Ensure supervisors can properly deal with problem employees, and are not allowed to turn a blind eye, so that the entire unit does not suffer due to one person not pulling their weight or behaving poorly. Unfortunately when these things are not in place, strain is placed on peer relationships and bad behaviors are bred. This is what has happened to the Forensic Services Unit.
- The city could develop a plan for identifying those employees who are causing drama in the work place. Identify the cancer and cut it out.
- The peer relationships between my work group are fake and forced and catty and ridiculous

Not Provided

- Deal with those that cause conflict! They are bullies and only want to get their way!
- Encourage more communication and activities between groups and team building exercises.
- Get rid of HER
- How do you combat the differences of personalities? I don't believe you can cut this out of any equation. You will always have the hard working employee and the slackers; there will always be the outgoing and the shy; that is just

human nature. Peer relationships trickle down from top to bottom, so maybe hiring compassionate, openminded management that can help set an example with their peer relationships could be a start. Good luck with that...

- I love my co-workers. My issue with the City of Tempe is with the management tier. We are rarely allowed to collaborate, are often pitted against each other, and are forced to compete over few resources.
- More functions where departments can interact more.
- More team-building and less soloing between Departments - more focus on the fact we are all on the same team and serve the same deserving residents - Give our best!
- Poor attitudes are contagious and there are more unhappy, apathetic employees who are entitled than good ones. And our supervisors let it fester instead of holding people accountable. That's why things get out of hand.
- Provide more opportunities to cultivate relationships. Encourage and appreciate relationship building and collaborations.
- When it is very, very obvious that the supervisor of the workgroup favors one or two employees over others, I don't know that the peer relationships can be improved.

Comments & Recommendations

Q25. If you have any other comments/recommendations that would improve City operations, please write them in the space below.

City Court

- We need more IT staff on site rather than working remotely. The current situation leads to delays and frustrations because someone from IT will be working on an issue for a week, but if it's not resolved in that time frame, we start from square one with the next IT person who comes on site. Or, we just don't get any resolution until the first staff member returns to being onsite. It's frustrating to have delays when trying to resolve any issue that requires an on-site visit.

City Manager's Office, Communications, Marketing & 311, Diversity, Equity, & Inclusion, Government Relations, Mayor & City Council Staff, Animal Welfare, & Veterans Services Department

- Mayor and Council should focus on policy, not being individual city managers. The city manager needs to focus on employees and running the city.

Community Development Department

- Would like to see a 4day 10hour work scheduled offered for non essential city staff. This would bolster moral and save city operational costs (electric, fuel, etc.)

Community Services Department

- Hiring process questions: seems that over recent years and high level positions the individuals on the hiring panel have been similar and/or the same staff members. Also, the new ability to appoint individual staff by the City Manager seems to bring up questions of equality.
- I don't like commenting on other departments and how they run their operations but feel this important. The Fleet Department is facing a lot of challenges and issues lately. This is having a negative impact on all the other departs that rely on Fleet for their equipment replacements, maintenance, and repairs. We are not getting new equipment in a

timely manner. Equipment that was ordered a year or more ago still hasn't arrived. The equipment being replaced is breaking down more frequently causing longer down times and more expensive repairs. Additionally, we are getting equipment back that wasn't repaired correctly. In other cases equipment that is waiting for something minor like a cracked turn signal lenses or deck canopies are out of service for weeks when they could be used until the parts arrive. I've talked to fleet staff and they say that they are at the mercy of the vendors. My question is, what recourse does fleet/the City have? Is it a breach of contract not to deliver on schedule? What alternatives are available if any?

