



# 2024 City of Tempe Employee Survey Findings Report

Submitted to the City of Tempe, Arizona by:

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November 2024

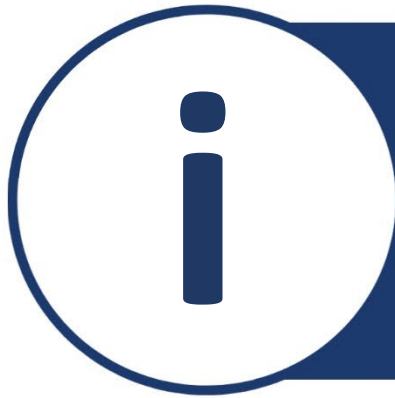


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*The survey dashboard offers viewers an interactive way to engage with the survey data through cross tabulations, trends, key demographics of respondents, investment priorities, as well as mapping results and benchmarking. Please visit [tempe.gov/surveys](https://tempe.gov/surveys).*

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# Executive Summary

# 2024 City of Tempe Employee Survey

## Executive Summary



### Purpose

ETC Institute administered an employee survey for the City of Tempe during the summer of 2024. The survey was designed to objectively assess overall satisfaction with employment at the City of Tempe and to help identify ways to improve the City's work environment for City employees. The following areas were assessed:

- Professional Development and Career Mobility
- Supervision and Working Environment
- Compensation and Benefits
- Programs and Services that Support Employees
- Employee Engagement
- Peer Relationships

### This report contains:

- An executive summary of the methodology and major findings.
- A GAP analysis identifying factors with the most influence on employee satisfaction. (Section 1)
- Charts showing the overall results for most survey questions. (Section 2)
- Tabular data results for all questions. (Section 3)
- A copy of the survey instrument and letter from the City Manager (Section 4)

### Methodology

The survey was administered online to City employees and paper surveys were also made available. Participation in the survey was voluntary and employees were allowed to complete the survey during work hours. A link to the online survey was emailed to 1,928 employees by the City Manager.

Tempe's 2024 Employee survey process focused on maximizing participation and collaborating with stakeholders. The Strategic Management and Innovation Office collaborated with the six employee groups: the Tempe Officers Association (TOA), the International Association of Fire Fighters (IAFF— Local 493), the United Arizona Employee Association (UAEA), Tempe Supervisors Association (TSA), Confidential Employees (CON) and Senior Management Group (SMT). Survey instrument feedback was also sought from employee organizations: Tempe PRIDE LGBTQ+ Alliance and Tempe Black Employees Alliance (TBEA). The Diversity, Equity, and Inclusion Office, the Human Resources Department, along with Directors and Deputies from each city department provided insights for the employee survey. To drive participation, SMIO

Department	Total Employees	Total Employee Survey Respondents	Department Response Rate
City Attorney's Office	31	18	58%
City Court	39	32	82%
City Manager's Office: Communications and Marketing, 311, Office of Diversity Equity & Inclusion, Government Relations, Neighborhood Services, Mayor, and City Council Staff	49	33	67%
Community Development	73	64	88%
Community Health and Human Services	120	97	81%
Community Services	205	161	79%
Economic Development, Strategic Management and Innovation Office, Internal Audit, Municipal Budget Office, City Clerk	28	20	71%
Financial Services	110	61	55%
Fire Medical Rescue	241	134	56%
Human Resources	22	22	100%
Information Technology	88	50	57%
Public Works	277	171	62%
Police	517	266	51%
Transportation and Sustainability	129	62	48%
No Answer	-	130	
<b>TOTALS</b>	<b>1928</b>	<b>1321</b>	<b>69%</b>

mailed postcards to each employee and offered an incentive to departments. Departments that achieved greater than a 75% response rate were provided refreshments for a staff event. These efforts resulted in an outstanding total response rate of 69%, an 86.5% increase from the 2022 survey response rate (36.8%).

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### **Margin of Error**

The overall results for the sample of 1,321 employees has a margin of error of at least  $\pm 1.51\%$  at the 95% level of confidence. A 95% confidence interval for margin of error provides a range within which we can be 95% confident that the true value of a parameter lies. For this example, the survey estimates a margin of error of  $\pm 1.51\%$ , this means that if we were to repeat the survey many times, approximately 95% of those surveys would produce results within  $\pm 1.51\%$ .

### **Notes on Reporting**

Responses from the top two and bottom two rating options, such as "strongly agree" and "agree" or "disagree" and "strongly disagree," were consolidated for the purpose of this executive summary. Grouping "strongly agree" and "agree" offers a clearer representation of overall positive satisfaction, while combining "disagree" and "strongly disagree" provides a more straightforward view of dissatisfaction.

# 2024 City of Tempe Employee Survey

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### Major Findings and Findings by Assessment Area

#### Perceptions of Working at the City of Tempe

Of the employees surveyed, 87% indicated they are “very satisfied” or “satisfied” with their current job with the City of Tempe, reflecting an increase of nearly 7 percentage points from 2022, indicating a positive trend. Additionally, 86% of employees would recommend the City as an employer, up from 83.6% in 2022. Furthermore, 93% of employees are proud to work for the City of Tempe, and 91% of employees would like to finish their public service career with the City.

Findings from each of the six areas assessed are summarized below.

- Professional Development and Career Mobility:** Employees are aware of the City’s educational partnerships, coaching program, and other programs related to professional development and career mobility (82%), they receive training to do their job effectively (75%), and there is someone at work who encourages their career development (73%). However, employees perceive that they have not received fair consideration for advancement within the City of Tempe when they have applied for a promotion (57%). This is a notable decline from the 2022 and 2020 surveys and warrants attention due to its significance.
- Programs and Services that Support My Needs:** Employees responded that the physical work environment is safe, clean, and maintained in good operating order (73%), the City of Tempe supports employees with a disability (71%), and employees are satisfied with the support that is provided to them by the City (69%). The City mediation services (37%), the Safe Haven process (36%), and the Tempe Employee View and Internal Audit reporting programs (35%) are perceived as lacking but have shown improvement since 2020.
- Supervision and Working Environment:** Employees feel respected by their supervisors (88%), understand their work expectations (88%), and feel physically safe at work (87%). Satisfaction with how poor job performance is dealt with by managers and supervisors, however, is low (49%).
- Compensation and Benefits:** Employees feel well informed about benefits (77%) and find healthcare plans (74%) and leave allowances (67%) generally adequate. However, perceptions of fair pay for the work performed are low (48%).
- Employee Engagement:** Employees are aware of the City values (87%) and receive information from supervisors in a timely manner (75%). However, employees feel that the Director, Chief and Deputy Directors and Assistant Chiefs in their department do not engage in processes that solicit input from employees (51%) and do not use input from employees to make decisions (51%).
- Peer Relationships:** Employees feel their co-workers treat them with respect (90%) and are satisfied with the quality of peer relationships among City employees (84%), reflecting an increase of nearly 7 percentage points from 2022.

# 2024 City of Tempe Employee Survey

## Executive Summary



### Recommendations to Increase Employee Satisfaction

To help the City identify actions to improve employee satisfaction across the six assessed areas, ETC Institute conducted a "Gap Analysis." This analysis identified the factors that most influence employee satisfaction within each area by comparing how survey responses differed between employees who were highly satisfied with their jobs and those who were not. Further details of the analysis can be found in Section 1 of this report, and the recommendations based on the findings are outlined below.

#### How to increase satisfaction with Professional Development and Career Mobility:

The results of the Gap analysis suggest that two issues will likely have the most impact on employee satisfaction with professional development and career mobility:

- Ensuring City programs related professional development and career mobility are useful to employees.
- Giving employees fair consideration for advancement within the City of Tempe when applying for promotions.

#### How to increase satisfaction with Programs and Services that Support Employee Needs:

The results of the Gap analysis suggest that two issues will likely have the most impact on employee satisfaction with programs and services that support employee needs:

- Holding Directors, Chief and Deputy Directors and Assistant Chiefs in departments to the same values that are expected of employees.
- Ensuring the City of Tempe supports employees with a disability.

#### How to increase satisfaction with Supervision and Working Environment:

The results of the Gap analysis suggest that eight issues will likely have the most impact on employee satisfaction with supervision and working environment.

- Ensuring departments adequately recognize employees that perform well.
- Resolving conflict in departments effectively.
- Listening to employees' opinions on their work.
- Distributing workloads fairly across departments.
- Training supervisors on how to deal with conflict within their department.
- Effectively identifying and handling poor job performance in departments.
- Ensuring supervisors are open to discussing physical and emotional safety with employees.
- Ensuring supervisors provide employees constructive feedback on performance.

#### How to increase satisfaction with Compensation and Benefits:

The results of the Gap analysis suggest that one issue will likely have the most impact on employee satisfaction with compensation and benefits:

- Ensuring employees are paid fairly for the work they do.

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### **How to increase satisfaction with Employee Engagement:**

The results of the Gap analysis suggest that eight issues will likely have the most impact on employee satisfaction with employee engagement:

- Ensuring departments practice the city values.
- Ensuring employees' input is used to make decisions.
- Improving processes that illicit input from employees to make decisions.
- Ensuring employees are comfortable expressing opinions related to work issues in their department.
- Allowing employees adequate input on decisions affecting their work.
- Improving communication between work units in departments.
- Setting goals within departments that keep employees motivated.
- Allowing employees to be innovative and think of better ways to do things at work.

### **How to increase satisfaction with Peer Relationships:**

The results of the Gap analysis suggest that one issue will likely have the most impact on employee satisfaction with Peer Relationships:

- Ensuring that conflict between co-workers is resolved effectively.

### **Next Steps:**

To maximize the effectiveness of the information gathered through the survey, ETC Institute recommends that City leaders do the following:

- Share the survey results openly with employees. There should not be any penalties or repercussions from the survey.
- Develop strategies and take action to address the issues that are most important to employees.
- Continually remind employees of how the results of this survey are being used by decision-makers.
- Hold managers and employees at all levels accountable for improvement and measure results in the 2026 Employee Survey.



# 1

## GAP Analysis

# City of Tempe: Gap Analysis Overview



## Gap Analysis Overview

ETC Institute developed Gap Analysis as a means of identifying factors that have the most impact on job satisfaction among employees. The analysis of Overall Job Satisfaction was performed by comparing the mean rating for 68 questions on the survey between employees who were very satisfied (rating of 5 on a five-point scale) with their employment at the City of Tempe (Question 9) and those who were not satisfied (ratings of 1 on a five-point scale). Items with the largest difference (or gap) between the mean rating given by employees who were very satisfied and employees who were dissatisfied are likely to have the most impact on overall satisfaction among employees.

For example, the item with the greatest gap on the survey between those who were very satisfied with employment at the city and those who were dissatisfied was “I believe my opinions matter at work” (Question 3.5). Among employees who were very satisfied with their job, the mean rating for this question was 4.5 on a scale where 5=Very Satisfied. Among employees who were dissatisfied with employment at the city, the mean rating for this question was 1.45 on a scale where 1=Very Dissatisfied.

The 10 items on the survey with the largest gaps relative to overall satisfaction with employment at the city are listed below:

- **Q3.5** - I believe my opinions matter at work: 3.05
- **Q3.27** - Overall, I am satisfied with the working environment in my department: 2.89
- **Q3.19** - I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit: 2.81
- **Q3.18** - I believe assignments in my department are distributed fairly: 2.78
- **Q5.9** - I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs: 2.77
- **Q5.15** - Overall, I am satisfied with my level of engagement in my department: 2.76
- **Q3.15** - The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me: 2.76
- **Q3.17** - Conflict in my work area is resolved effectively: 2.73
- **Q5.13** - I feel my department practices City values: 2.71
- **Q3.24** - As a supervisor, I am supported when addressing staff issues: 2.68

By taking actions to address the items with the greatest gaps in the list above, directors, managers and supervisors can minimize disparities in the organization which should increase overall satisfaction among employees over time.

# City of Tempe: Gap Analysis Overview



The tables on the following pages show the gap analysis for the six areas that were rated on the survey as well as the overall gap analysis for all questions on the survey. The items with the largest gaps have the most impact on employee satisfaction.

**Table 1: Professional Development and Career Mobility**

**Table 2: Programs and Services That Meet My Needs**

**Table 3: Supervision and Working Environment**

**Table 4: Compensation and Benefits**

**Table 5: Employee Engagement**

**Table 6: Peer Relationships**

**Table 7: Overall Gap Analysis**

# City of Tempe: Gap Analysis Overview



**Table 1: Professional Development and Career Mobility**

Q1. Strongly Agree vs Strongly Disagree			
Question	Mean rating for employees who "strongly agree" with Q1.7	Mean rating for employees who "strongly disagree" with Q1.7	Mean Difference
Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Employee Development trainings & opportunities, etc., are useful to me	4.71	1.89	<b>2.82</b>
Q1-4. I have received fair consideration for advancement within City of Tempe when I've applied for a promotion within last 2 years	4.56	1.79	<b>2.77</b>
Q1-2. There is someone at work who encourages my career development	4.73	2.6	<b>2.13</b>
Q1-3. I have been mentored at work	4.56	2.71	<b>1.85</b>
Q1-1. I receive training to do my job effectively	4.62	2.8	<b>1.82</b>
Q1-5. I am aware of City's educational partnerships, coaching program, & other programs related to professional development & career mobility	4.77	3.25	<b>1.52</b>

**Table 2: Programs and Services That Support My Needs**

Q2. Strongly Agree vs Strongly Disagree			
Question	Mean rating for employees who "strongly agree" with Q2.8	Mean rating for employees who "strongly disagree" with Q2.8	Mean Difference
Q2-5. The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating the same values that are expected of me	4.58	1.61	<b>2.97</b>
Q2-7. The City supports employees with a disability	4.71	1.93	<b>2.78</b>
Q2-4. Tempe Employee View/Internal Audit reporting programs	4.14	1.76	<b>2.38</b>
Q2-6. My physical work environment (building) is safe, clean, & maintained in good operating order	4.74	2.43	<b>2.31</b>
Q2-3. The Safe Haven process	4.09	1.93	<b>2.16</b>
Q2-2. City mediation services	4.03	2.16	<b>1.87</b>
Q2-1. The wellness program	4.45	3.14	<b>1.31</b>

# City of Tempe: Gap Analysis Overview



**Table 3: Supervision and Working Environment**

Q3. Strongly Agree vs Strongly Disagree			
Question	Mean rating for employees who "strongly agree" with Q3.27	Mean rating for employees who "strongly disagree" with Q3.27	Mean Difference
Q3-19. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	4.6	1.35	<b>3.25</b>
Q3-17. Conflict in my work area is resolved effectively	4.57	1.34	<b>3.23</b>
Q3-5. I believe my opinions matter at work	4.68	1.55	<b>3.13</b>
Q3-18. I believe assignments in my department are distributed fairly	4.58	1.58	<b>3</b>
Q3-23. My immediate supervisor has the skills to deal with conflict	4.85	1.92	<b>2.93</b>
Q3-20. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	4.31	1.45	<b>2.86</b>
Q3-22. I am able to discuss physical & emotional safety with my supervisor	4.83	1.98	<b>2.85</b>
Q3-9. I receive constructive feedback on my job performance from my immediate supervisor	4.82	2.03	<b>2.79</b>
Q3-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	4.51	1.77	<b>2.74</b>
Q3-4. I am comfortable expressing my opinions about work-related issues to my immediate supervisor	4.86	2.13	<b>2.73</b>
Q3-10. The work I perform is evaluated fairly	4.84	2.12	<b>2.72</b>
Q3-12. My immediate supervisor supports me in achieving my career/job goals	4.77	2.06	<b>2.71</b>
Q3-6. My work is appreciated by my immediate supervisor	4.9	2.25	<b>2.65</b>
Q3-8. My immediate supervisor makes good use of my time	4.86	2.28	<b>2.58</b>
Q3-7. My immediate supervisor gives me clear expectations for work assignments	4.83	2.28	<b>2.55</b>
Q3-13. Within last 30 days, I have received feedback on my job performance from my supervisor	4.58	2.08	<b>2.5</b>
Q3-16. I believe Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	4.58	2.18	<b>2.4</b>
Q3-1. My immediate supervisor treats me with respect	4.94	2.56	<b>2.38</b>
Q3-11. My immediate supervisor knows my career/job goals	4.72	2.38	<b>2.34</b>
Q3-14. When I request training, my supervisor is open to working with me to ensure I can attend	4.82	2.81	<b>2.01</b>
Q3-2. I know what is expected of me at work	4.89	2.97	<b>1.92</b>
Q3-3. I have the materials & equipment I need to do my job effectively	4.78	2.98	<b>1.8</b>
Q3-21. I feel physically safe in my work unit	4.85	3.18	<b>1.67</b>

# City of Tempe: Gap Analysis Overview



**Table 4: Compensation and Benefits**

Q4. Strongly Agree vs Strongly Disagree			
Question	Mean rating for employees who "strongly agree" with Q4.7	Mean rating for employees who "strongly disagree" with Q4.7	Mean Difference
Q4-5. Amount I am paid is fair for the work I do	4.8	1.09	3.71
Q4-6. I am satisfied with City's deferred compensation benefits	4.78	2.31	2.47
Q4-4. Amount of leave that I receive each year meets my needs	4.68	2.5	2.18
Q4-2. Amount that I pay for health care benefits is reasonable	4.57	2.8	1.77
Q4-1. City's health care plan meets my needs	4.62	3.05	1.57
Q4-3. City does a good job of informing me about my benefits	4.71	3.15	1.56

**Table 5: Employee Engagement**

Q5. Strongly Agree vs Strongly Disagree			
Question	Mean rating for employees who "strongly agree" with Q5.15	Mean rating for employees who "strongly disagree" with Q5.15	Mean Difference
Q5-13. I feel my department practices City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	4.88	1.5	3.38
Q5-10. Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	4.52	1.17	3.35
Q5-11. Director/Chief & Deputy Directors/Assistant Chiefs in my department engage in processes that actively solicit input from employees to make decisions	4.5	1.16	3.34
Q5-9. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	4.63	1.29	3.34
Q5-5. I have adequate input on decisions affecting my work	4.66	1.56	3.1
Q5-2. Communication between work units/divisions inside my department is good	4.55	1.51	3.04
Q5-7. Employees in my department are highly motivated about accomplishing our goals	4.68	1.75	2.93
Q5-6. I am encouraged to be innovative & come up with better ways to do things at work	4.75	1.86	2.89
Q5-14. I feel City practices City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	4.78	2.3	2.48
Q5-3. Communication between my work unit/division & work units/divisions outside my department is good	4.28	1.85	2.43
Q5-4. With respect to my role, communication between departments is good	4.59	2.18	2.41
Q5-8. Employees in my department take personal accountability for their actions & work performance	4.59	2.18	2.41
Q5-1. I receive information that affects my work in a timely manner from my immediate supervisor	4.71	2.49	2.22
Q5-12. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	4.86	3.75	1.11