- I would like to see accountability for those underperforming in their positions. The city needs to have standards. If an engineer isn't performing what is the consequence? All the people needing a project to get finished to do their jobs are left to deal with the angry public on top of being displaced for a period of time and not being able to offer a public service. Currently, the general theme of the City of Tempe full time employee, is safety and comfort, with the attitude of "nothing is going to happen". Let's start holding people accountable for their job performance from all departments.
- It would be nice to have a place online to see what programs include non-benefitted staff.
- Not about this -- but you asked a question about working with other departments and I have worked with almost all of them. I couldn't answer the next set of questions accurately since my experience was different for each area and, in some, I have had interactions with multiple people. That question and follow-up needs to be redesigned if you want more accurate information. (Q17 and 17a)
- Please make [redacted – name] stop begging me to spend a month of my salary to take a controversial commercial course. He must receive some type of incentive. "Six [redacted – name]" is becoming the butt of jokes.
- Please monitor employees in manager/supervisor roles more closely. I fear that [redacted – title], in my work area, [redacted – name], does not want what is best for the organization and definitely does not reflect the city's values of People and Openness. Employees have suffered and expressed these concerns using many different outlets, but she is still in a leadership position and causing damage daily. Incredible employees have left because of this. I recognize that this survey is not the place to list specific issues, but I hope that the take away is that the programs currently in place within the city have not been able to help the employees at Tempe Center for the Arts. The issue could be a lack of understanding about the availability of these programs, or the program itself- I'm not sure.
- Please re-evaluate compensation. Less-experienced and less-tenured employees receive greater compensation than employees with many years (decades) of dedicated service to the City of Tempe. HR says it's up to the department to address. This approach creates inequity across the departments. Why can't HR and city leadership address the problem themselves? Please also revisit the Group 3 medical retirement issue. We were hired with the promise that we would receive medical coverage upon retirement.
- "Return the South fleet shop to Kiwanis maintenance yard. Service at North shop is really slow. Repairs and PM's that took a day or two now seems to take a week or two. Parts availability seems to be a bid issue as many of the repair delays seem to for parts, which didn't seem to be a problem at the south shop as they went through the dealer directly for equipment parts where at the north shop they go through the vendor it contracts with. There seem to be more unnecessary repairs done when you take vehicle in for one thing and they end up doing multiple repairs for things that weren't a problem. The delays that are created by this new system have become a hardship for us in our daily operations because of lack of equipment or vehicles that are waiting to be repaired and put back in service. Mechanics are great but the system needs work.
- since I have been here parks has lost 15 groundskeepers and added 3 managers.
- Thank you for being an awesome employer!
- There is real lack of accountability in my department. Someone I work with was hired with the understanding they would learn to do a certain aspect of the job but it has been over 10 years and they haven't. They've been promoted twice with some higher ups believing they have learned this part of the job. When informed that the employee hadn't

made any progress they were shocked but nothing has changed. Because this employee is not able to do this aspect of their job, it falls to people below them which doesn't look good to outside observers. Absolutely no one follows up and this employee constantly puts their job responsibilities onto employees below them.

- This is a great place to work. I enjoy coming to work each day.
- Would be helpful to offer lower level positions as full-time with benefits instead of all part-time positions. This would create more employee satisfaction, which would reduce turnover and training costs to the city.
- Would the City of Tempe ever consider offering discounts to employees for city services like, classes, camps, etc.?

Economic Development, Innovation & Strategic Management Office, Internal Audit, Municipal Budget Office, Sustainability & Resilience Office, City Clerk's Office

- Did not answer section on if employees in other departments treated me with respect or honesty. In most cases they have, but in 2 departments they sometimes make extra efforts to delay a project, provide incomplete information or otherwise do things that undermine my work and that of my colleagues.
- Staff needs more resources and tools (software/databases/staff) to do our work effectively. Also, work/life balance is poor with the City and the decentralized financial system is sloppy and inefficient, and centralized HR system is archaic and also inefficient.
- Very disappointed that we are starting to build up upper management positions that are not needed. We went from zero deputy city managers to three plus an assistant CM over the past several years.

Engineering & Transportation Department

- Create a gym/recreational space in downtown for employee use, or create a partnership with an existing gym (maybe hotel gym?) to provide as an employee benefit.
- HR and IT have really gone down hill the last few years. The HR analysts take days to reply to email or phone calls. You get conflicting answers from them. The quality of help with IT is all over the board. Some times you can't even get help with what seems like a straightforward request.
- "Human Resources must expedite the hiring process. If ETD employees had a cap on the number of active projects they work on at one time, like HR caps the number of projects for their employees, then the CIP projects would never get done. The Engineering Division has been losing people at an alarming rate, and management is doing nothing to stop this bleeding. The Engineering & Transportation Dept has used a ludicrous practice of requiring that a potential new hire submit proof or verification such as a W-2 from their current salary in order to consider making a counteroffer of pay/compensation. Who ever thought that this is even slightly acceptable ought to be dismissed. When a potential new hire/candidate submits an employment application, goes through the first-round interview, is invited back for a second-round interview, is then made an offer by the City, and the potential new hire makes a counter offer, only to be told that they must submit proof/verification such as a W-2 from their current salary, that is an insult to the person and a serious display of distrust by the City of Tempe. A terrible way to begin a possible employment relationship. When promoting to a supervisor/manager to a higher level or different position, HR or a higher-level manager should talk with the supervisor/manager's current employees or even have the employees rate their supervisor/manager on several different skills. The City must compensate employees that are required to be certified in their skills and/or licensed in their profession as compared to both other local agencies AND private industry. This is one of the biggest failures of Tempe. The City wants to be a leader and ""Making Waves in the Desert"", yet they fail to do so in this respect which then results in unsatisfied employees and the loss of talent or the inability to hire talented employees. Innovation and Strategic Management Office should train all managers and supervisors on strategic planning and coordination skills. There is a serious lack of communication and coordination between division and department managers when it comes to common and/or inter-related projects which then