# City of Tempe: Gap Analysis Overview



**Table 6: Peer Relationships**

Q6. Strongly Agree vs Strongly Disagree			
Question	Mean rating for employees who "strongly agree" with Q6.3	Mean rating for employees who "strongly disagree" with Q6.3	Mean Difference
Q6-2. Conflict between co-workers is resolved effectively	4.72	1.29	3.43
Q6-1. My co-workers treat me with respect	4.95	2.36	2.59

# City of Tempe: Gap Analysis Overview



**Table 7: Overall Gap Analysis**

Overall GAP Analysis (Very Satisfied - Very Dissatisfied)			
Question	Mean rating for employees who "strongly agree" with Q9	Mean rating for employees who "strongly disagree" with Q9	Mean Difference
Q3-5. I believe my opinions matter at work	4.5	1.45	<b>3.05</b>
Q3-27. Overall, I am satisfied with the working environment in my department	4.65	1.76	<b>2.89</b>
Q3-19. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	4.4	1.59	<b>2.81</b>
Q3-18. I believe assignments in my department are distributed fairly	4.34	1.56	<b>2.78</b>
Q5-9. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	4.27	1.5	<b>2.77</b>
Q5-15. Overall, I am satisfied with my level of engagement in my department	4.48	1.72	<b>2.76</b>
Q3-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	4.34	1.58	<b>2.76</b>
Q3-17. Conflict in my work area is resolved effectively	4.32	1.59	<b>2.73</b>
Q5-13. I feel my department practices City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	4.47	1.76	<b>2.71</b>
Q3-24. As a supervisor, I am supported when addressing staff issues (If applicable)	4.59	1.91	<b>2.68</b>
Q5-5. I have adequate input on decisions affecting my work	4.35	1.69	<b>2.66</b>
Q5-10. Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	4.17	1.54	<b>2.63</b>
Q2-5. The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating the same values that are expected of me	4.31	1.71	<b>2.6</b>
Q5-11. Director/Chief & Deputy Directors/Assistant Chiefs in my department engage in processes that actively solicit input from employees to make decisions	4.13	1.64	<b>2.49</b>
Q5-6. I am encouraged to be innovative & come up with better ways to do things at work	4.43	1.95	<b>2.48</b>
Q1-2. There is someone at work who encourages my career development	4.49	2.02	<b>2.47</b>
Q3-4. I am comfortable expressing my opinions about work-related issues to my immediate supervisor	4.69	2.23	<b>2.46</b>
Q5-7. Employees in my department are highly motivated about accomplishing our goals	4.34	1.93	<b>2.41</b>
Q3-22. I am able to discuss physical & emotional safety with my supervisor	4.61	2.21	<b>2.4</b>
Q1-4. I have received fair consideration for advancement within City of Tempe when I've applied for a promotion within last 2 years	4.25	1.85	<b>2.4</b>
Q3-10. The work I perform is evaluated fairly	4.65	2.28	<b>2.37</b>
Q3-20. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	4.07	1.7	<b>2.37</b>
Q1-3. I have been mentored at work	4.33	1.98	<b>2.35</b>



# City of Tempe: Gap Analysis Overview



Q3-16. I believe Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	4.36	2.08	<b>2.28</b>
Q1-1. I receive training to do my job effectively	4.49	2.22	<b>2.27</b>
Q4-5. Amount I am paid is fair for the work I do	3.85	1.58	<b>2.27</b>
Q5-2. Communication between work units/divisions inside my department is good	4.23	1.97	<b>2.26</b>
Q3-12. My immediate supervisor supports me in achieving my career/job goals	4.61	2.36	<b>2.25</b>
Q3-9. I receive constructive feedback on my job performance from my immediate supervisor	4.64	2.43	<b>2.21</b>
Q3-23. My immediate supervisor has the skills to deal with conflict	4.62	2.45	<b>2.17</b>
Q3-8. My immediate supervisor makes good use of my time	4.69	2.53	<b>2.16</b>
Q3-7. My immediate supervisor gives me clear expectations for work assignments	4.66	2.5	<b>2.16</b>
Q3-13. Within last 30 days, I have received feedback on my job performance from my supervisor	4.45	2.31	<b>2.14</b>
Q3-26. As a supervisor, I have been given the training, tools, & resources to lead my work unit (If applicable)	4.57	2.43	<b>2.14</b>
Q3-6. My work is appreciated by my immediate supervisor	4.72	2.6	<b>2.12</b>
Q4-7. Overall, I am reasonably compensated in pay & benefits for the work I do	4.02	1.9	<b>2.12</b>
Q2-8. Overall, I am satisfied with the support that is provided to employees by City of Tempe	4.45	2.35	<b>2.1</b>
Q5-3. Communication between my work unit/division & work units/divisions outside my department is good	4.09	2	<b>2.09</b>
Q5-14. I feel City practices City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	4.44	2.38	<b>2.06</b>
Q3-3. I have the materials & equipment I need to do my job effectively	4.63	2.68	<b>1.95</b>
Q5-1. I receive information that affects my work in a timely manner from my immediate supervisor	4.53	2.64	<b>1.89</b>
Q3-1. My immediate supervisor treats me with respect	4.78	2.9	<b>1.88</b>
Q3-11. My immediate supervisor knows my career/job goals	4.55	2.68	<b>1.87</b>
Q5-4. With respect to my role, communication between departments is good	4.29	2.44	<b>1.85</b>
Q2-3. The Safe Haven process	3.82	2.04	<b>1.78</b>
Q1-7. Overall, I am satisfied with professional development opportunities that are available to me by City	4.42	2.68	<b>1.74</b>
Q5-8. Employees in my department take personal accountability for their actions & work performance	4.25	2.53	<b>1.72</b>
Q6-2. Conflict between co-workers is resolved effectively	4.45	2.74	<b>1.71</b>
Q2-7. The City supports employees with a disability	4.37	2.75	<b>1.62</b>
Q3-2. I know what is expected of me at work	4.74	3.15	<b>1.59</b>
Q3-25. As a supervisor, my direct reports treat me with respect (If applicable)	4.63	3.08	<b>1.55</b>
Q3-21. I feel physically safe in my work unit	4.7	3.26	<b>1.44</b>
Q4-6. I am satisfied with City's deferred compensation benefits	4.12	2.7	<b>1.42</b>

# City of Tempe: Gap Analysis Overview



Q6-3. Overall, I am very satisfied with quality of peer relationships among City employees	4.6	3.18	<b>1.42</b>
Q3-14. When I request training, my supervisor is open to working with me to ensure I can attend	4.67	3.28	<b>1.39</b>
Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Employee Development trainings & opportunities, etc., are useful to me	4.23	2.86	<b>1.37</b>
Q2-6. My physical work environment (building) is safe, clean, & maintained in good operating order	4.34	3	<b>1.34</b>
Q6-1. My co-workers treat me with respect	4.7	3.39	<b>1.31</b>
Q2-2. City mediation services	3.79	2.5	<b>1.29</b>
Q4-4. Amount of leave that I receive each year meets my needs	4.18	2.89	<b>1.29</b>
Q2-4. Tempe Employee View/Internal Audit reporting programs	3.82	2.54	<b>1.28</b>
Q1-5. I am aware of City's educational partnerships, coaching program, & other programs related to professional development & career mobility	4.39	3.46	<b>0.93</b>
Q4-2. Amount that I pay for health care benefits is reasonable	4.1	3.24	<b>0.86</b>
Q4-3. City does a good job of informing me about my benefits	4.34	3.59	<b>0.75</b>
Q4-1. City's health care plan meets my needs	4.25	3.51	<b>0.74</b>
Q5-12. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	4.54	3.84	<b>0.7</b>
Q2-1. The wellness program	4.19	3.74	<b>0.45</b>
Q4(1-2). Are you currently enrolled in City's sponsored health care plans	1.23	1.11	<b>0.12</b>



# 2

## Charts and Graphs

# 2024 City of Tempe Employee Survey Charts and Graphs

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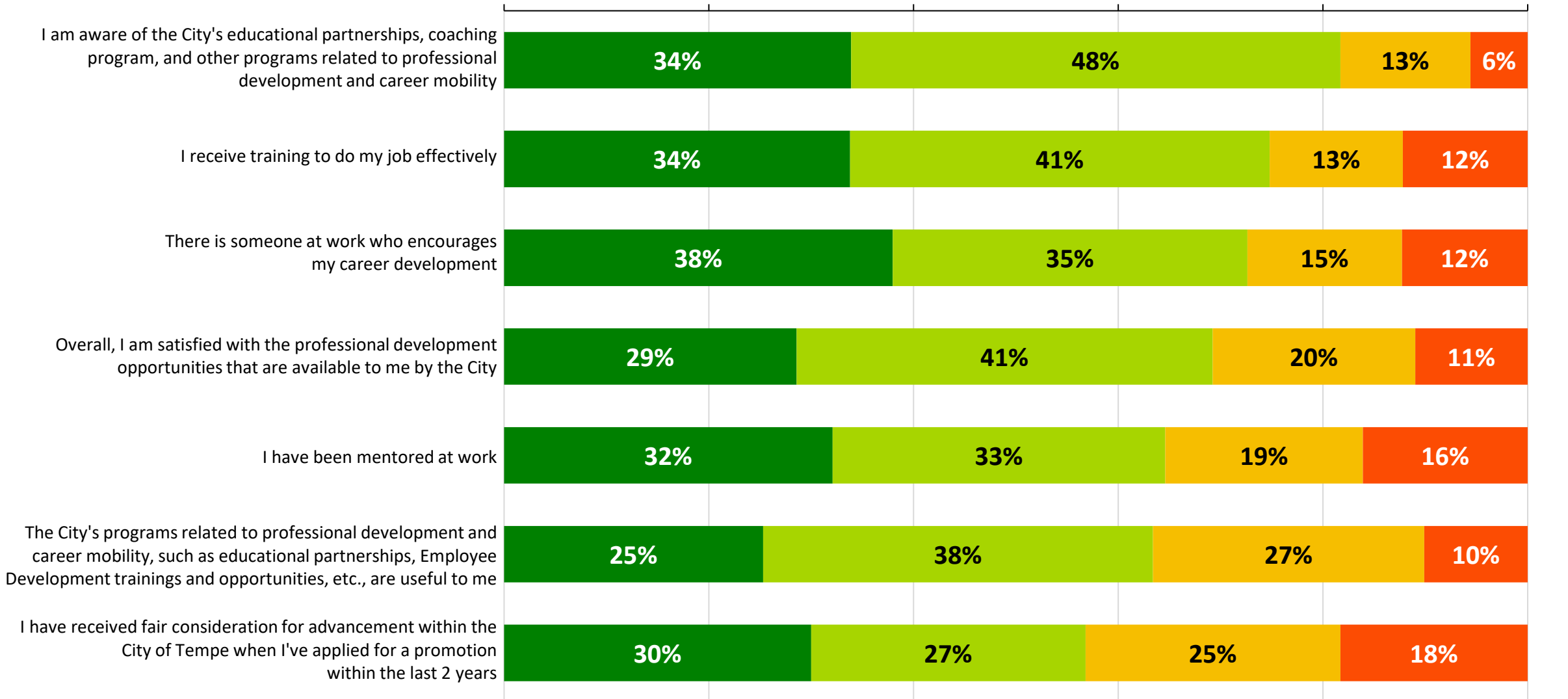


ETC Institute (2024)



# Q1. Professional Development/Career Mobility

by percentage of respondents (excluding “don't know” responses)

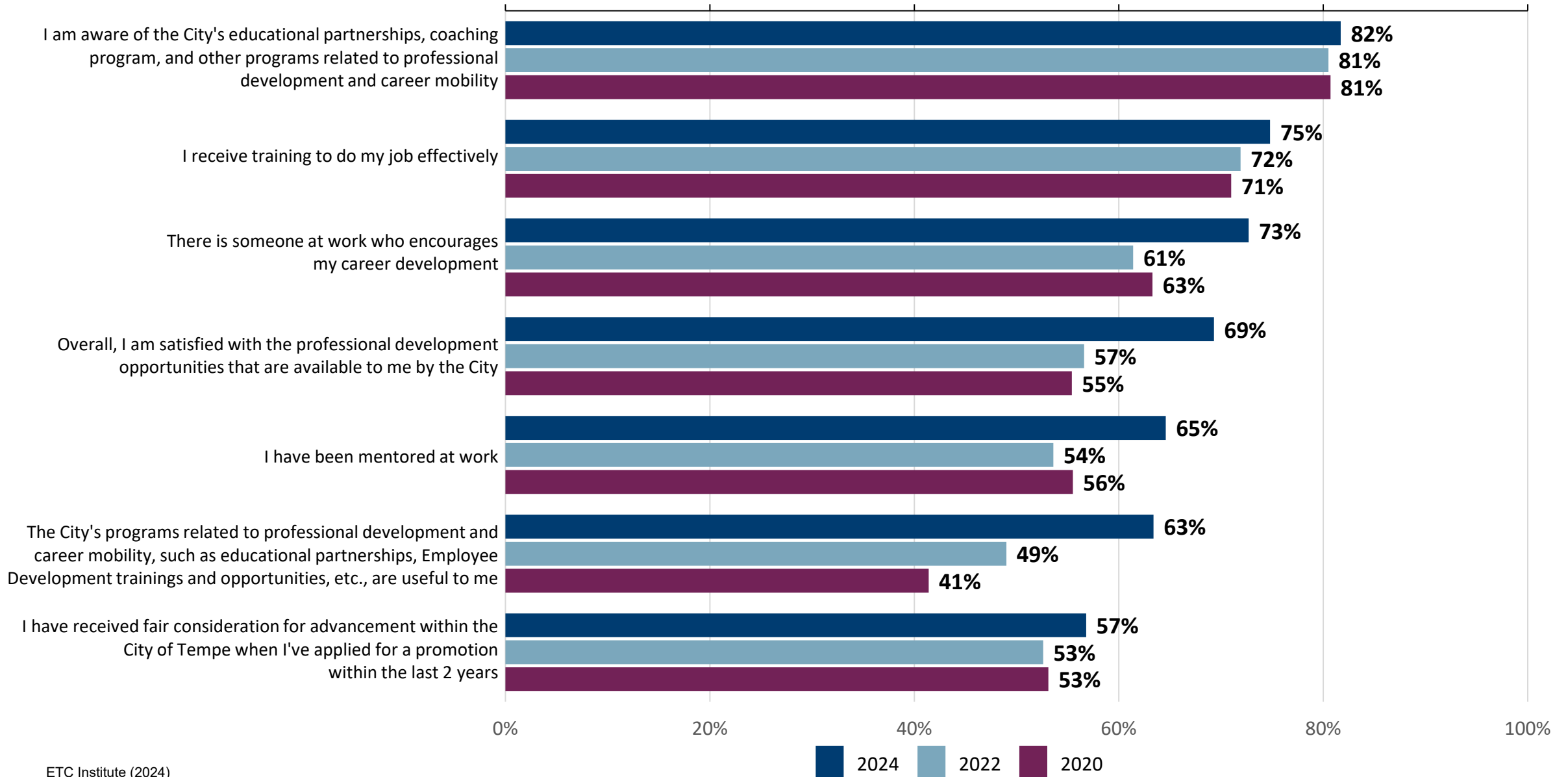


\*Some totals do not equal 100% due to rounding.



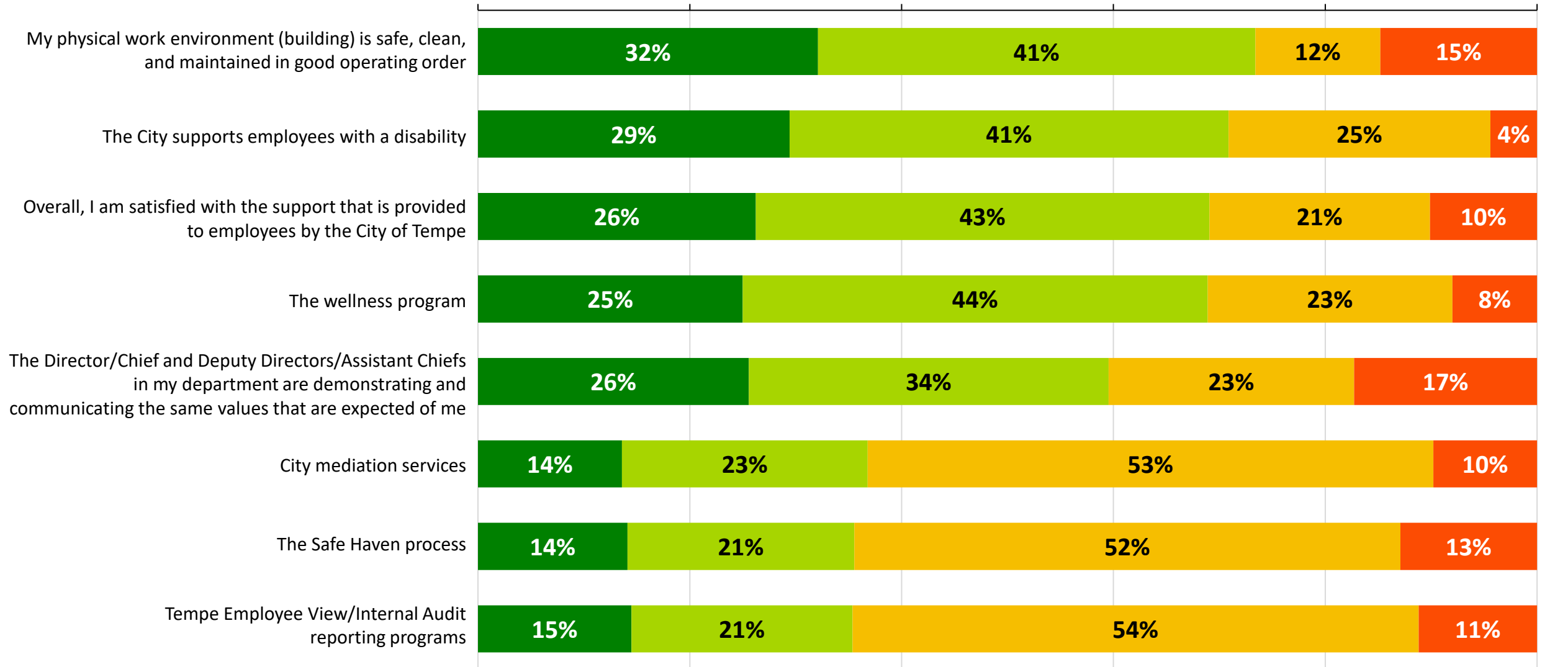
# Q1. Professional Development/Career Mobility: Trends

by percentage of respondents (excluding “don't know” responses)



# Q2. Programs/Services That Support My Needs

by percentage of respondents (excluding “don't know” responses)



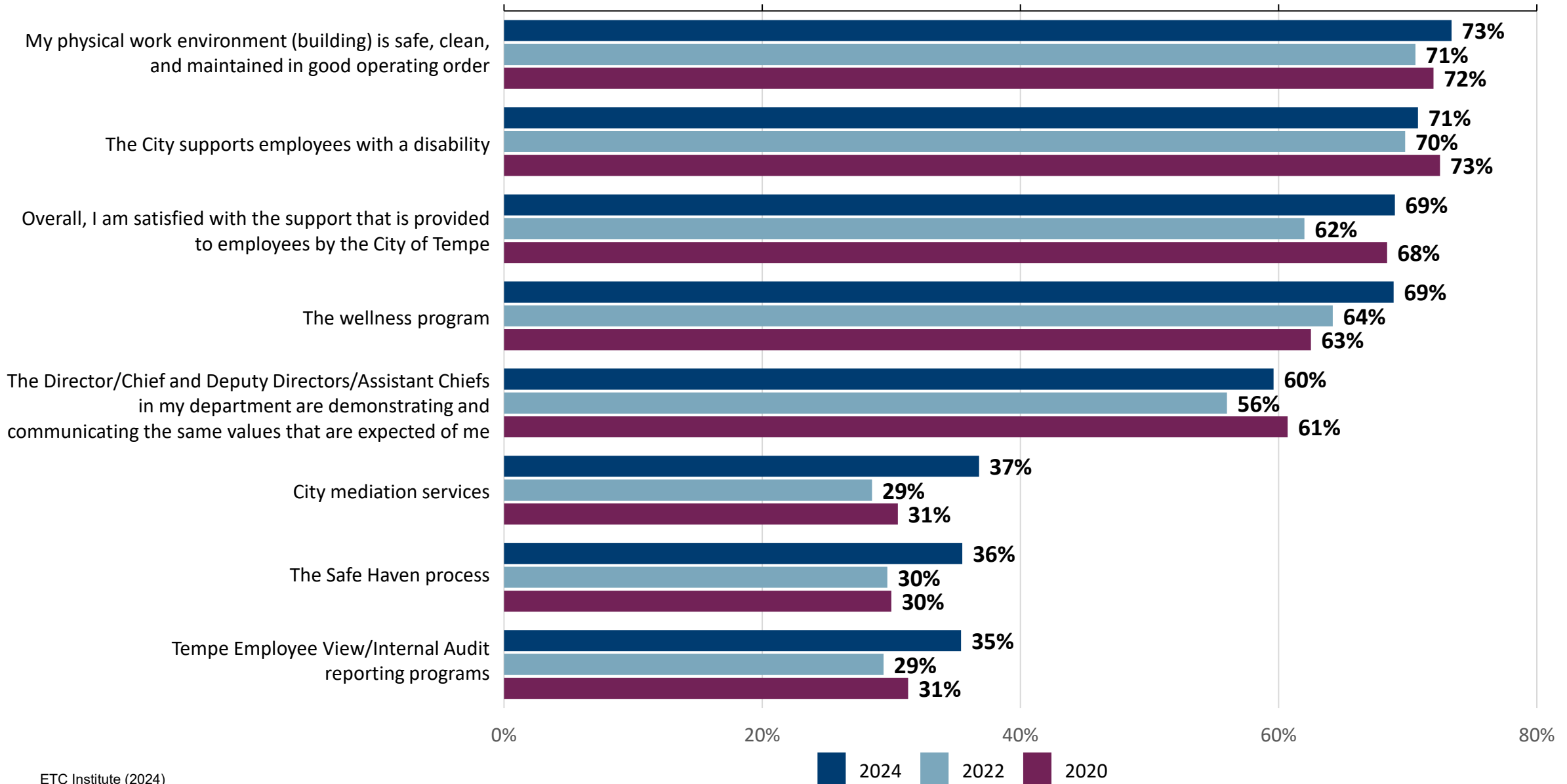
\*Some totals do not equal 100% due to rounding.

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

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

# Q2. Programs/Services That Support My Needs: Trends

by percentage of respondents (excluding “don't know” responses)





# Q3. Supervision/Working Environment

by percentage of respondents (excluding “don't know” responses)

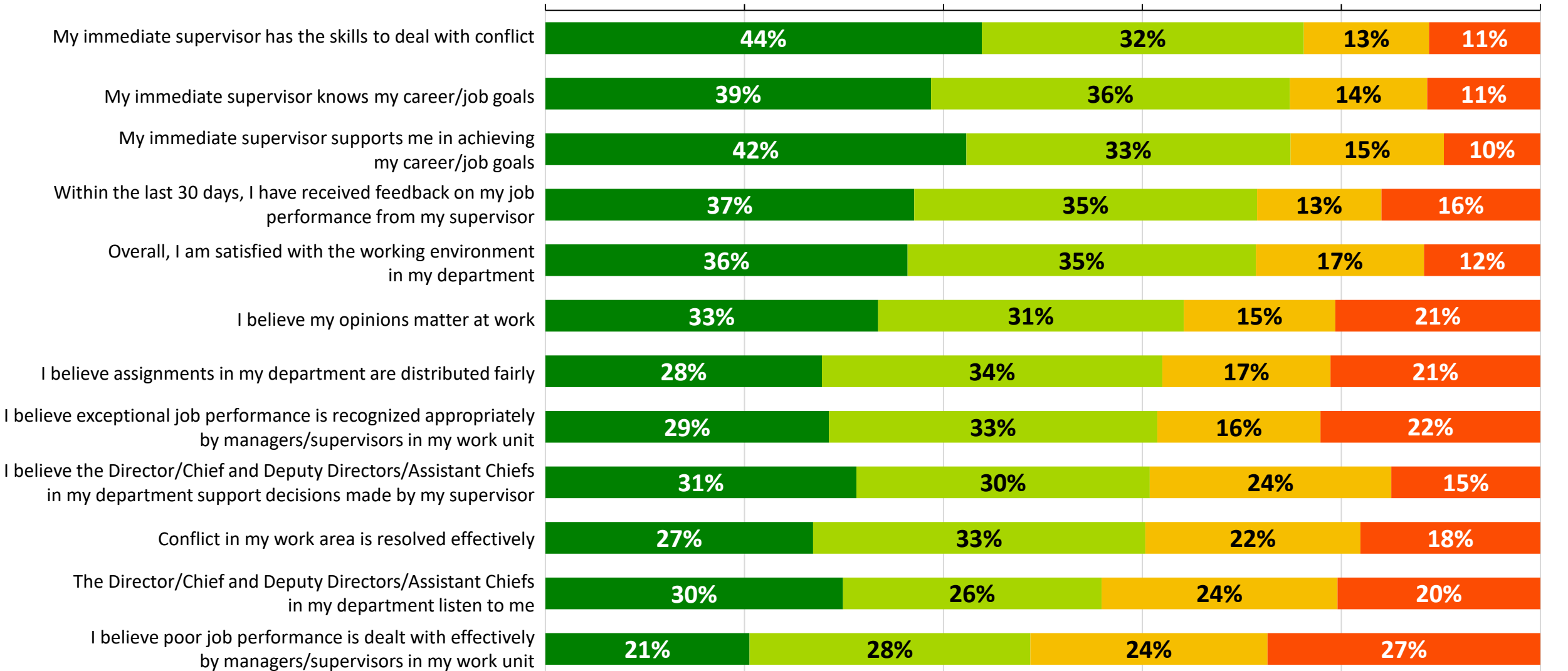


\*Some totals do not equal 100% due to rounding.



# Q3. Supervision/Working Environment: Cont.

by percentage of respondents (excluding “don't know” responses)

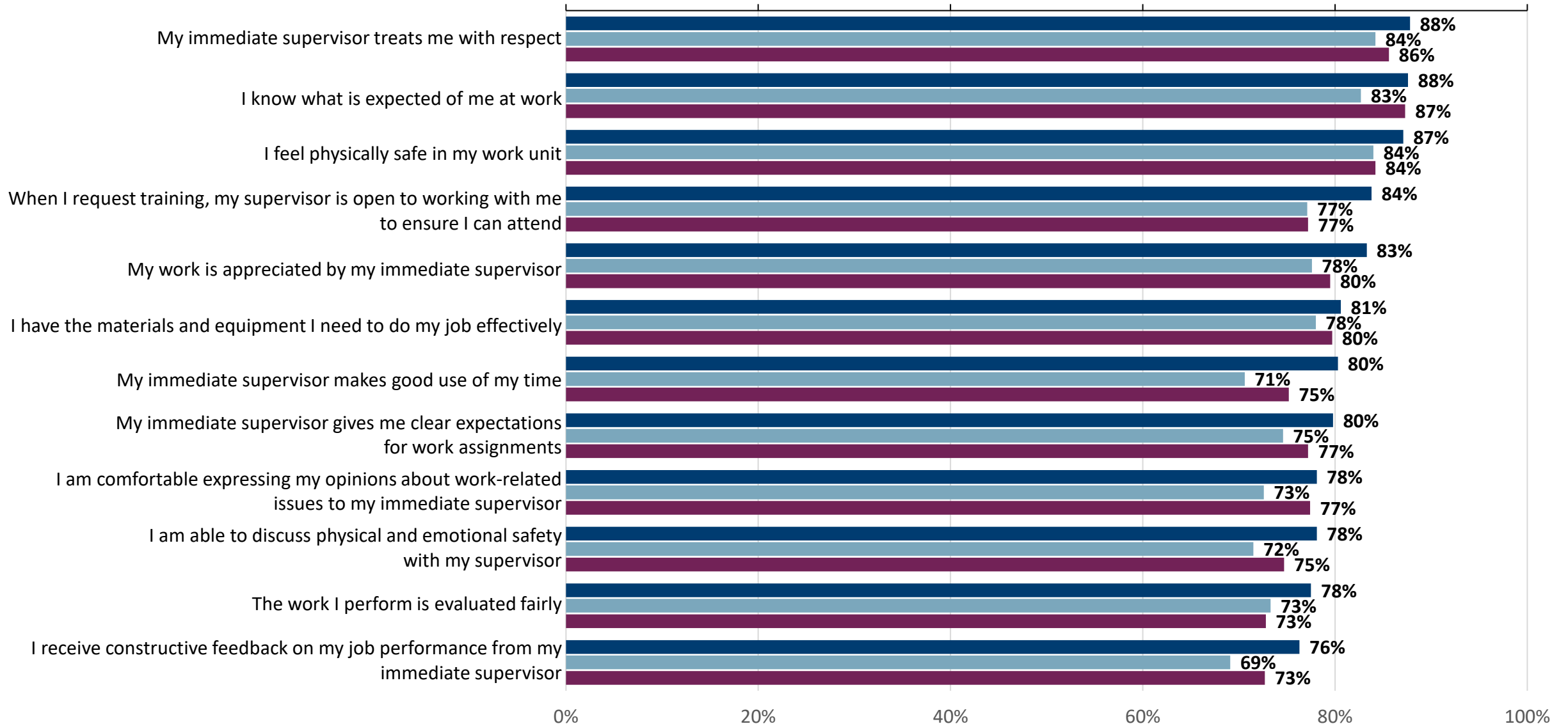


\*Some totals do not equal 100% due to rounding.



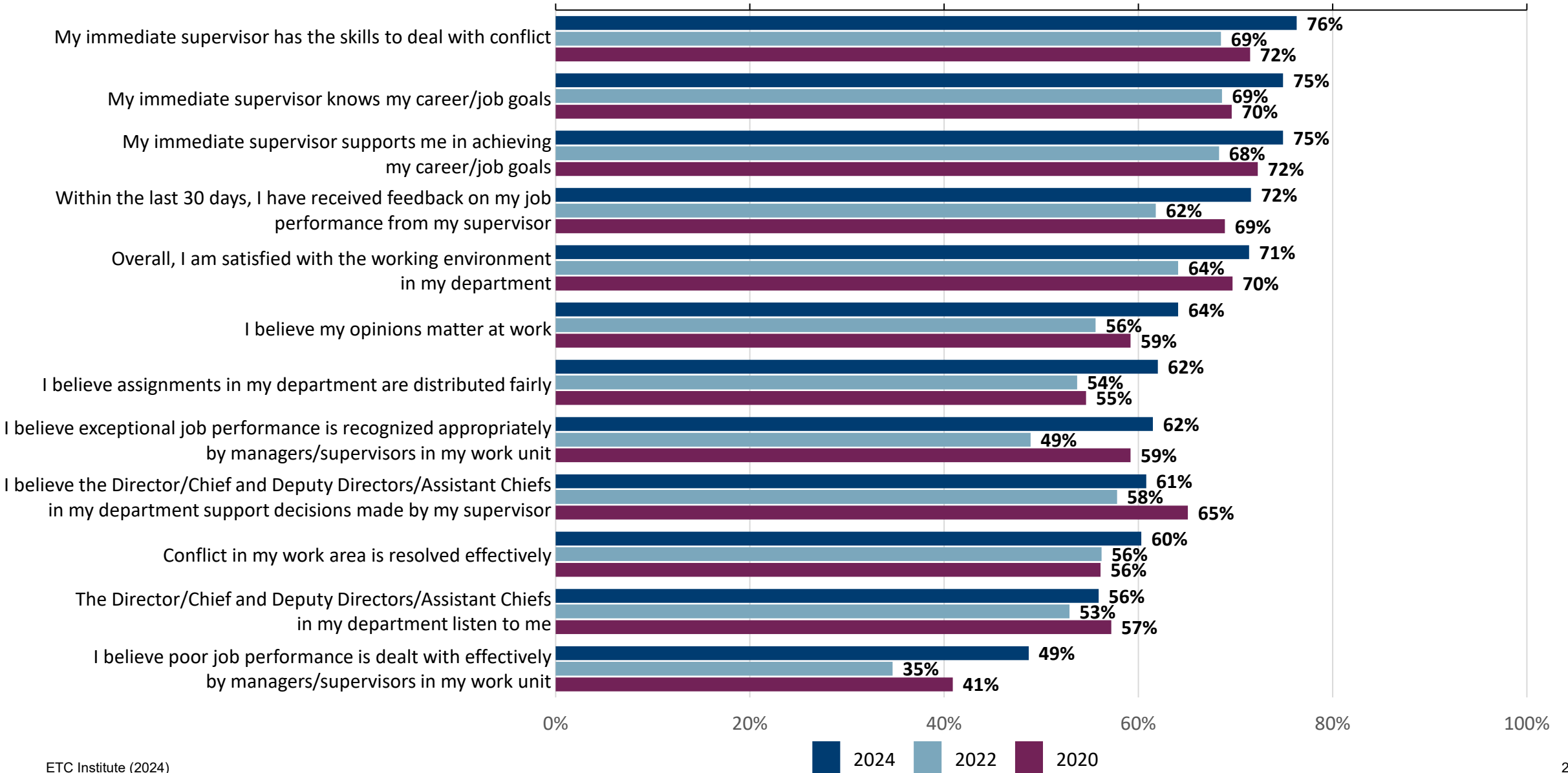
# Q3. Supervision/Working Environment: Trends

by percentage of respondents (excluding “don't know” responses)



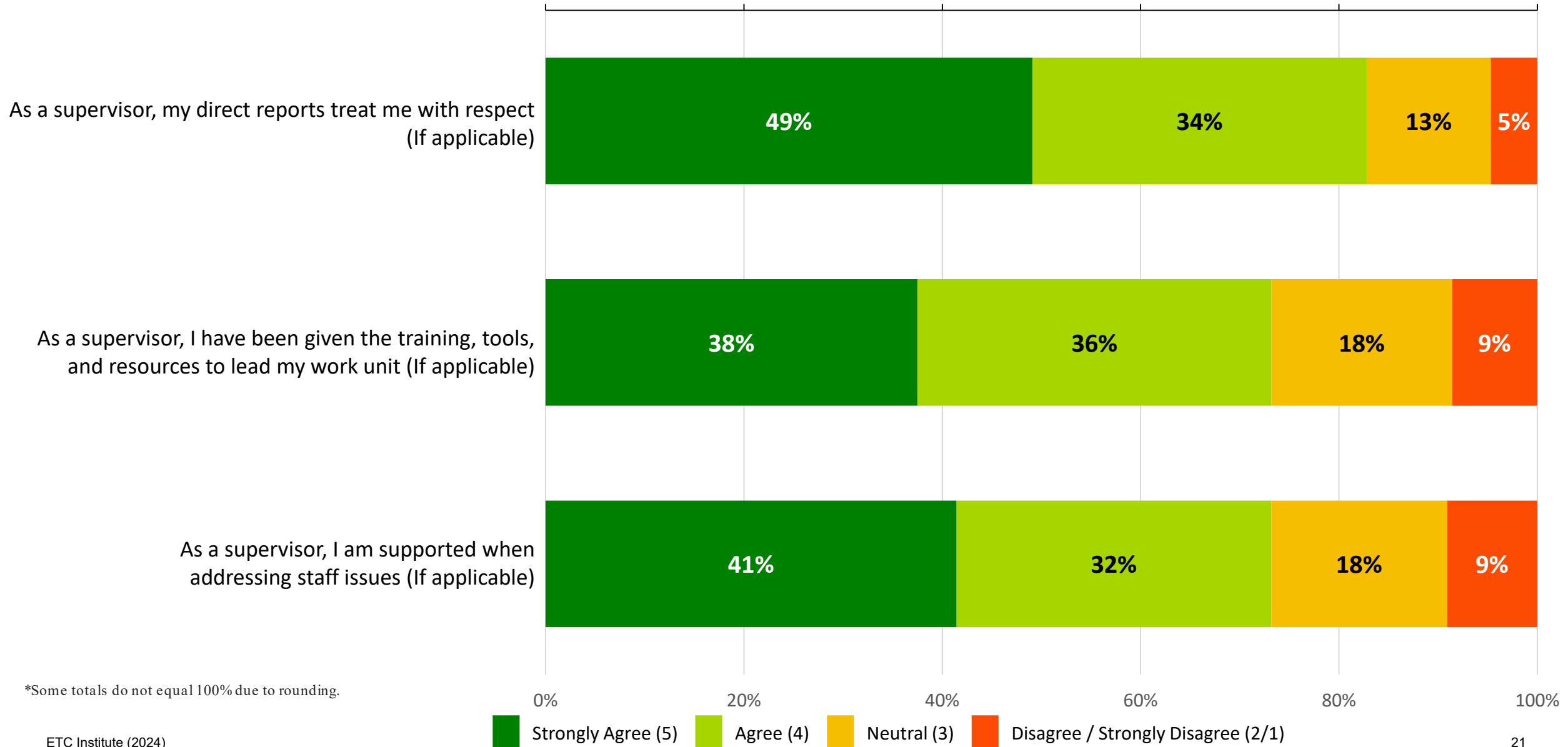
# Q3. Supervision/Working Environment: Trends Cont.