creates problems on projects and causes delays in schedules that could have been avoided if they had these competencies. Prevent overloading employees with work. So many of us employees that are overwhelmed with the amount of work cannot make the time for adequate training or professional development that is offered by Tempe. An additional way to help is for Tempe to hire and/or promote COMPETENT supervisors/managers based on relevant and appropriate experience and education, especially for professional, certified, or licensed employees; rather than based on favoritism and/or political choices. Many supervisors/managers in the Engineering & Transportation Dept, and I'm sure other departments, fall into the categories of favoritism, political, or just because they were supervisors/managers in some other position, or just because they've been working for Tempe so long. Annual merit raises based on an employees' performance rather than the same raise for everyone one. Employees that chose to do the bare minimum just to squeak by creates problems and additional work for their coworkers, who then many times feel bitterness towards the bare minimum employee. Managers must appropriately address and resolve an issue when it occurs rather than ignoring the issue or simply thinking it will pass and be forgotten.

- I think departments should be able to do a lateral transfer and or promote from within departments for a few reasons. If there is a employee that is a hard worker and deserving then they should be rewarded also it doesn't get anyone else hopes up for something that's not going to happen and doesn't waste anyone's time.
- More work from home time and flexibility to switch WFH days. July fully work from home month. More Vacation time for work life balance and happier employees.
- Vast majority of inter-department communications go well. However, there a small number of teammates at the City that are at or above Supervisor level, and are more interested in "pinning blame" on their teammates in other departments, rather than working together to solve problems. This kind of behavior, especially at the manager level and above, is not professional should be corrected. Coaching should be received on the importance of teamwork and problem solving,
- Working from home and in a hybrid capacity has brought much to my overall happiness, work satisfaction, and has had the effect of improving productivity for my role by eliminating extraneous processes and requirements to transport myself and office equipment. I have also connected with our industry peers and regional partners with improved frequency and reliability by utilizing online tools to meet, share and discuss our work. I would strongly consider external employment opportunities if my work returned to a full-time, mandatory office designation at the city.

Financial Services Department

- All in all, City of Tempe is a great place to work. Traffic on Mill and Rio Salado really sucks.
- I feel very proud working for Tempe. I'm excited to see what changes are going to be coming and am looking forward to my long career here.
- permanent 4/10 work schedule
- THE BEST RECOMMENDATION FOR THE EMPLOYEES AND RESIDENTS OF TEMPE WOULD BE TO CLOSE ON FRIDAYS AND HAVE EMPLOYEES AT CUSTOMER SERVICES ON A 4/10 SCHEDULE WHICH WOULD ALSO BUILD MORE MORALE WITHIN
- The City of Tempe is a great place to work overall. I do think they can improve in several areas. Pay needs to be increased to attract and or keep great employees. If you want The City of Tempe to be great then you need great people and in order to get and keep great people they need to be paid great as well. Updating/renovating the workplace would be nice as well. You also want to say that you work in a great environment, not an outdated one from decades ago.

- We need to focus on customer service. Departments forget why we are here; we are here to serve the residents of Tempe and that needs to take priority. When we are asking help from other departments it is not to help ourselves, it is to provide better service to the public.

Fire Medical Rescue Department

- Dissolve the Confidential employee group. This small group is disregarded compared to other employee groups. Each employee in this group could be placed into another group rather easily. The information that most have access to would pose little benefit to negotiations. This was entertained about 4 years ago but never really had support. This would improve employee morale for Confidential employees.
- I could not be any happier or more proud to work for the City of Tempe. I am not happy to work for [redacted – name], but that's one simple person in an unbelievable dept and city. The support received from the City Manager, Council, Mayor, and Assistant Fire Chiefs, makes this a place I love working and serving.
- I do not understand having pay grades/rate if there is no mechanism for moving up on the pay scale, weather I work my butt off or phone it in I get paid the same. There is know incentive to work harder and the job that my job is compared to is an auto parts counter person. As part of my job I decontaminate firefighter and EMS gear where I am exposed to blood born pathogens which include blood, feces, brain matter and carcinogens from fires, I pretty sure the parts person does not face these risk.
- I love the City I work for and the department I work for! I just wish we compared with other departments our size on staffing levels. We reward hard work with more work... Imagine what could get done if we had enough help... That is not meant to be nasty, but if the work keeps piling up and you can only give everything 20% to keep from drowning, are we really working efficiently?
- Make people come back to work. It sure was easier to get ahold of people when they were required to come into their office.
- Previous written comments can be repeated here.
- Tempe fire station 272 needs to be replaced or remodeled ASAP. The living conditions are terrible and continue to degrade.
- The amount of corruption that occurs is ridiculous. Chiefs yelling and screaming at people? Last intern academy for hiring firefighters [redacted – name] couldn't get the days off because no one would trade with him. The reason no one would trade with him is because he never pays his trades back. [redacted – name] called around as the FIT and convince a probationary member that it would be in his best interest to take the trades so Art could go to the intern academy because [redacted – name] is [redacted – name]friend. [redacted – name] was also running the intern academy. The probationary member didn't feel like he could say no because [redacted – name] is a captain. Of course [redacted – name] got hired. I wonder how many of the people who didn't get hired would sue if they knew the guy running the intern already picked his buddy to get hired? [redacted – name] is another great one. During Covid he would drive to 273 and do a mask check on everyone and then leave and circle back around to sneak back in and yell at everyone he just got done yelling at for their masks. How about [redacted – name] son calling his dad and telling him that he saw a truck that didn't have their masks on? So we answer to [redacted – name] son now? I would tell my friend to work here because they will make a lot of money but they are going to be abused until [redacted – name] leaves. Even his own Chiefs talk about all the changes that are going to happen as soon as he leaves. Everyone is just waiting.
- There needs to be more accountability for department heads, staff positions, and morale of employee groups. A job well done is more about the pride we take working for the City of Tempe but is rarely recognized unless there is a negative event/perception tied to it. Communication about issues with work situations is not considered and

frustrations from employees are brushed aside blatantly. Aside from immediate supervisors and crew support, we do not feel supported within our own department.

- We need balance between taking care of the homeless, and enabling the homeless with handouts. If you look around our city, we have people standing on freeway street corners, and all over downtown asking for money and handouts. We have people on drugs wandering the streets, mainly around downtown Mill Ave and McClintock / Apache areas. I don't even feel comfortable bringing my own family to the City that I work in and love. Our city is slowly changing, and turning into the typical "big city downtown" with homelessness and trash everywhere. The bus stops should be a safe place to wait with your family for a ride. The light rail should be safe, with security doing their job checking for tickets. The gas stations should be a safe place to get gas, and take your family in for a drink. With drug deals in the parking lots, and people loitering, that is not the case currently,
- What is the point of a pay grade if no matter how hard I work I can not move up in pay. We should have been told that at the time of hire. In the private sector if you work hard you can move up the pay scale.

Human Resources Department

- Just better streamlined process. I'd love better communication from the City and ease of use of payment sites.
- The City Manager's Office seems to be making decisions that are less transparent and collaborative over the past year or so. Preferential treatment is given to certain employees and benefit individual employees rather than the City as a whole. Employees recently promoted are not all good leaders. Employee morale has greatly suffered over the past couple years because of the leadership decisions being made.

Human Services Department

- As a temporary employee I do not have access to any of the educational and training services listed on the previous page.
- Can we please go to 4 tens schedule.
- More management related training and higher standards for management
- My responses were based on my experiences working at the Tempe Center for the Arts.
- Please work on better communication and including all employees in discussions that involve them. Please give supervisors training on communication with employees and hold them accountable. Please don't let good employees leave because of poor management.
- Revamp or remove the IQIP. Appeared to be a very negative and not positive process for my work area. Opportunity to not celebrate or support good work or development, but negatives. Uncomfortable to be a part of the process. Intention for IQIP is good, but not good for problem work areas or supervisors who were either not trained well, or did not follow through with the procedure as it was explained in the information and expectations.
- Thank you for the survey and your consideration. Recommendation: City of Tempe consider paying for half of our 12% retirement deduction for ASRS and pay 6% and employee pays the rest. That will be a huge help for everyone. "

Information Technology Department

- Loved the picture on the flyer for the survey sent to our residence. Someone had to dig deep in the public domain stock photo archives to find that one since they are definitely not City employees. I don't know any non-supervisory staff member that is that happy to work for the City anymore.
- Thank you for putting forth the effort to survey, review and equip healthy workplace culture at Tempe.

- The IT department continues to improve at the leadership level with the addition of [redacted – name] as a deputy, she's really with it and engaged. [redacted – name] always does a great job and wonderful to work with. We are very lucky.
- Very disappointed the city has taken a hard stance to making employees come in 1 day a week even though they are fully capable of 100% remote work.