by percentage of respondents (excluding “don't know” responses)



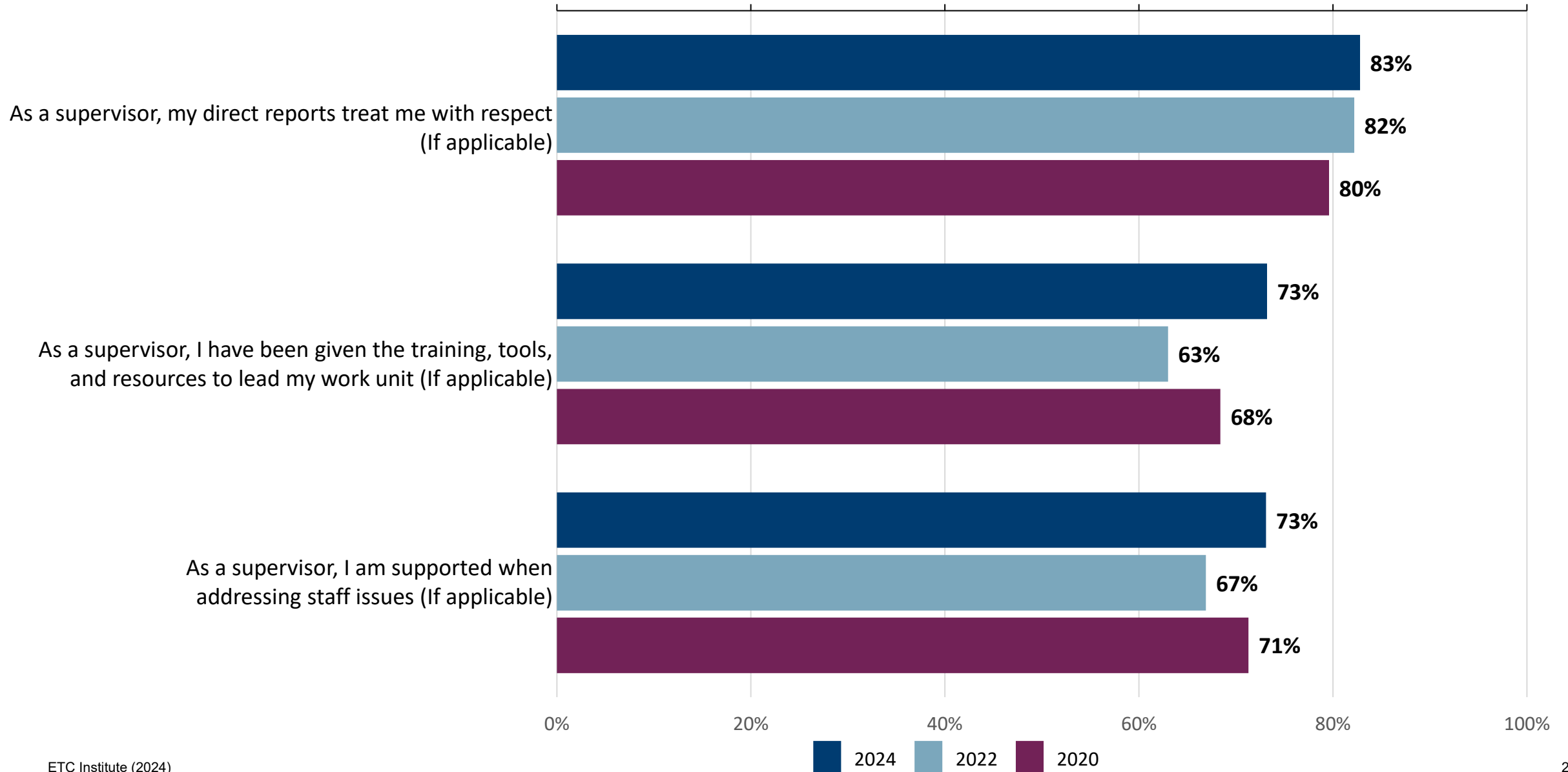
# Q3. Supervision/Working Environment: Supervisors

by percentage of respondents (excluding “don't know” responses)



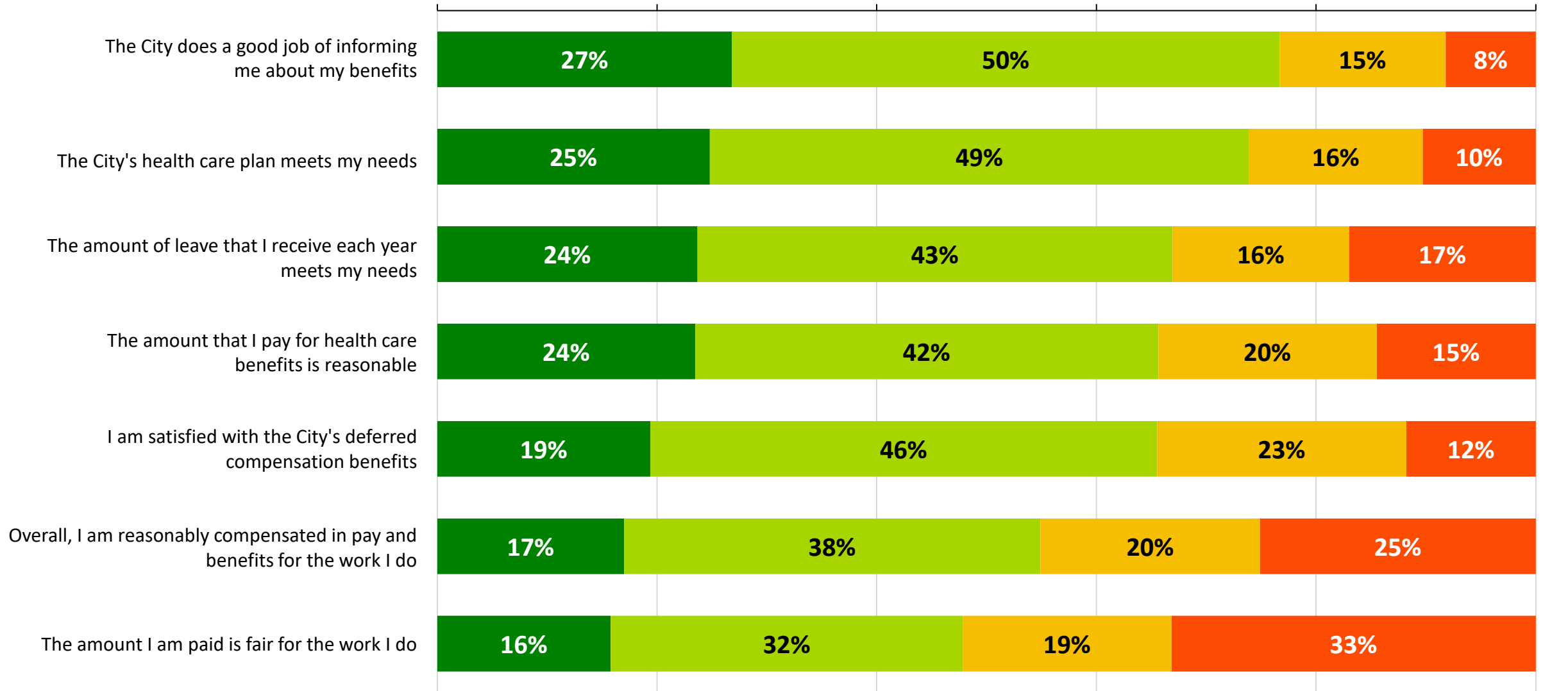
# Q3. Supervision/Working Environment: Supervisors Trends

by percentage of respondents (excluding “don't know” responses)



# Q4. Compensation And Benefits

by percentage of respondents (excluding "don't know" responses)

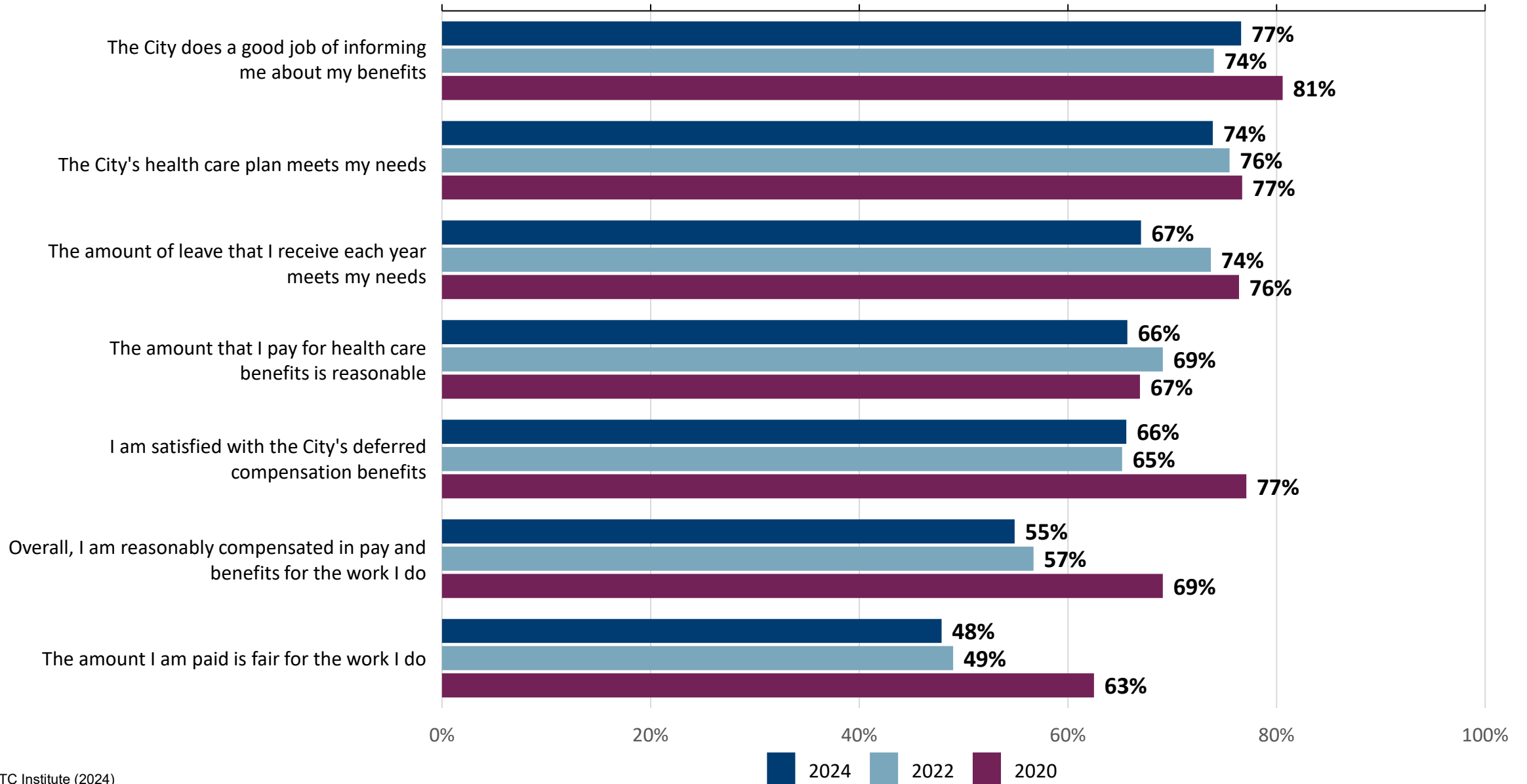


\*Some totals do not equal 100% due to rounding.

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

# Q4. Compensation And Benefits: Trends

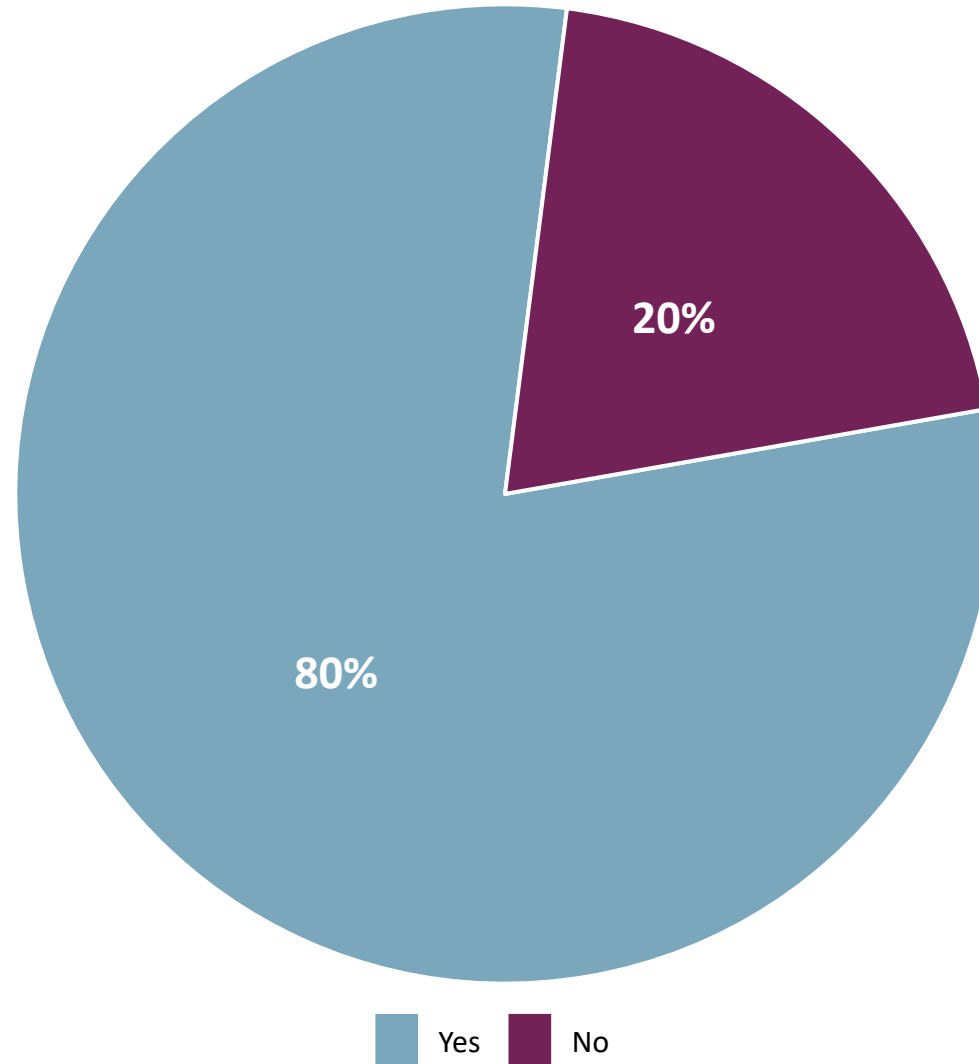
by percentage of respondents (excluding "don't know" responses)





# Q4a(1-2). Are You Currently Enrolled In The City's Sponsored Health Care Plans?

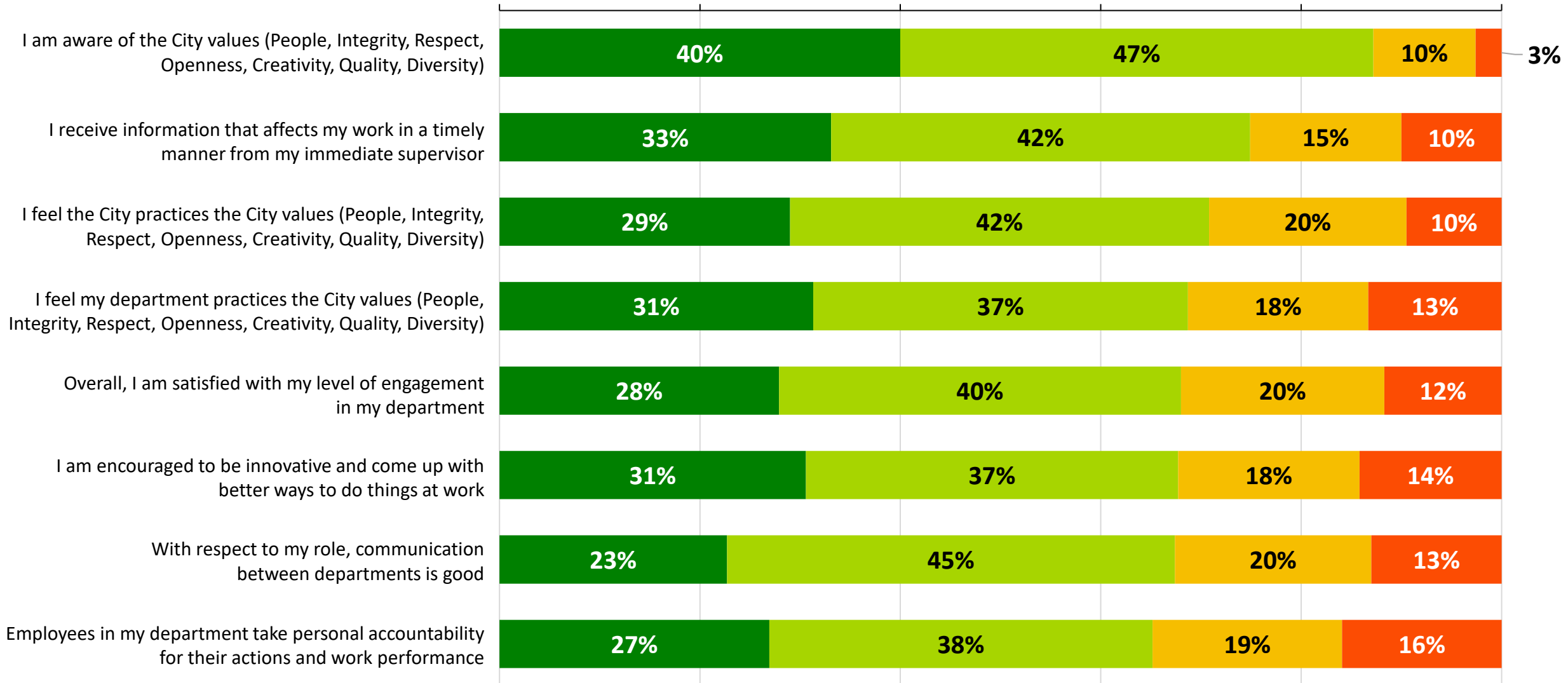
by percentage of respondents (excluding "not provided" responses)



\*Some totals do not equal 100% due to rounding.