Municipal Utilities Department

- Audit solid waste...too many people I office do nothing ..
- Council has Strategic Objectives in solid waste. What happened to achieving high diversion rates? There are easy answers like the recycle market collapsing with covid, but I feel it also goes to a lack of support for initiatives, a lack of consistent follow-up by those who set the goals, and a desire of prior management to stretch the truth to deliver what people wanted to hear. You really need independent auditors following up to achieve stuff; each department wants to look good and unless they can substantiate their claims with data one shouldn't presume they're making progress. That's not to say that everyone wants to lie, just that the incentive is there is managers and directors want to keep moving up. You really need a Municipal Services 2040 plan. You need to figure out how adding dozens of 300+ unit apartments across the city (especially in downtown) is going to impact water use, traffic, and how stuff like solid waste is picked up.
- Experienced Maintenance Personal Supervising and Leading the Maintenance crafts.
- Get rid of [redacted – name] ...controlling, manipulative, deceptive, slanderous, gossiping, bi-polar. If he is annoyed, irritated, or angered in any way he says and does things that no Supervisor should say or do. The problem is he can be very polite, courteous, funny, and helpful and you would never know that what he is really like. Only a long term close evaluation would reveal his true nature. Since he has been through numerous investigations he know how to avoid scrutiny: Place himself in environments where it is only 2 people and then it comes down to you and him and so far he has talked his way out of most if not all inquiries. I long for the day he retires. Favoritism at its best is demonstrated by this man. You can have all new policies and leadership but if individuals like him still exist as I said the names change but it's the same old story.
- Give us sleep time or consider it when we work overtime for the city. Working a 18 hour shift and then having to use your own vacation time to finish your day makes you not want to volunteer.
- Hire individuals that allow employees to do the job they are hired for. I make really good money and compensated very well but I am not allowed to do my job.
- I enjoyed the party you held at Big Surf. Please do something like that again.
- I think the City needs to continue to emphasize work/life balance. This can be more easily achieved via the City Manager's office, making it a requirement versus an option to work from home when the job allows for it and the employee has proven that they can be trusted to do their job. Leaving it up to each department creates inequity. This not only helps with work/life balance and financial strain due to increased fuel costs but assists with compliance to the annual Maricopa County trip reduction program. Instead of or in addition to yearly citywide appreciation picnics, it would be great to provide stipends to each department to purchase food two to three times a year as a way to show appreciation to staff. Many studies have shown that a decent portion of the workforce is motivated by food, especially line level employees. With an increasingly competitive job market, setting aside a small amount of money relative the overall budget is an easy way to help with retention and job satisfaction.
- I would like head management oversee day to day operations once in a while
- More equality in departments (ex: our leadership may telework but others are not allowed, some may work five 9 hour shifts while others are not considered). There is no consistency or reasoning behind these decisions and makes us feel like lesser employees who must be controlled.

- PLEASE, PLEASE, PLEASE get back to hiring people, in leadership roles, with educational backgrounds so they can understand the value of leadership and use what they learned in everyday conflicts and solutions. We seem to have hired uneducated, unqualified staff in the last couple of years that have since been demoted and/or are oblivious to the environment they are creating concerning moral, personnel and teamwork issues.
- Procurement could use some help. Of all the departments I work with, they've been the most inconsistent.
- Scared the "evil" man will come back. I can feel too much of his influence on my job definitions/duties.
- The city management needs to take more consideration into equality regarding pay increases and cost of living adjustments for employees. I'm very grateful for both! However, recent pay increases for certain positions in my division used to entice new employees and retain employees was not equitable. Some employees got 3% increases while others in the same position got 18% increases, based on longevity. The more loyal and longer you've been with the organization, the less increase you got. Cost of living adjustment (COLA) If the city is going to give employees a 3% pay increase due to the recent hike in inflation, GREAT!!! Thank you. However, give ALL employees the 3% increase even if they are topped out in their pay range. Giving employees topped out in pay a one time 3% bonus is a one and done. They are heavily taxed, and it only slightly helps during that year. Other employees who are not topped out in pay, get a 3% pay increase which continues to help cover inflation into the future. Not a one time bonus (one and done)
- The City of Tempe should have equal incentives for the staff. If some employees in one department can work a flex schedule that option should be available to all the staff in that same department as well as being able to work remotely. Allowing staff to have a flex schedule or work one or two days remotely will help with the High Ozone Pollution days. One of the recommendations from the state is to "Drive as little as possible: carpool, use public transit, or telecommute".
- To be more included in city functions, training for advancement through out the city.
- When the city ask employees for ideas the city should listen!"