# Q5. Employee Engagement

by percentage of respondents (excluding “don't know” responses)

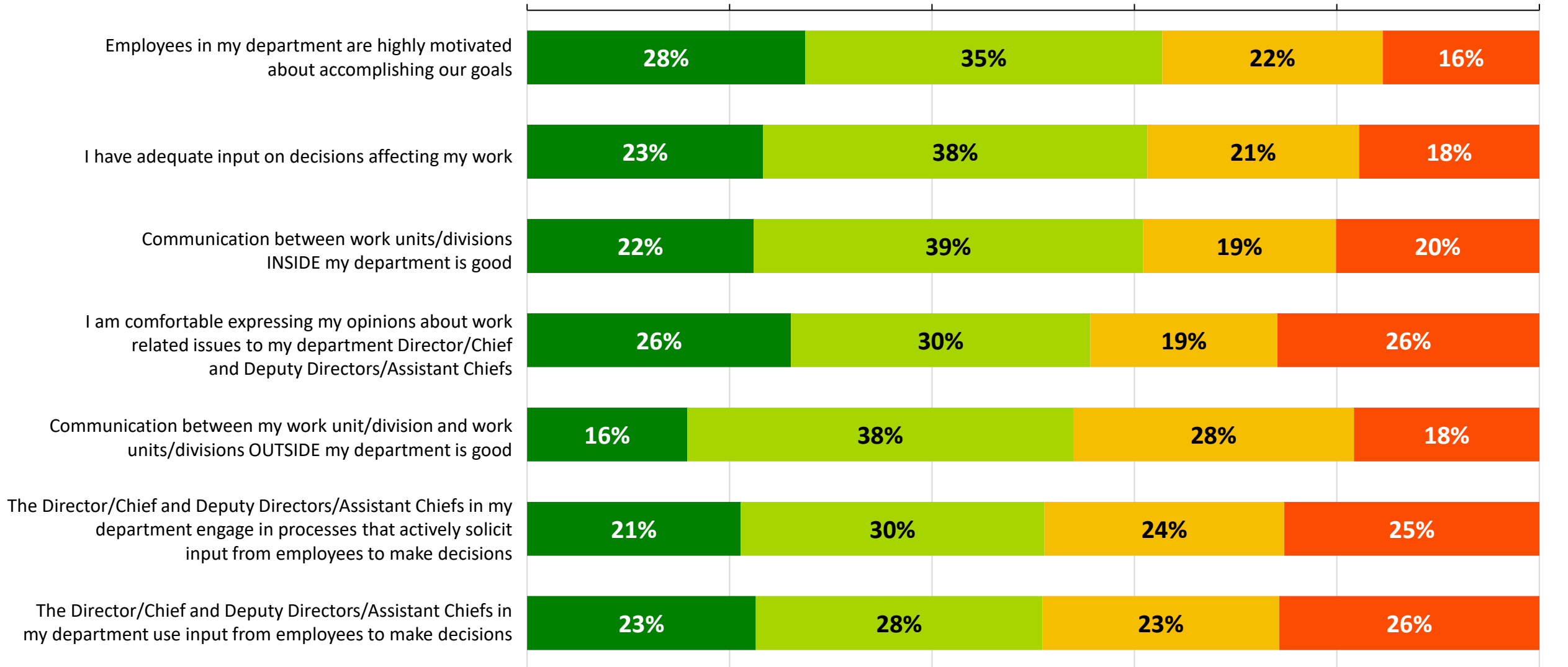


\*Some totals do not equal 100% due to rounding.



# Q5. Employee Engagement: Cont.

by percentage of respondents (excluding “don't know” responses)

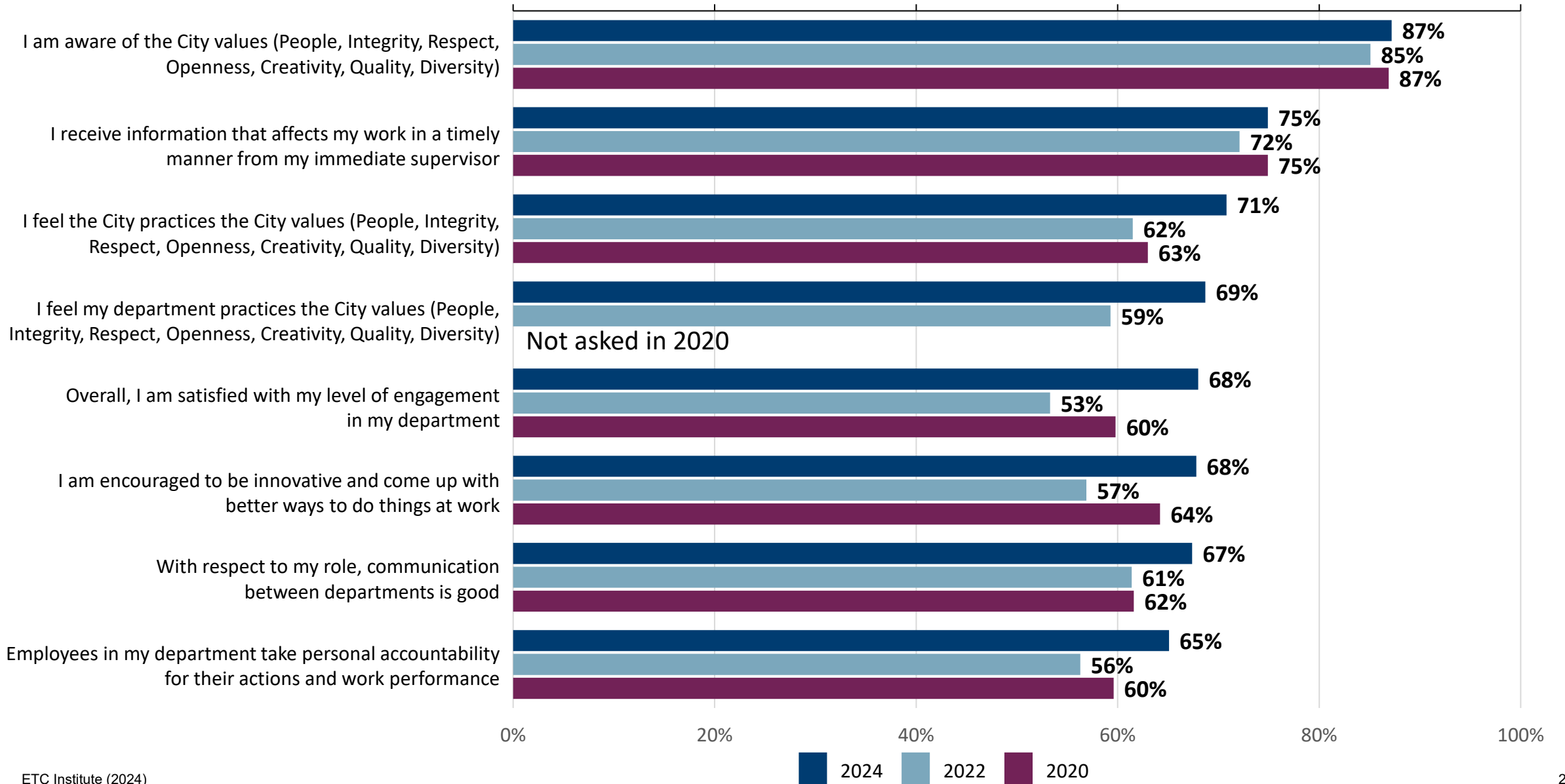


\*Some totals do not equal 100% due to rounding.



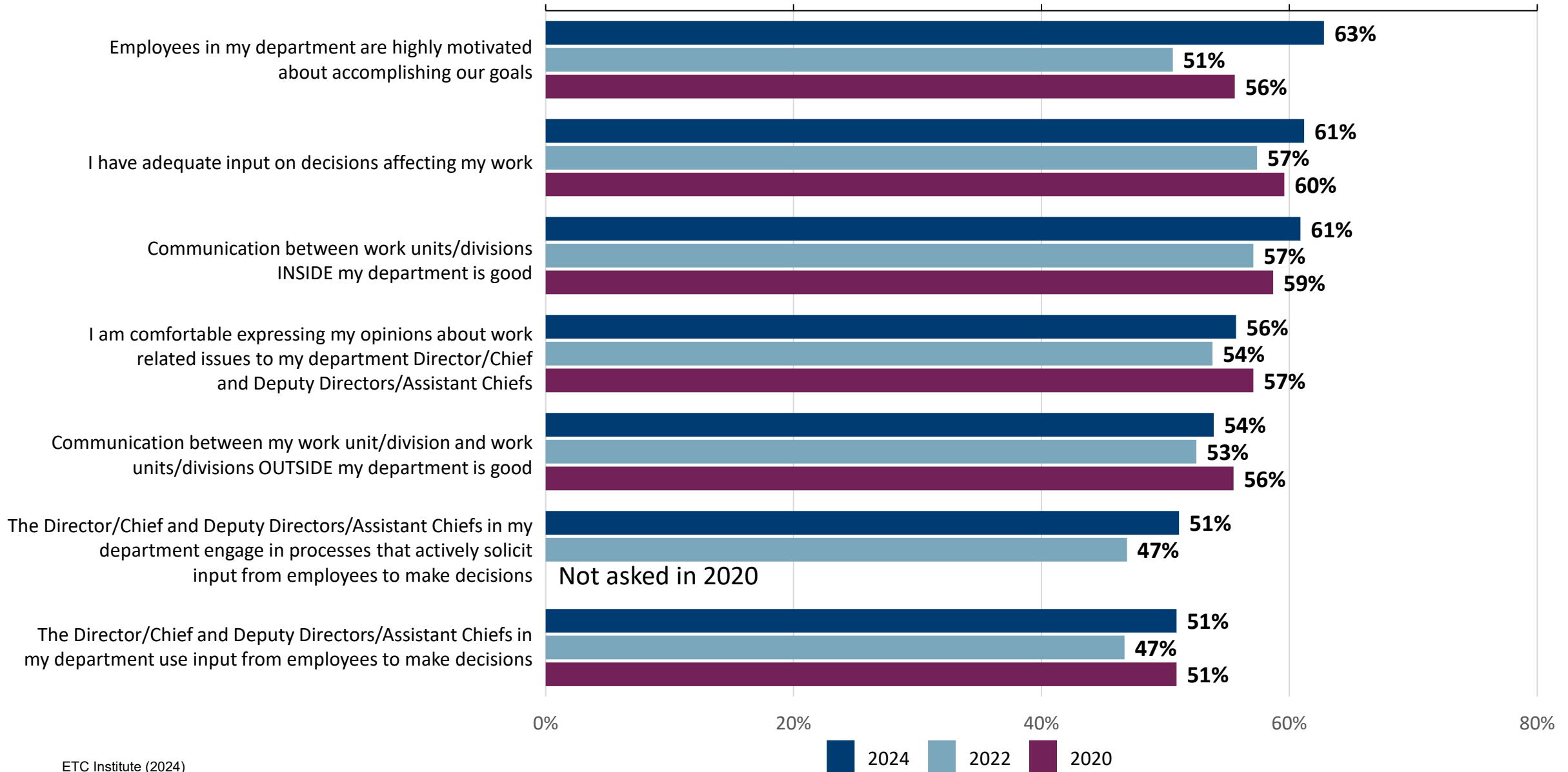
# Q5. Employee Engagement: Trends

by percentage of respondents (excluding “don't know” responses)



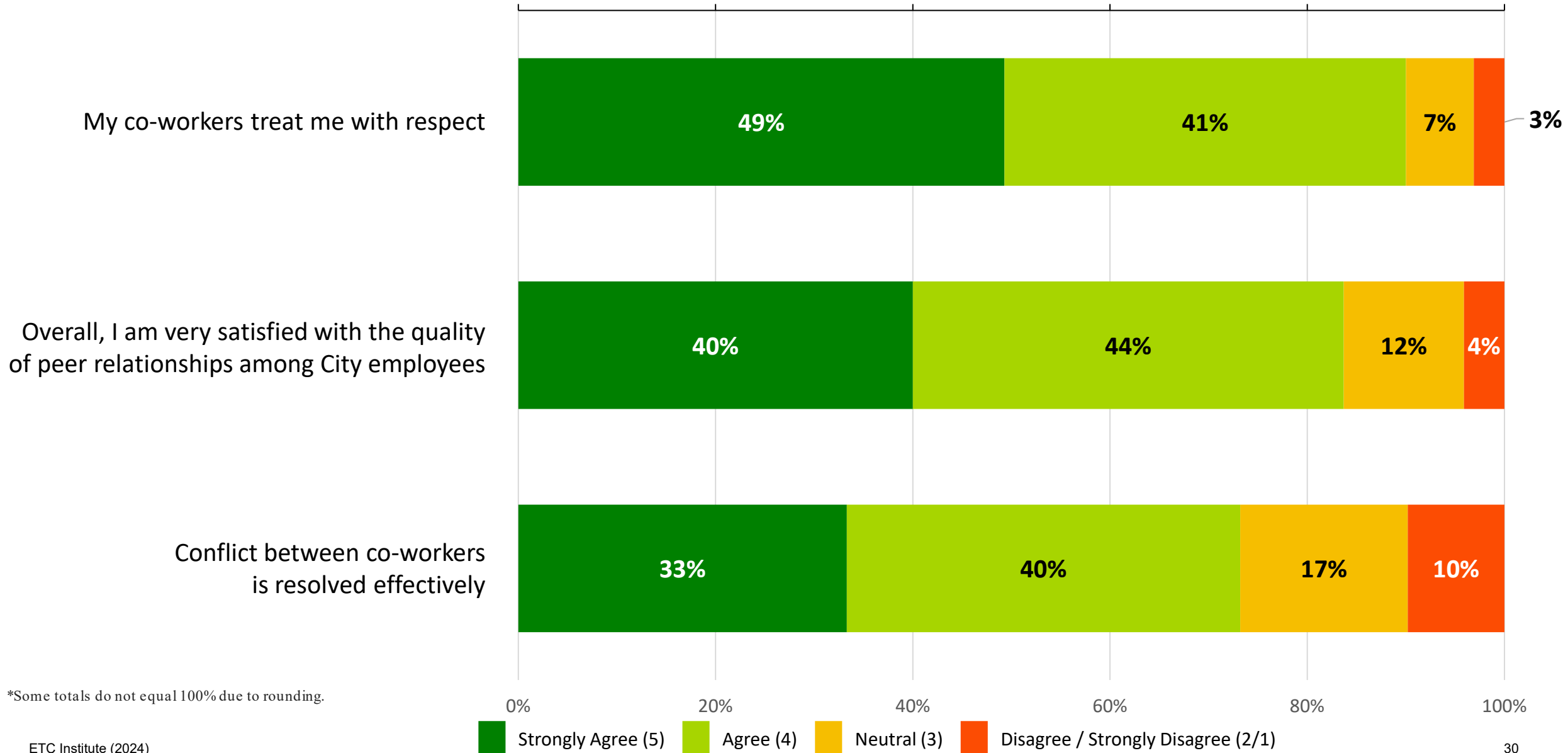
# Q5. Employee Engagement: Trends Cont.

by percentage of respondents (excluding “don't know” responses)



# Q6. Peer Relationships

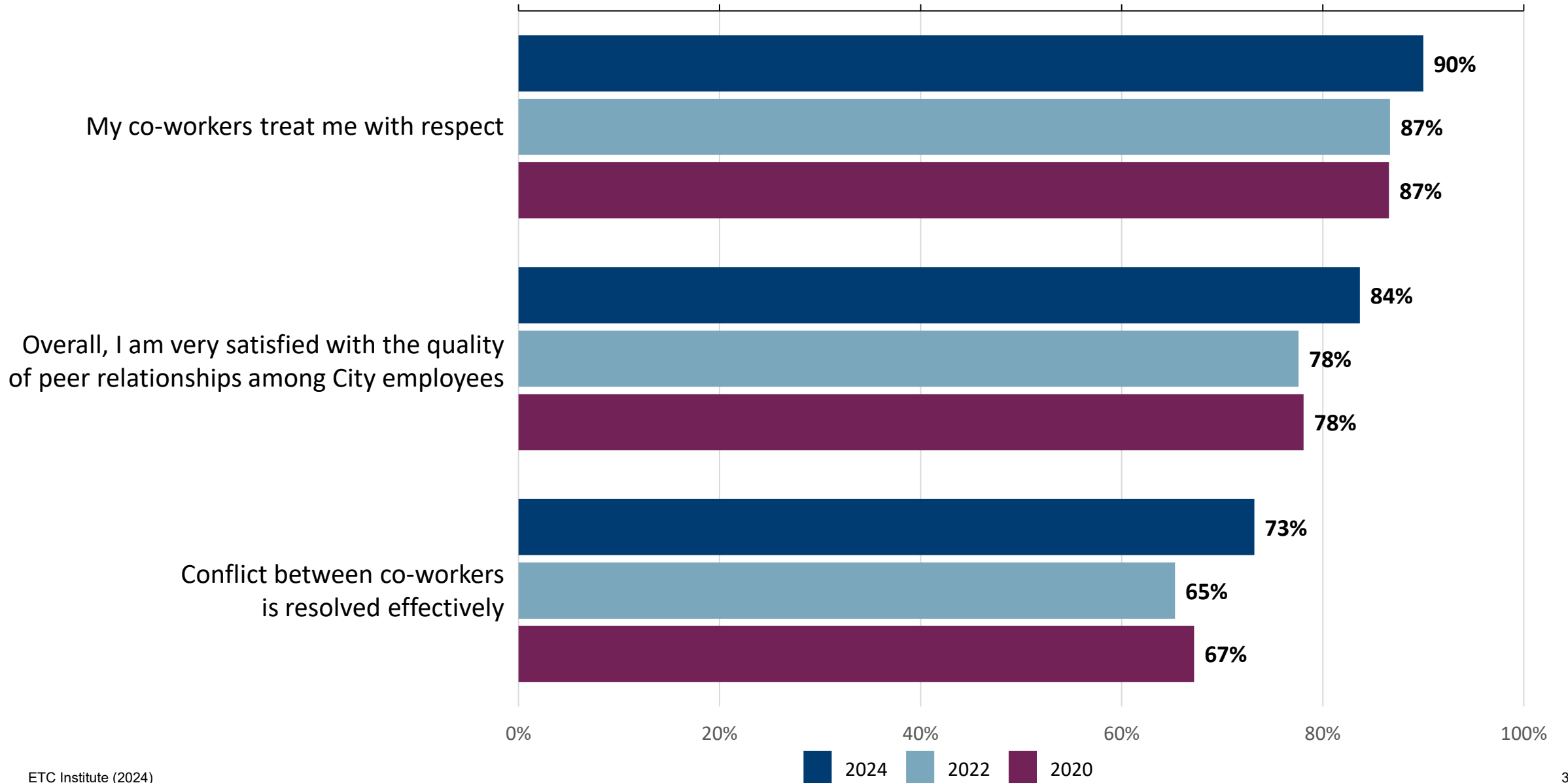
by percentage of respondents (excluding “don't know” responses)



\*Some totals do not equal 100% due to rounding.

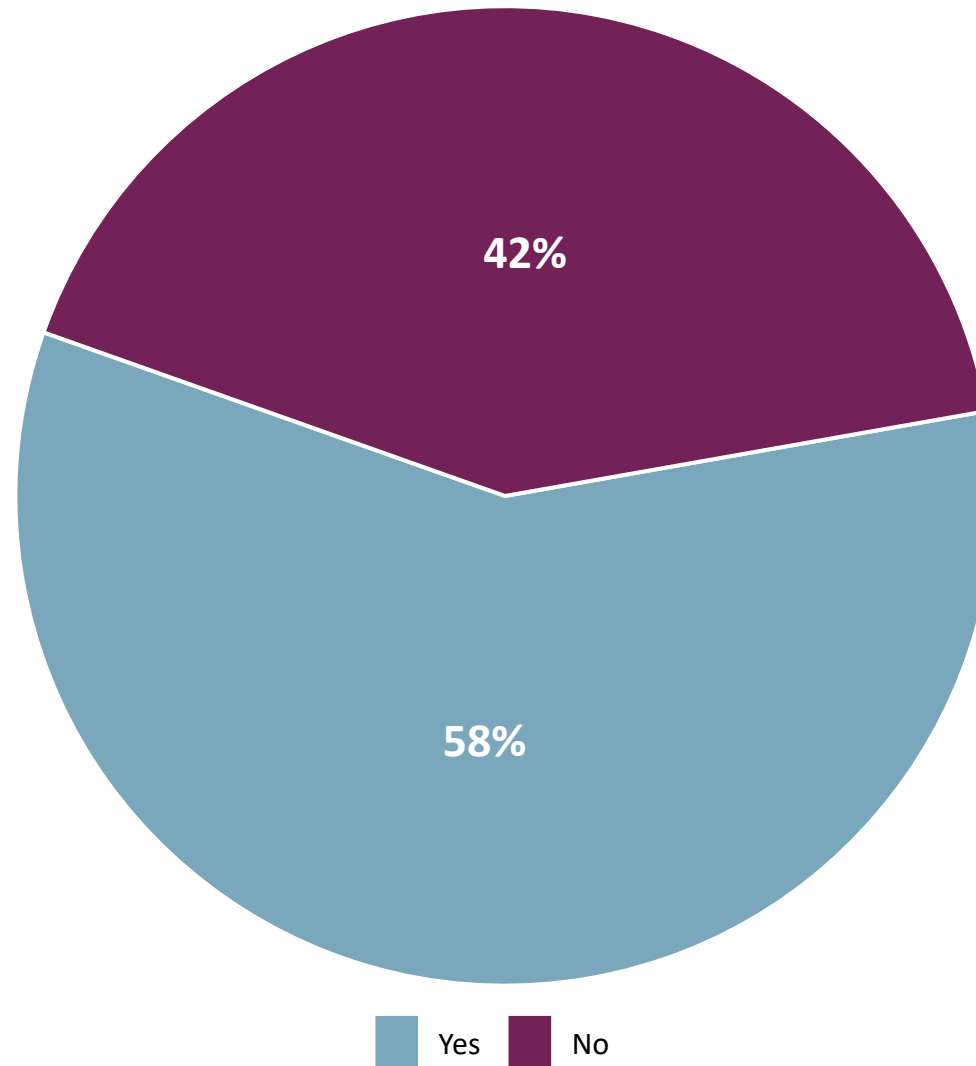
# Q6. Peer Relationships: Trends

by percentage of respondents (excluding “don't know” responses)



# Q7. Are You Aware Of The Council Priorities And The City's Strategic Plan (Performance Measures)?

by percentage of respondents (excluding "not provided" responses)

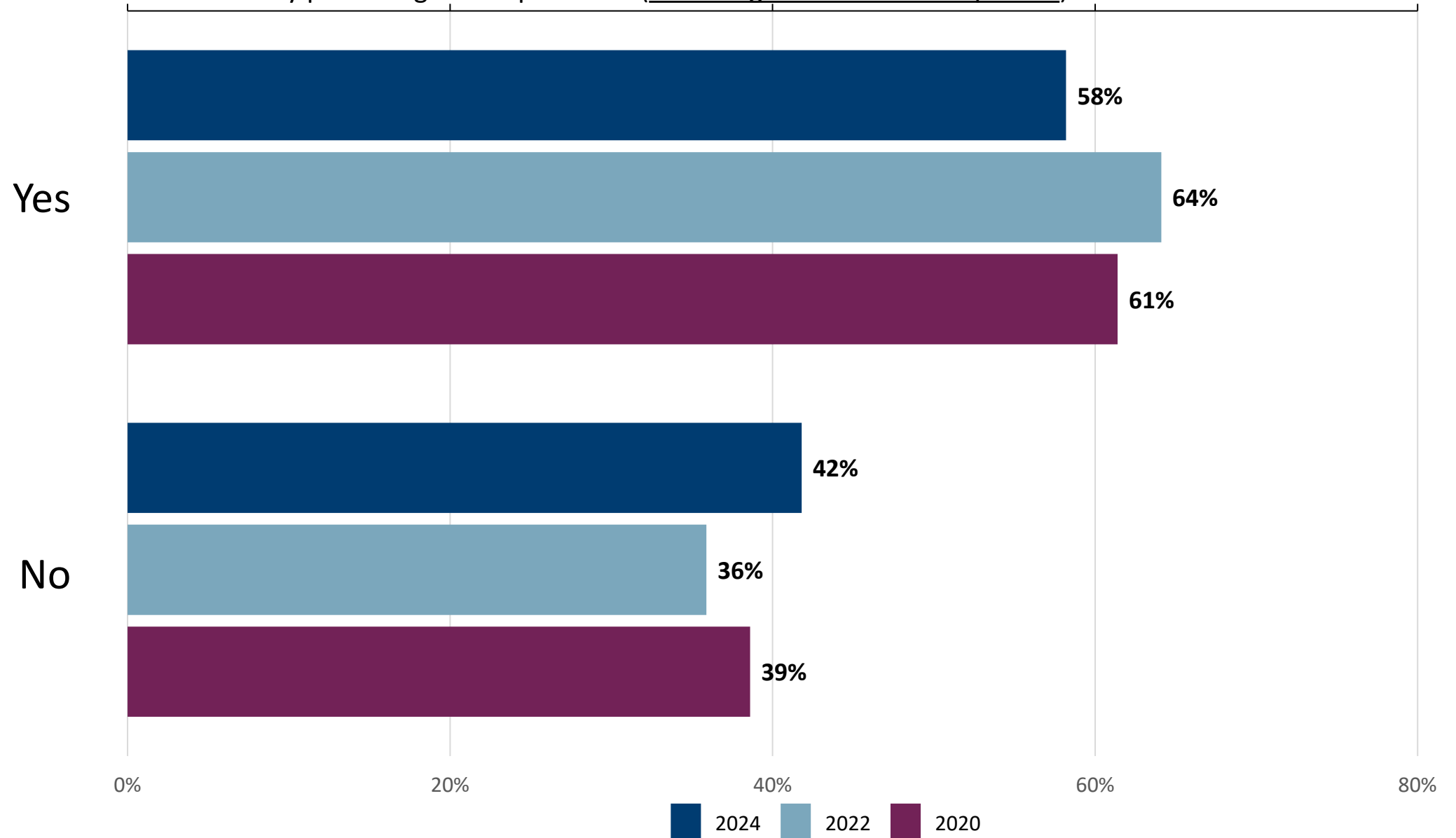


\*Some totals do not equal 100% due to rounding.



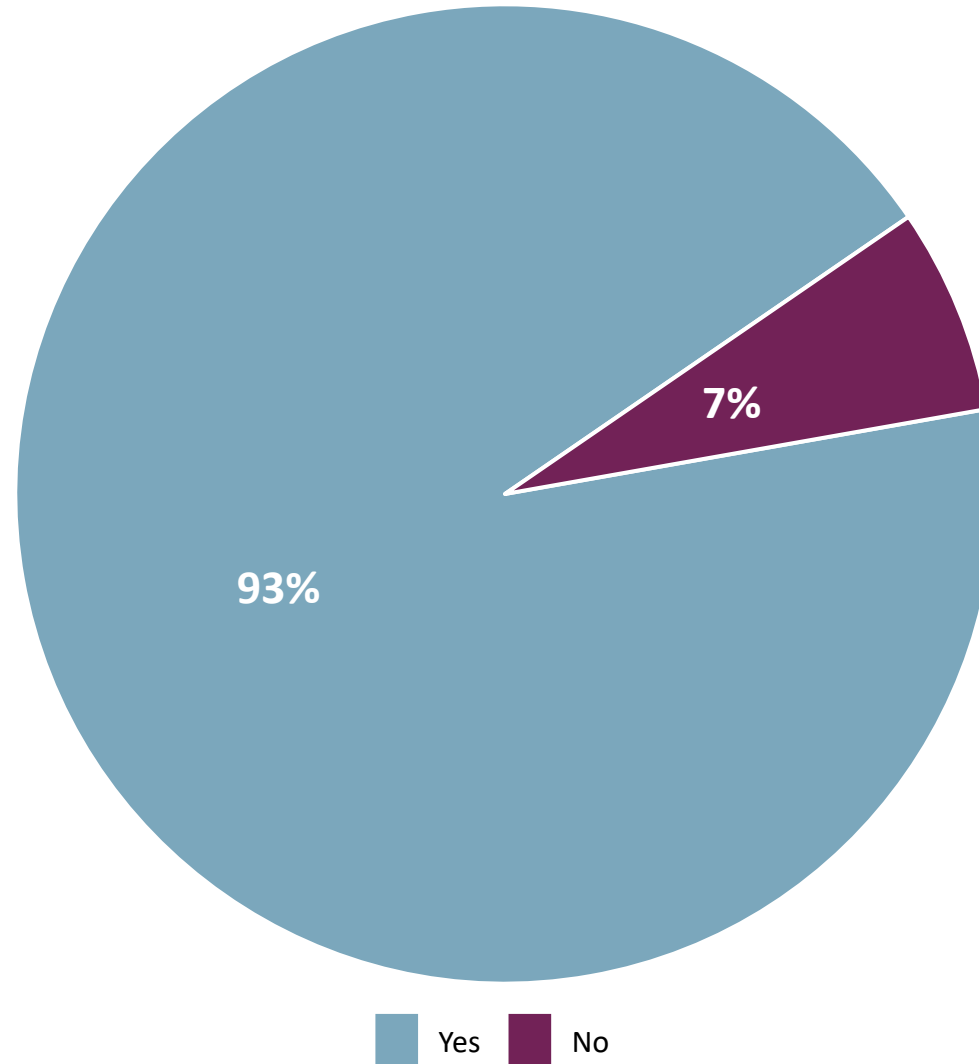
# Q7. Are You Aware Of The Council Priorities And The City's Strategic Plan (Performance Measures)?: Trends

by percentage of respondents (excluding "don't know" responses)



# Q8. Are You Proud To Work For The City Of Tempe?

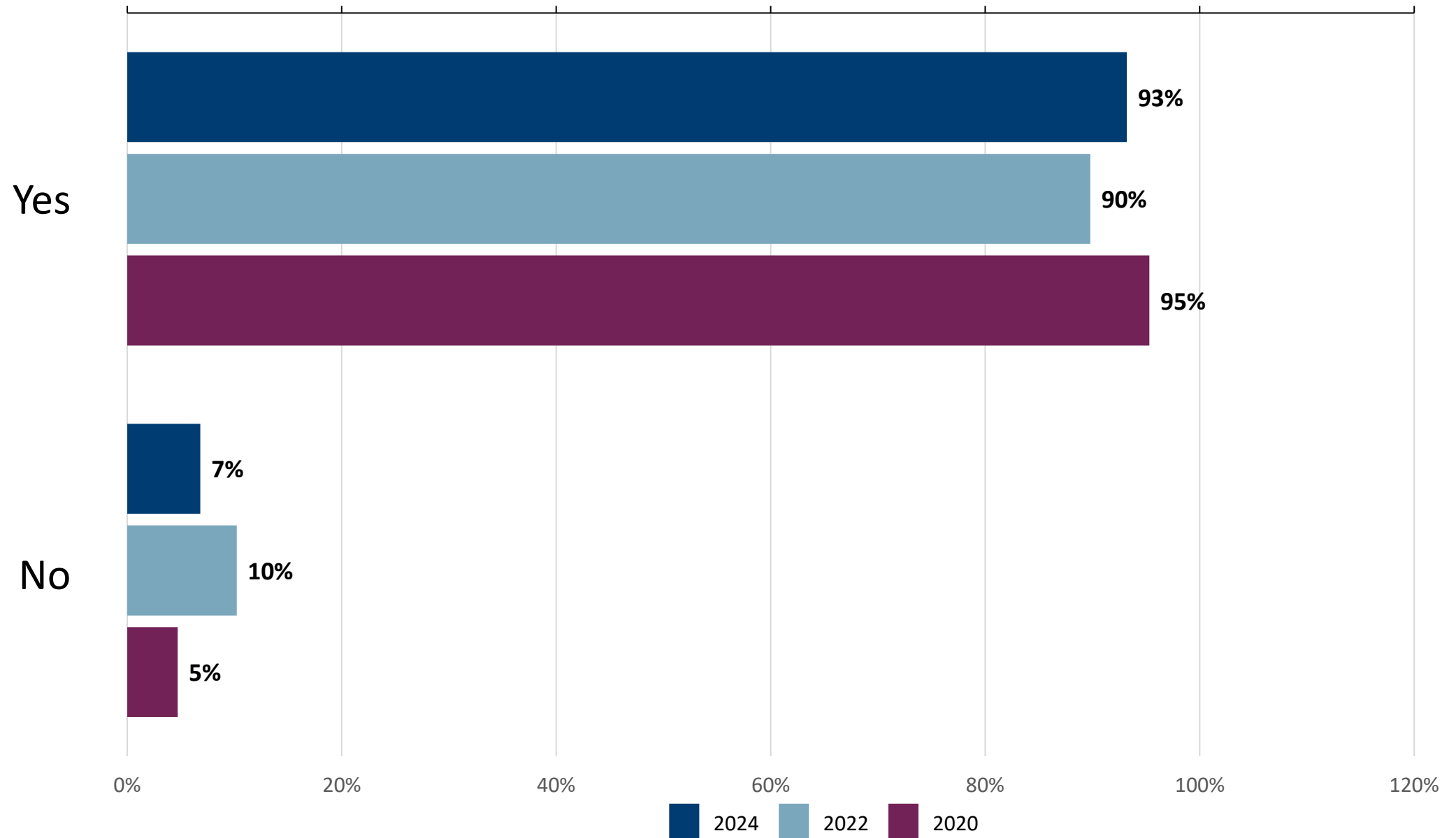
by percentage of respondents (excluding “not provided” responses)



\*Some totals do not equal 100% due to rounding.

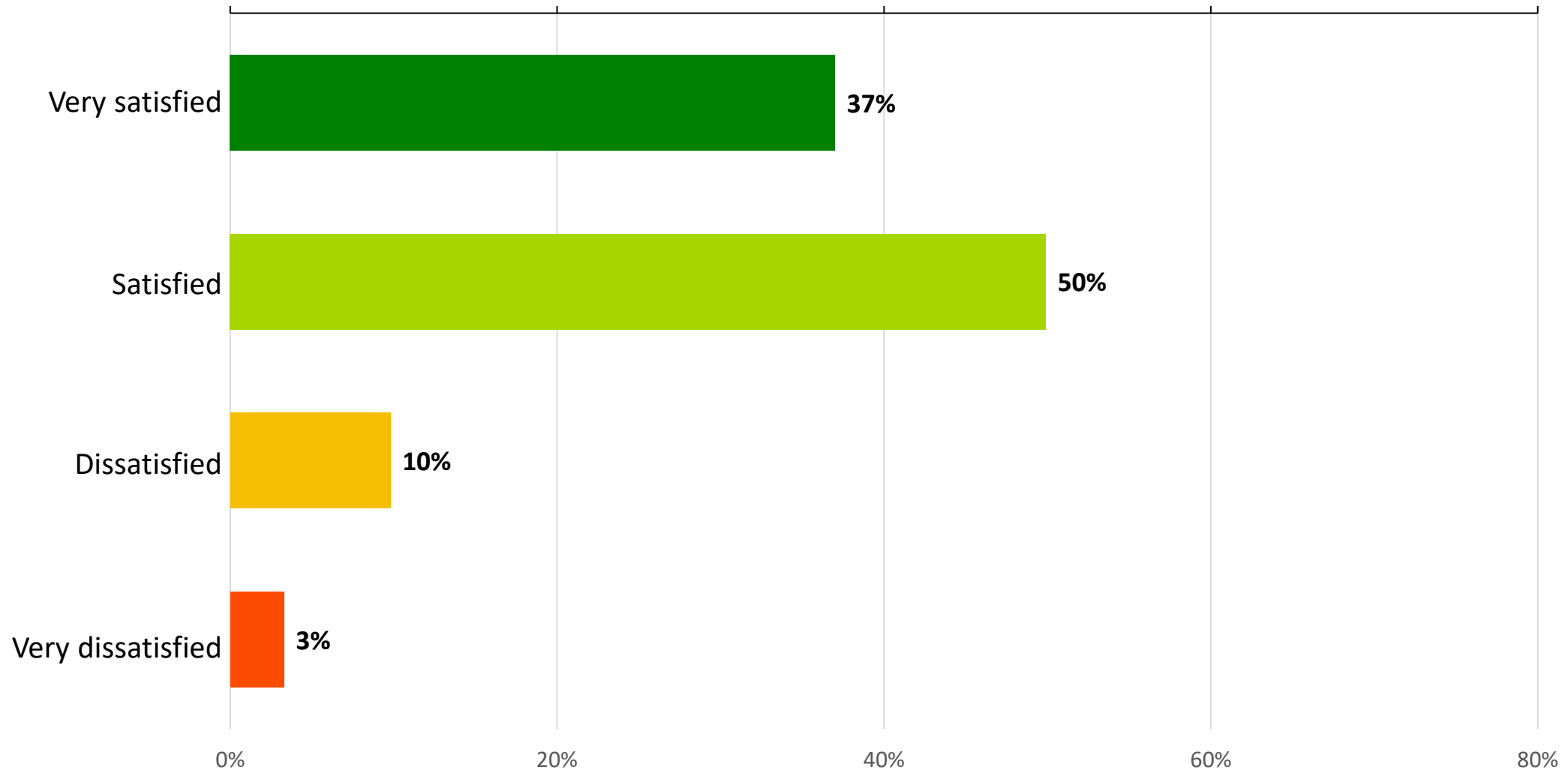
# Q8. Are You Proud To Work For The City Of Tempe?: Trends

by percentage of respondents (excluding "don't know" responses)