Police Department

- Care about your employees. Get back to the basics: leadership, transparency, honor, integrity, loyalty, dedication.
- City council/mayor with mandatory ride along. Changing oral boards for promotion process. Great officers are being looked over because of antiquated promotional system. If the dept wants to keep employees, changes are needed. [Redacted – name] was a huge part of officers feeling safe and their situations staying confidential. Her being pushed out had a direct impact on the dept losing officers that did not get the help and care and understanding and confidentiality that she provided and is now lacking. The dept had the chance to really advance and tackle mental health within the dept with her leading the way and instead higher ups made the statement with their actions that that was not the direction the dept would be going. And officer's lives are worse off because of it.
- Communication between all city departments needs to be better. The city council needs to do a better job at not listening to outside influences that are not from actual city employees and residents
- I do not agree with our city management pushing a political agenda. The city manager, police chief and assistant chief are ALL guilty of pushing a political agenda. A healthy city environment for both employees AND the citizens we serve deserve an unbiased, non politically motivated and professional work product. It seems that every day we are getting further away from that. As a government, it is our duty to remain neutral and not give in to political pressure to either side of the political spectrum. It is a disservice to the community we serve to give in to political pressure and/or govern by mob rule. The country is divided more then ever, and the City of Tempe is contributing to this by bias and politically motivated enforcement. The city does a good job with employees which is important, but it needs to do a better job with the citizens we serve.

- I pray that this information does not fall on deaf ears. The City of Tempe is an incredible place to work, even though myself and my friends are not having that experience right now. I look forward for the City to get back on the right track before there are no employees left to keep our citizens safe.
- I was involved with a hostile workplace/harassment situation at work involving my current supervisor. I was told by my HR department I was better off quitting my job then making a valid complaint because no one ever wins a complaint against the PD. When notifying another supervisor of my complaint, to receive assistance, I was told that was "his personality" which made it acceptable. I had a meeting with my command staff, where I was told "sorry" and they agreed I would have been suspended if I acted the same way. My command staff stated they care and they would correct the actions for future employees. They have since continually promoted the supervisor who blatantly made public sexist and harmful comments about me. They do not care and they prove it with their actions. I would rather someone not care at all than to pretend to care to save face. I have been shown in the past five years of my service that I, a front line patrol officer, I do not matter and my concerns are not valid. I have been shown that I am held to a higher standard than those who out rank me. I am expected to perform above and beyond for our citizens, risk my life, and uphold honor, integrity, and respect. I have learned those same values are not applicable to my leadership team. Tell me why when I speak about an injustice I was directly affected by, it does not matter. I get an "I'm sorry" and "go back to work"
- I have been here for five years. The last two years of my career have been evident this is not the Tempe I was employed by. Blame it on COVID. Blame it on staffing. Blame it on burnout. At the end of the day, in hard times leaders step up. Leaders listen. Leaders help promote change for the good. "
- Include autism medical rider on the insurance plan, I know employees are suffering from this and cannot get industry standard care for their child with the state resources (much lower level of care). The city of Phoenix and others have opted in for this. I am aware city of Tempe was sued over this and it was approved for at least one child. Many employees are suffering. I have told employees to leave Tempe and go work for Phoenix.
- Make Detention Officers have full time access to the main garage so that we don't have to walk down Mill Ave with or sometimes without a weapon.
- [redacted – name] gave the sworn police officers a retention bonus but denied a bonus for dispatch and detention, stating if he gave retention bonuses to us as well then he would have to give them to the entire department. This is shortsighted and a bad decision which caused us to lose valuable employees. Communications and detention are the only other 24/7 operation in the Department. We work holidays, weekends, overnights and countless hours of overtime, nobody else in the department has to do that. When you put that on top of the wage compaction issue, we are losing employees that would have otherwise stayed, proud to say they work for the City of Tempe. Please address this issue! We can't afford to lose any more tenured employees.
- retention bonuses
- Support from City Manager and City Council for Police Support Staff, i.e., Detention Officers, Forensic Services Unit, Police Dispatchers. Lack of recognition and appreciation for those employees is evident in many ways. Example: denial of retention bonus for essential non-sworn Police Personnel; lack of effort in understanding the importance and value of those positions. Police Command Staff must be held accountable. from top down, accountable for engaging with their work groups in a more effective, consistent way. Chief and Chief's Office personnel are very disengaged, absent, seemingly disinterested in the poor morale and excessive turnover rate in the past two years. The City and the Police Department should be focused on their employees as much as they are focused on public image. I used to be very proud to work for the City of Tempe/Police Department. I love what I do and I am quite good at what I do, yet I do not feel supported by Police Command Staff/Executive Team, nor by the City Manager. I have worked for the City for nearly 26 years and I am counting down until I retire. I feel that Management, in general, shows a lack of interest in the significance of the amazing work we do as first responders.