# Q9. Overall, How Satisfied Are You With Your Current Job?

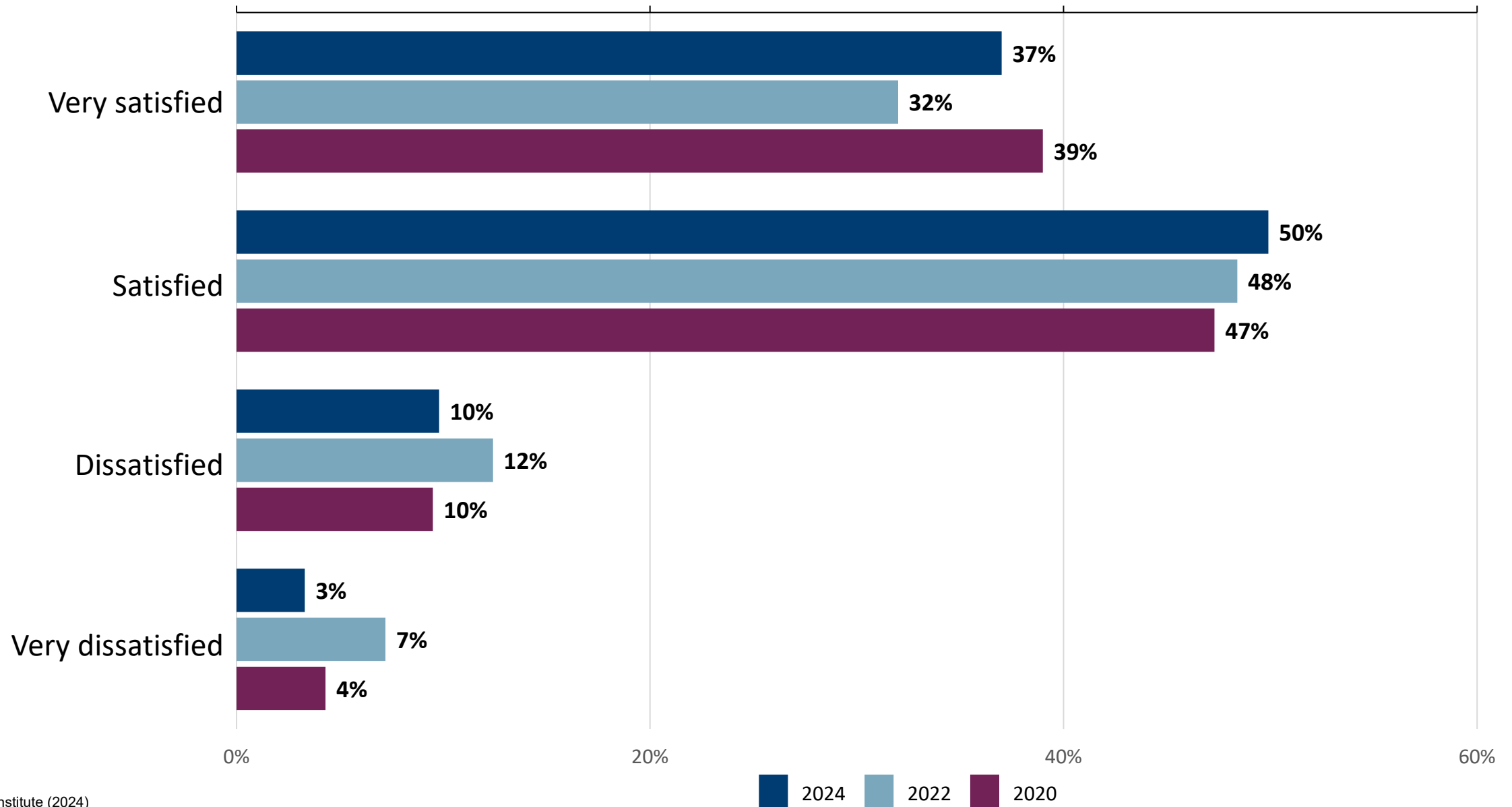
by percentage of respondents (excluding "don't know" responses)



\*Some totals do not equal 100% due to rounding.

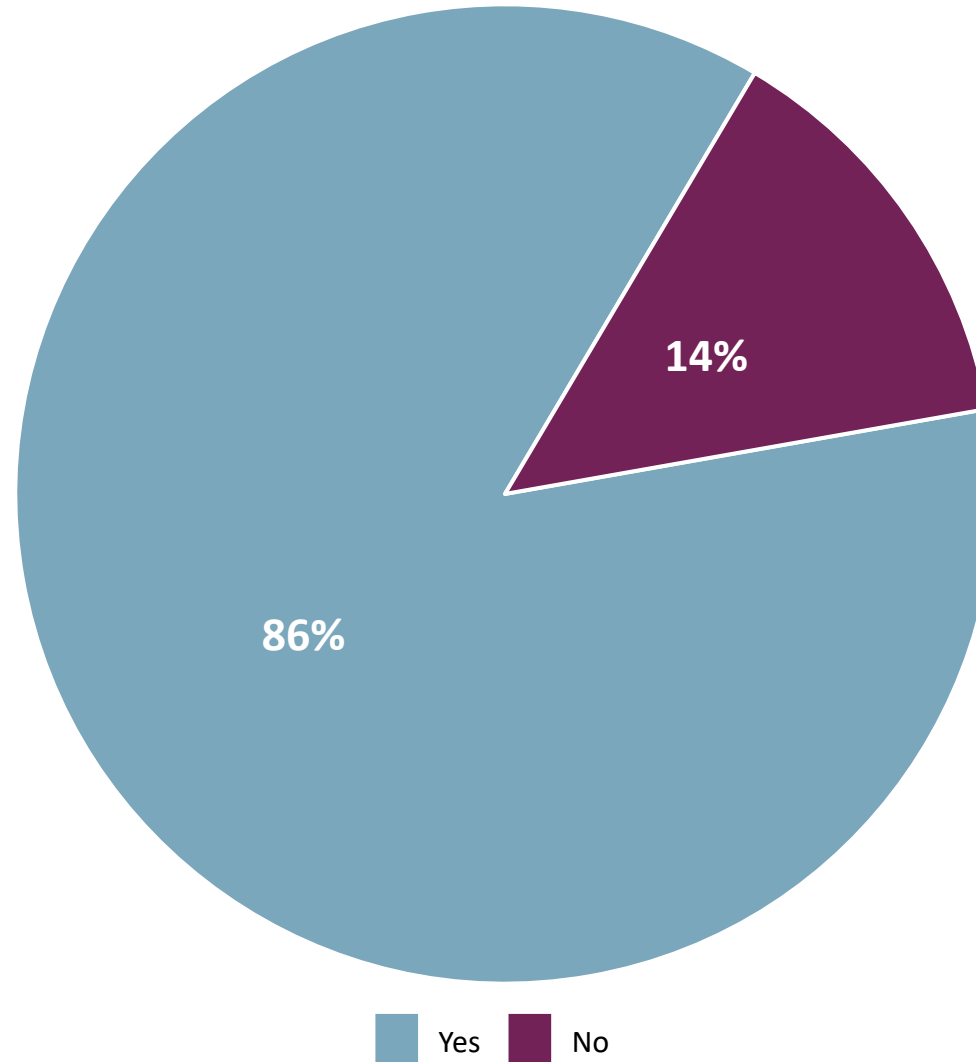
# Q9. Overall, How Satisfied Are You With Your Current Job?: Trends

by percentage of respondents (excluding “don't know” responses)



# Q10. Would You Recommend The City Of Tempe As A Place To Work, To A Friend Or Relative?

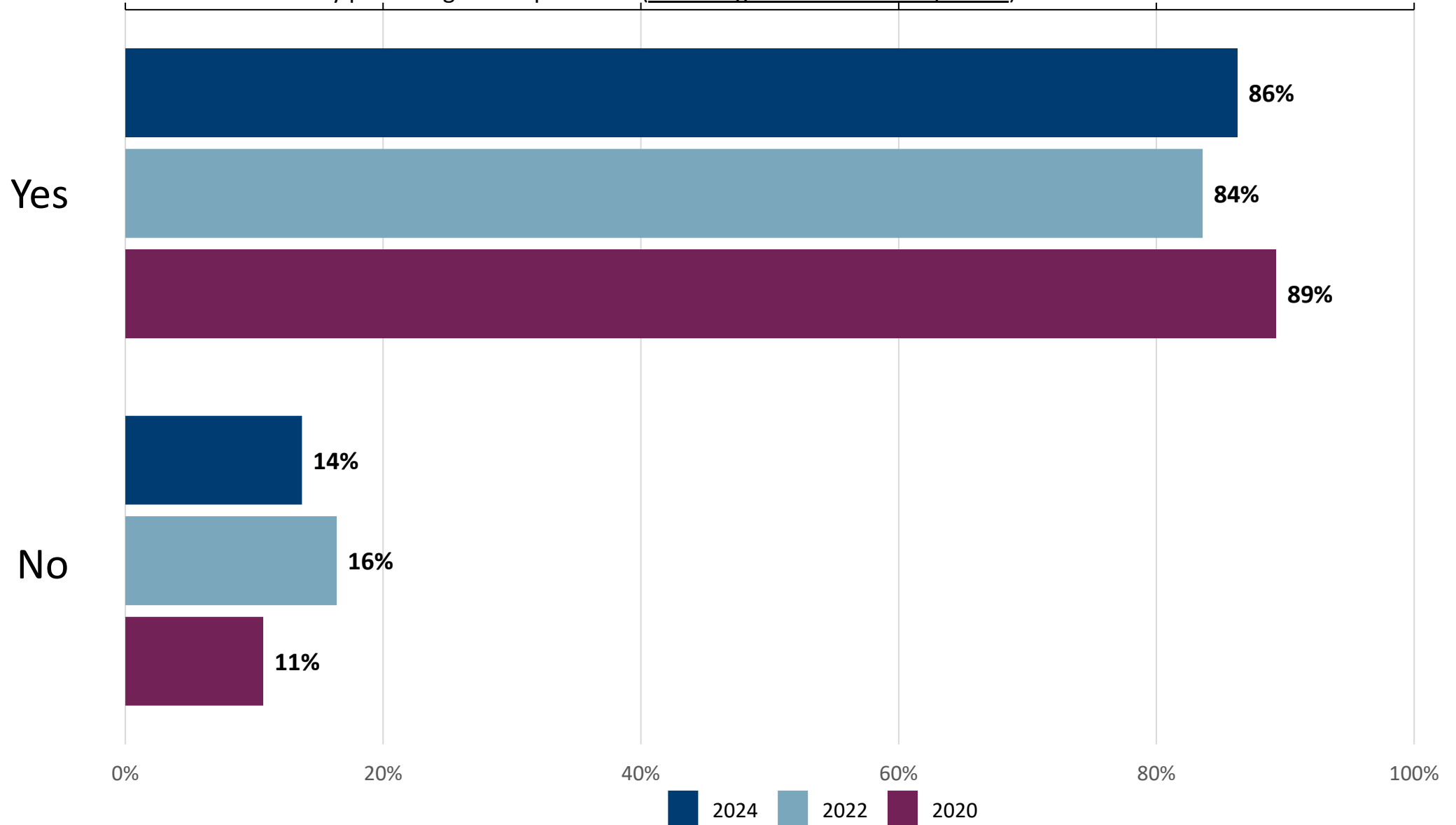
by percentage of respondents (excluding “not provided” responses)



\*Some totals do not equal 100% due to rounding.

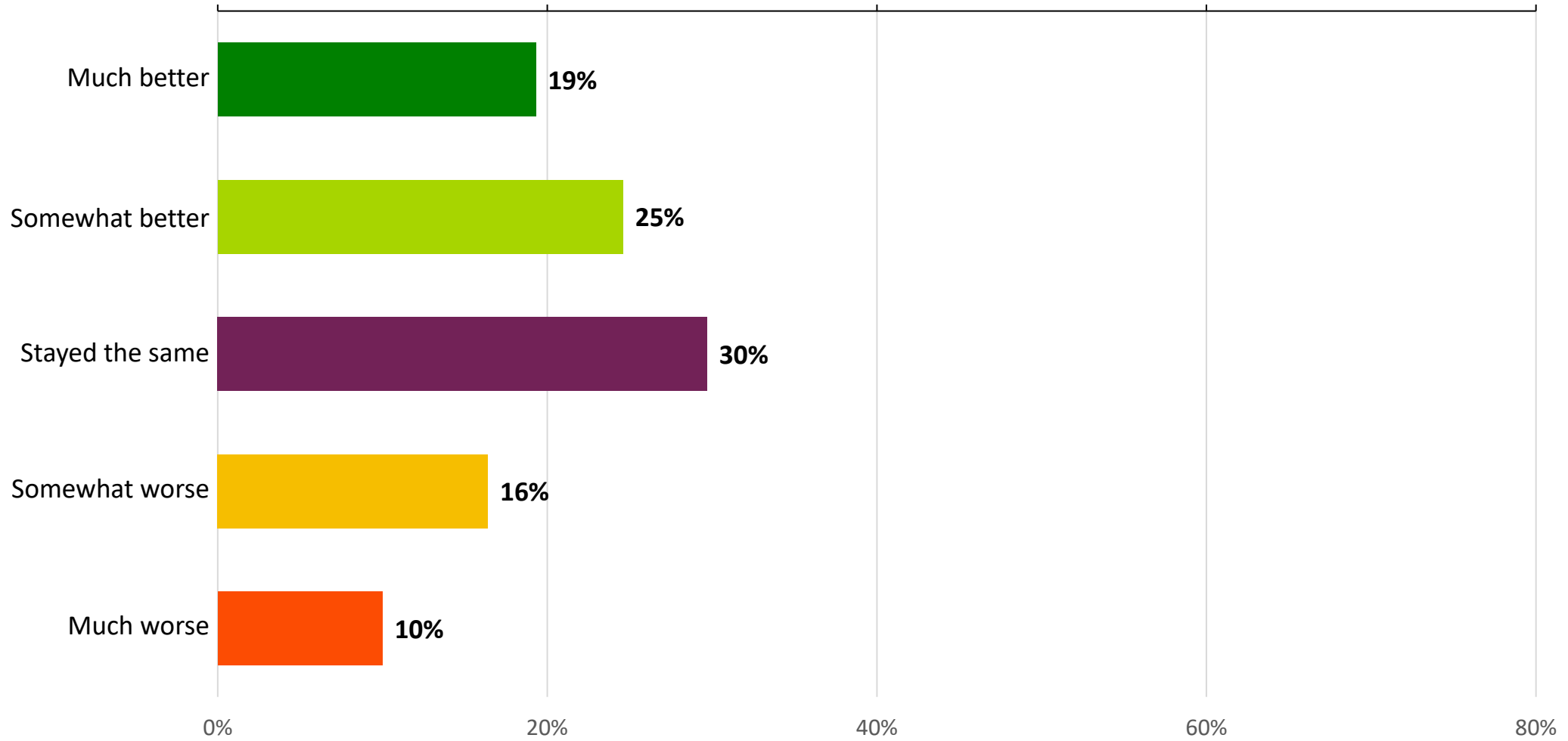
# Q10. Would You Recommend The City Of Tempe As A Place To Work, To A Friend Or Relative?: Trends

by percentage of respondents (excluding "don't know" responses)



# Q11. How Has The Quality Of The Environment In Your Work Area Changed Within The Last Two Years, Working For The City Of Tempe?

by percentage of respondents (excluding "don't know" responses)

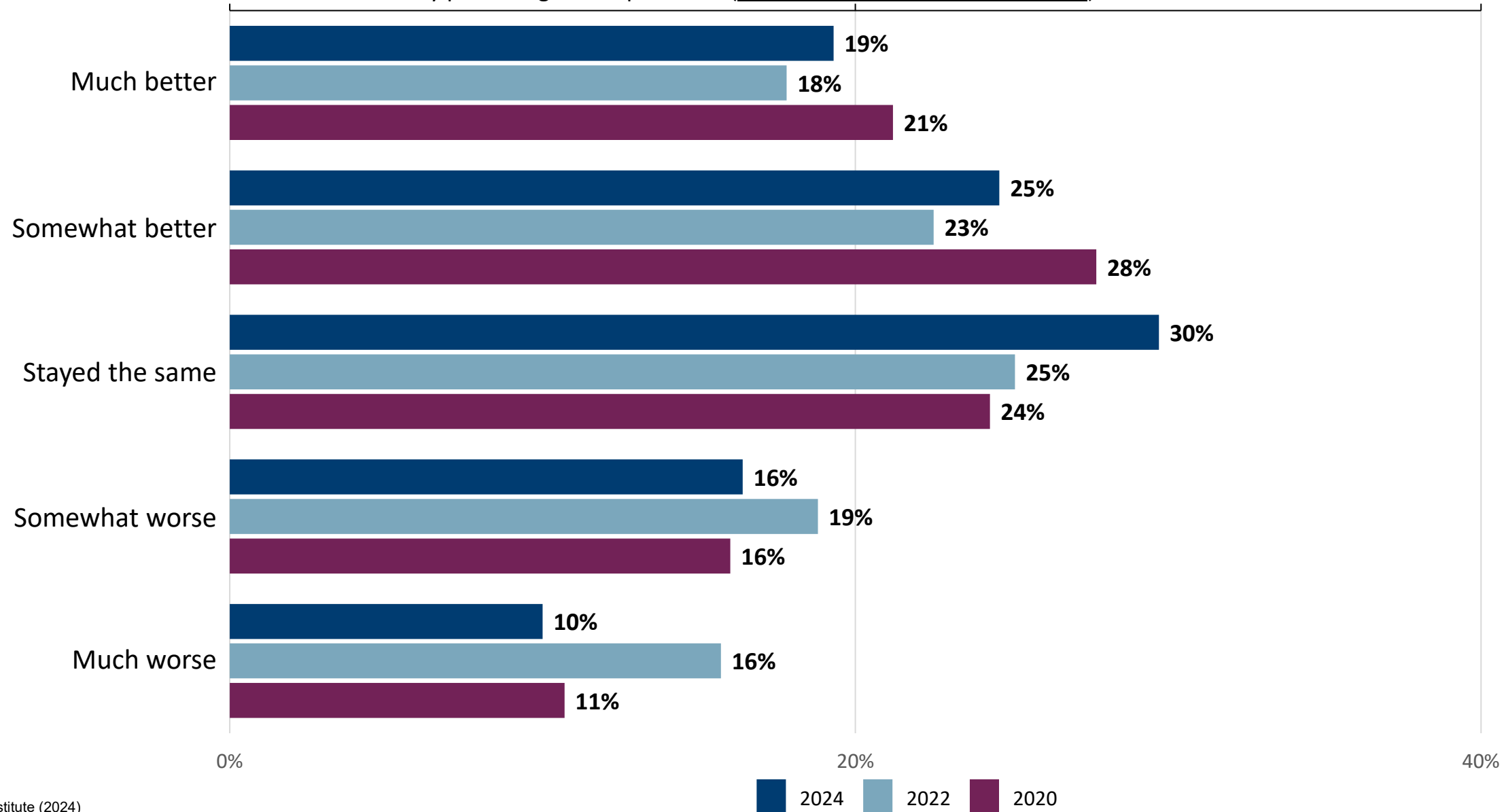


\*Some totals do not equal 100% due to rounding.