- Thank you
- Thanks for putting together a survey to poll the employees.
- The City manager is completely against PD and communications and is completely unwilling to make things right for communications
- The City Managers office and Council need to stay in their lane and stop trying to use political power to influence decision making in various departments. It is scary when politicians and politics can drive response to issues being addressed. The level of micromanagement is at an all time high and extremely alarming. The city needs to trust that their employees will carry out the mission when provided directly and value the input they provide. Council communicators are not urgent emergencies and absolutely affect employee morale and work product.
- The city of tempe seems more concerned with their “image” as a city. Diversity is pushed so hard it’s almost overshadowing what the person does/did
- The Forensic Services Unit (FSU) has been awaiting the outcome of an investigation since July 2021. Multiple unit members express on a daily basis anxiety and feeling unsettled, and are constantly discussing fears of [redacted – name] coming back to the unit or winding up in a PD position that crosses paths with FSU, which is going to cause FSU members continued distress. In regards to the question about whether the work environment has improved since I started here, I answered somewhat. The reason is that I have not had to deal with [redacted – name] for the entire past year. Also, I believe the current chain of command over FSU has helped lead the unit in the right direction and help us make improvements. The only reason my answer was “somewhat” instead of “significantly” is because of the ongoing toxic behaviors from some other FSU members that have continued to occur (such as frequent verbal outbursts of anger, attacking a coworker’s character, constant griping and negativity, doing things that will pit people against each other and create division within the unit).
- The pay for a police officer is not worth the dangers the city of Tempe has placed upon its employees and citizens. Moral is at an all time low, not enough staffing to safely and effectively do our jobs. Downtown Tempe is a gang infested war zone and the city doesn't even care about the violence in downtown Tempe. Remove the 16 and over events, and the 18 and over events on Mill Ave., as well as quit allowing KNOWN gang members to hold events at bars in downtown Tempe. Also the downtown bike squad is so understaffed that sooner or later someone is going to get seriously injured or killed and it will be the City of Tempe's fault for not adequately staffing the downtown and taking care of the issues at hand.
- There is nothing to offer when leaders and or supervisors don’t listen.
- Working from home should be available to all employees. The City created a work from home policy and because I am an employee of the City but under the Police Dept umbrella I am not allowed to work from home even though my current position is fully capable of it. Once again, PD employees are always treated differently even though we are City employees.
- Would love there to be some type of program for city of Tempe employees to be able to buy a home in Tempe.

Not Provided

- All contracted security staff working in park security needs to be armed for security and safety reasons...this is not negotiable! You place peoples safety at risk by asking security to work city parks unarmed... this is flat out wrong! Put yourself in their shoes and what they deal with on a daily basis and ask yourself if you could do what they do on a daily basis. [redacted – name] needs to concentrate on being the mayor and guiding the city in a different direction that is favorable for everyone who lives, visit, work here... this is not happening at all! He is too busy giving city money with council approval to terrorist groups like black lives matter phx metro in the amount of \$1,500.00 and sides with anarchists and terrorists like [redacted – name] and other wannabe first amendment auditors who are hell bent on tearing this city apart. Stop acting like the city of tempe cares about their people! The reality is that they don't! They

only care when people speak out against them and they censor peoples constitutional rights when they don't agree with anything!

- combine confidential employees with TSA benefits. consistency among staff and workgroups is essential!!!!!!!!!!!!
- Do not violate employees rights! Make everyone in any department follow the cities rules!
- Find a new No.2
- Have more people work at work as opposed to working from home
- I am not proud of how the incident with the drowning homeless person, no communication with staff, and no punishment? Not proud of how the City handled the COVID outbreak, not requiring vaccinations for Public Safety particularly and the rest of the City in general. You put staff and the publics lives at risk to cater PD and FD political whims vs science.
- I appreciate all the missions and strategies that are being announced. However, I do not believe that we can be of service to the community until our vast and deep internal issues are resolved. Please, speak to the lower level employees. Speak to the part-time employees. Offer them a neutral space to voice their concerns. This is where you will find the trickle down results of a broken system.
- I feel discriminated against due to age and disability
- I feel that the COT always makes final judgement before examining all the facts. I feel the COT is more concerned about their image than doing what is right or supporting the employee. I feel that [redacted – name] cares more about race and diversity or the people than their actions. I've seen numerous first hand examples of favoritism towards more diverse individuals than white people. But I feel that I can not say anything for fear of punishment. Many employees can not speak to their supervisors about said favoritism and lack of accountability towards people who are not white. This is the reputation that COT has and is a large reason why employee moral is horrible. Part of me does not even believe this survey is anonymous as I know for a fact most cities surveys are tracked and traceable and I believe most people will not respond to this survey honestly because they know this information as well. If anyone really cared about the employee satisfaction these questions would also be more specific as to what could be improved. But this survey is more for "looks" and to show how "great" of a city tempe is to work for and to make [redacted – name] feel good about himself and the job he is doing. I believe for the city to have a change in moral there needs to be an immediate change in leadership. From all department heads and city management.
- I wish that the City had taken more notice of the employees who were considered essential workers during the pandemic. We were not given the option to work from home and had to come to work every day, yet we received the same bonus as everyone else across the City. It would have been nice to have received a little more recognition.
- If there was a way to go back in the future, to when people where not fearful; fearful of the political climate, fearful of the economical factor, fearful of having to make our journeys on our own. Once upon a time, the COT was like a second family, where peers had your back, management honestly cared about the employee as a person not just a commodity, pay and benefits met the cost of living, and there were enough employees hired so that staff wasn't constantly feeling the stress of the job every single day; that would improve operations drastically...one can dream...
- I've been with the city 20+ years and in my current position for 10+ years. I'm the senior person in my position, yet I am compensated the same or LESS as those with much fewer years in the position. PLEASE fix the pay inequity.
- Management in the City is becoming top-heavy once again. Three Assistant City Managers? Have we not learned from the previous downturns in the economy? Also, it takes too long for the City to fill some management positions. We went 18 months with an Interim Department Director. Being in limbo like that reflects poorly on the City Manager's Office. Conversely, it reflected positively on the "can-do" attitude of our staff persevere in the void of more permanent management.

- More intentional investment in caring for current city infrastructure rather than investment in new things. Find a fair and non-biased way to tie performance and pay together. Encourage and take a chance on real innovation and problem solving.
- Over the years the city's priorities have shifted dramatically. Just look at the city, it is dirty, roads are paved and not maintained like they used to be. This has manifested its self in the work force as well. We need to get back to the basics. Remember who we (the city government) serve as workers, and encourage the employees to then follow that example. If the city does not take care of the city, then why would its employees? Also, the city really should look at programs or ideas to help foster ownership of the city amongst the employees. I would submit that most city employees can't afford to even live in the city. Why would they care when they can go back to their happy little towns? I recognize that not all employees would want to live here for many reasons. I also realize that it is not reasonable for the city to mandate this. I do think that the city can encourage, and offer programs for employees to live here. It is my belief that it makes employees care more about the community. Community is the buzz word these days. Every employee should be able to afford to live her if they desire.
- Please strive to be more transparent about upcoming infrastructure projects (water, sewer, paving, dry utilities, parks, community development). Perhaps create one website or use one software where employees can see the large CIP projects, public/private development, 311 calls, public and private utilities, and smaller day to day City crew repairs are mapped and can be coordinated cohesively would be great. Often times, one department is doing something another department has no idea about. Look into software such as City Works or equivalent that all departments can use. This one there is one resource staff can use to provide residents with updates.
- Please, hold our supervisors accountable.
- Respect the expertise that your employees bring, particularly those in technical fields and at higher levels. They got those positions because of what they bring to the city; once they are here, treat them with the same respect you would give to an outside expert.
- Simplify everything. Remember that you are a government and not a parent. You cannot save everyone from themselves. Allow the people in this city to suffer a few consequences for their actions now and then. Tell people "no" sometimes. You are exhausting your staff and setting precedent that anyone can have anything they want as long as they whine loud enough and often enough.
- There is a new air of fear and intimidation at city hall. Decisions being made b/c of influence of a few external voices. Instead of the core basics that City should be focused on there is an obsessive emphasis on new ventures and a consuming desire to be a national model in all things. Staff is running scared, running on empty, and keeping their heads down. Employees are expendable. If you do not go along correctly or lack sufficient enthusiasm for these whims you are sidelined or worse. Employees who care about Tempe and are talented are cast aside. Showboating gloryhounds are promoted. Retribution and being undermined are real risks. This comment may even be filtered out of the final report. Hope we can be less reactionary. Hope we can be allowed to focus more on perfecting the services and places we already have. Hope we can reward people that are principled, skilled, and collaborative in a genuine way. Hope we can learn to put appropriate emphasis and context around external input. Hope the fear and intimidation are stopped and people in senior management are held accountable for how they operate and treat people.
- Women have to fight for years before being promoted. They have to jump through far more hoops. Men slide into positions based on the good ole boy network. Men who have zero accomplishments are rewarded for saying, "Yes, Sir" rather than responding to workplace issues. Women are told to temper their emotions; men are allowed to bully. COT is a misogynistic organization. [redacted – name] and [redacted – name] have similar personalities. [redacted – name] works harder and smarter. She is far more capable.