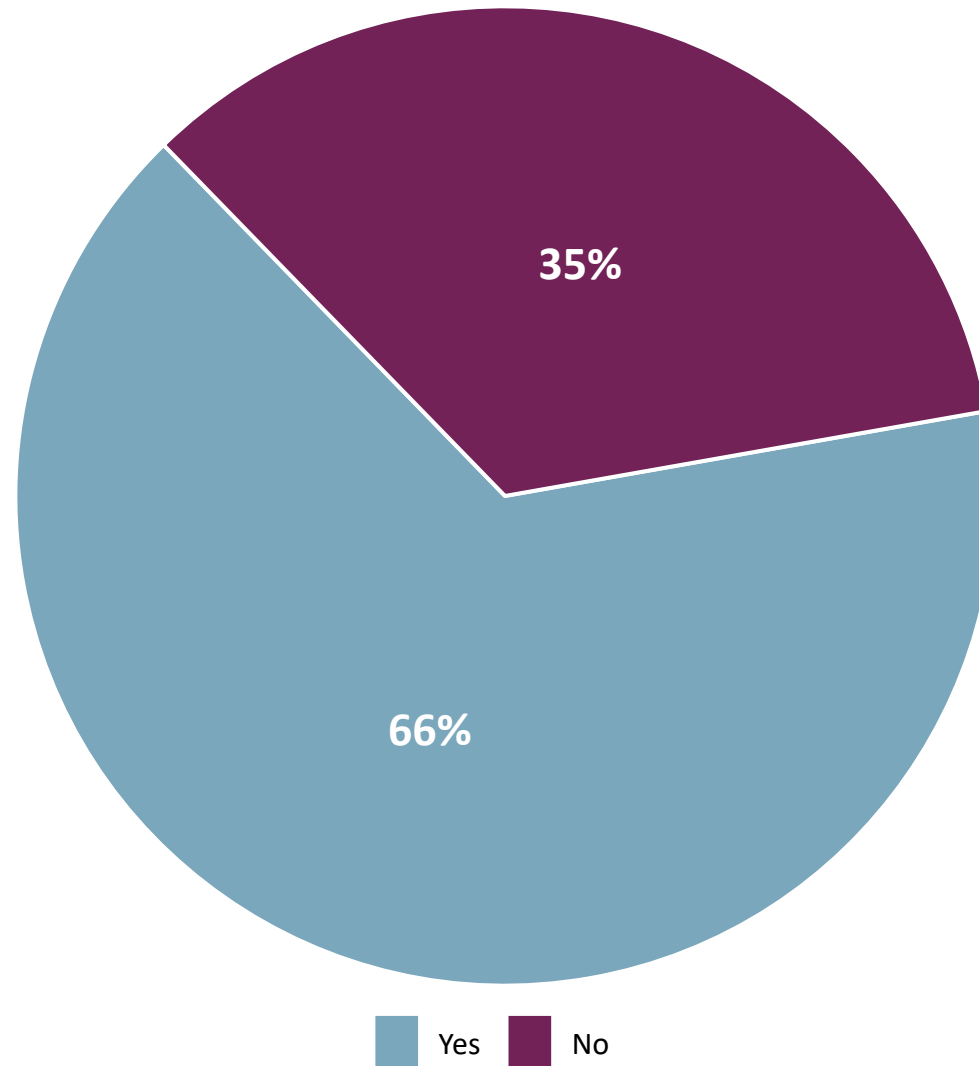
# Q11. How Has The Quality Of The Environment In Your Work Area Changed Within The Last Two Years, Working For The City Of Tempe?: Trends

by percentage of respondents (excluding "don't know" responses)



# Q12. Does The City's Working Environment And Leadership Inspire You To Go Above And Beyond The Minimum Effort That Is Required For Your Job?

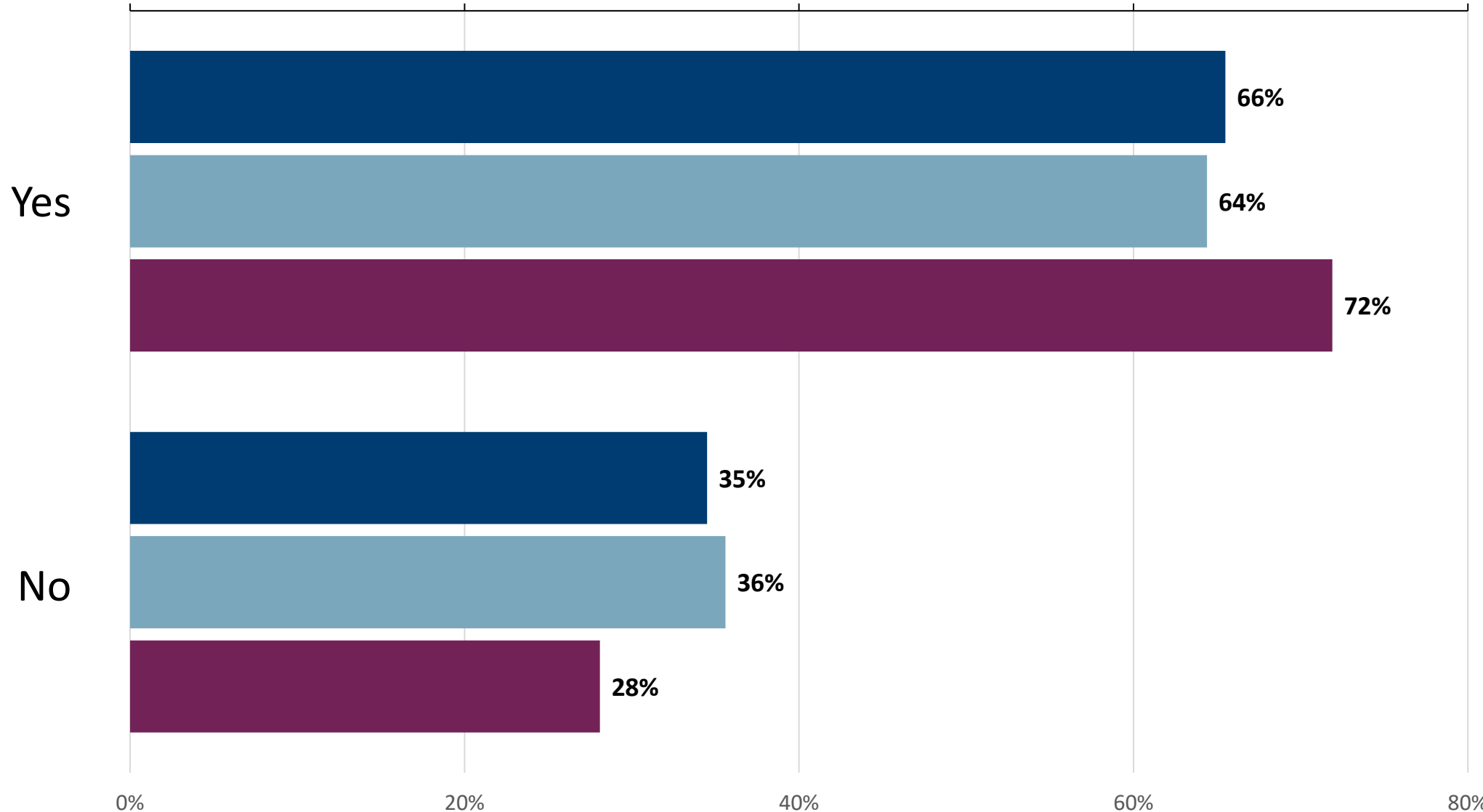
by percentage of respondents (excluding "not provided" responses)



\*Some totals do not equal 100% due to rounding.

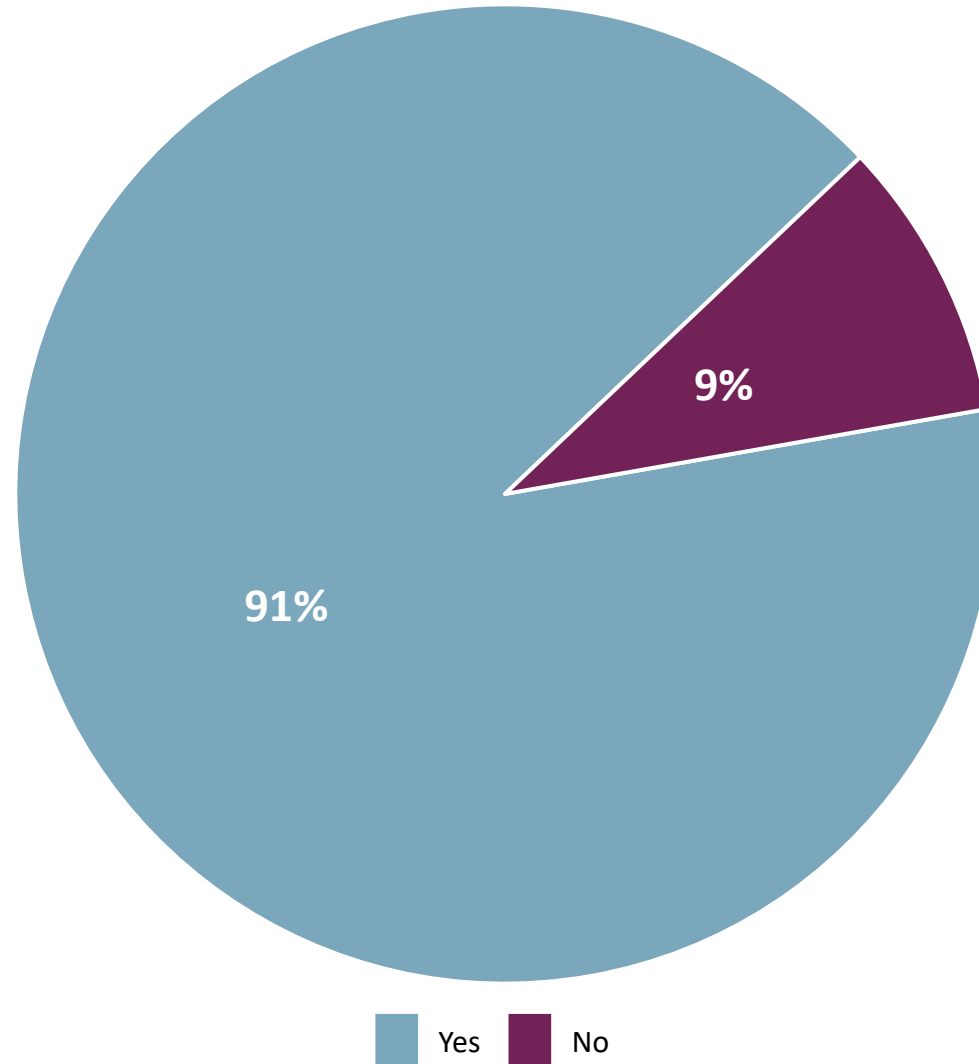
# Q12. Does The City's Working Environment And Leadership Inspire You To Go Above And Beyond The Minimum Effort That Is Required For Your Job?: Trends

by percentage of respondents (excluding "don't know" responses)



# Q13. I Would Like To Finish My Public Service Career With The City Of Tempe.

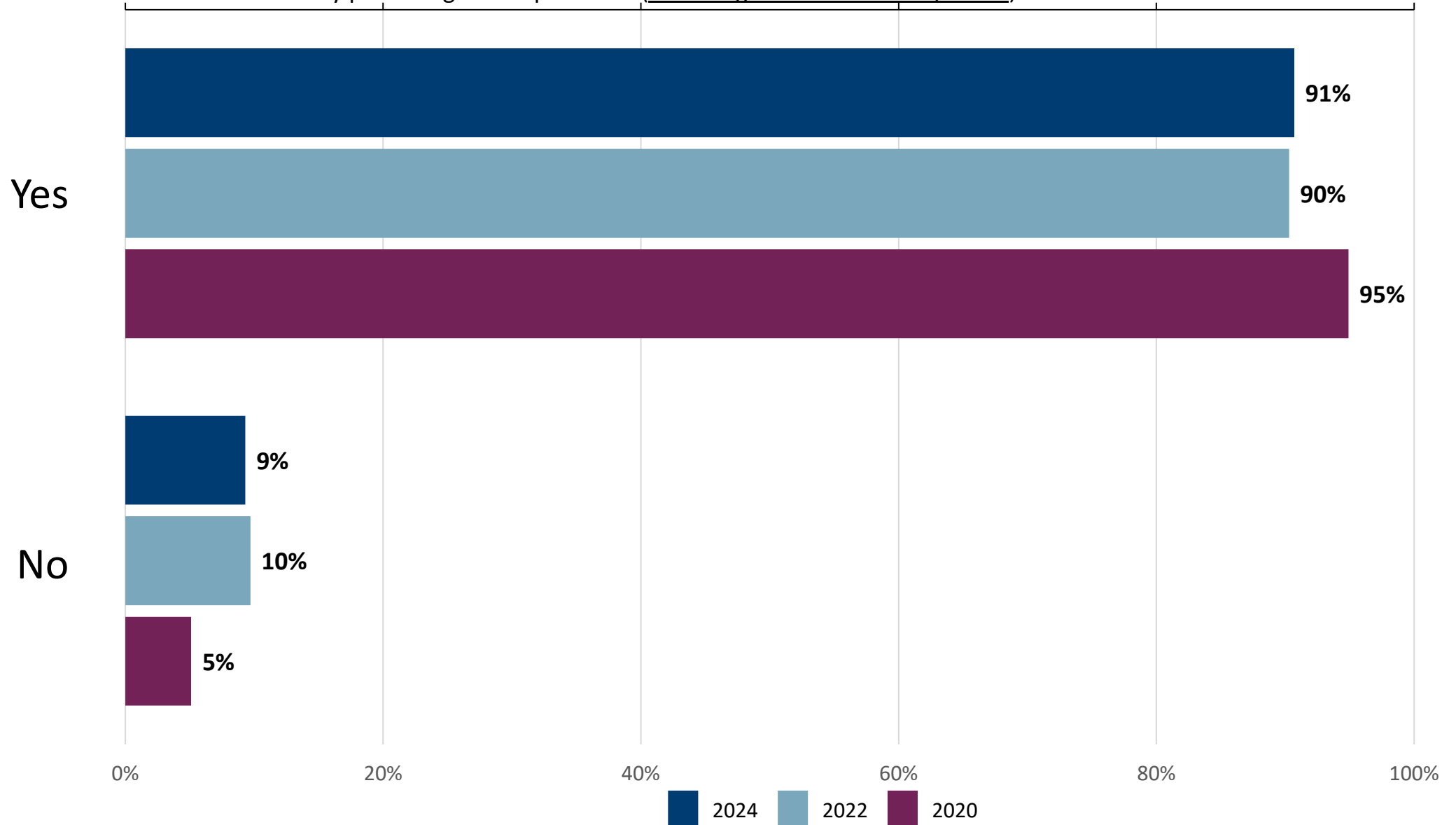
by percentage of respondents (excluding “not provided” responses)



\*Some totals do not equal 100% due to rounding.

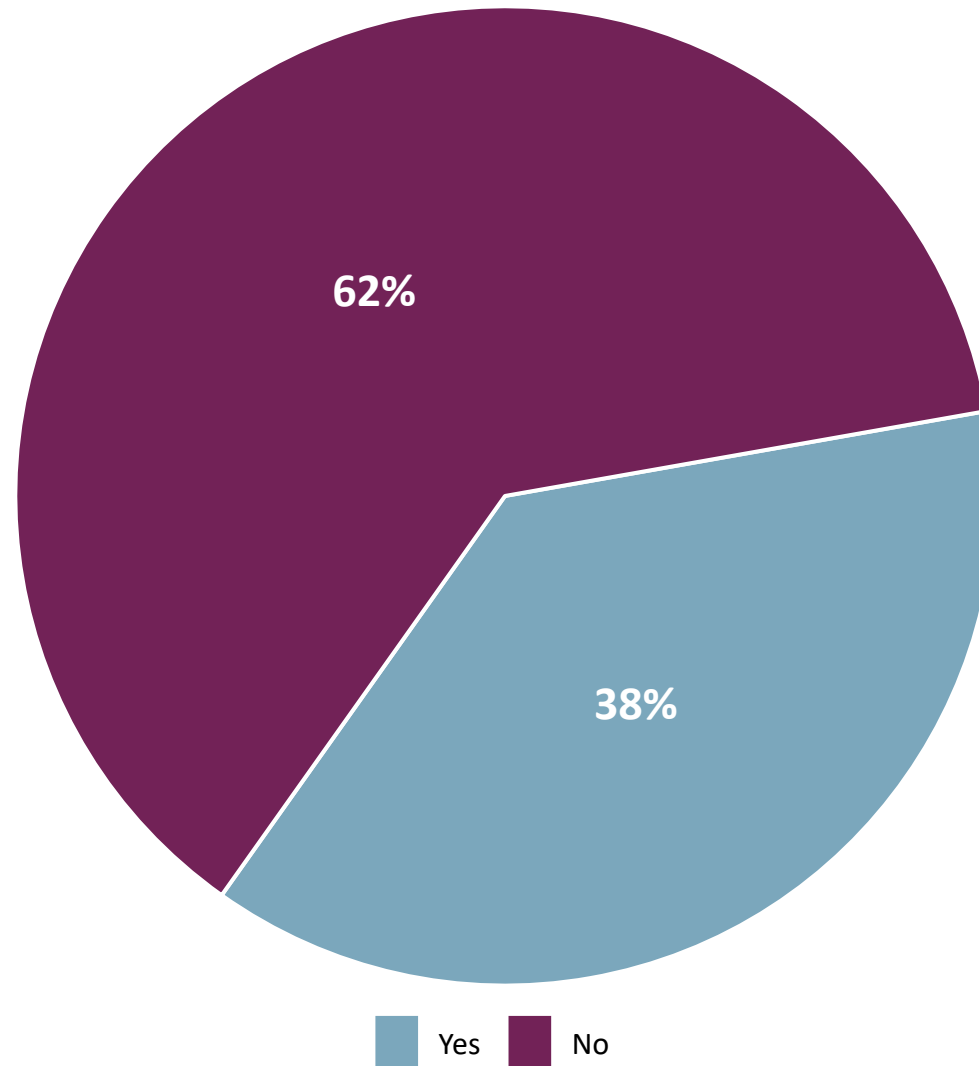
# Q13. I Would Like To Finish My Public Service Career With The City Of Tempe: Trends

by percentage of respondents (excluding "don't know" responses)



# Q14. I Have Applied For A New Position Within The City Of Tempe In The Past Two Years.

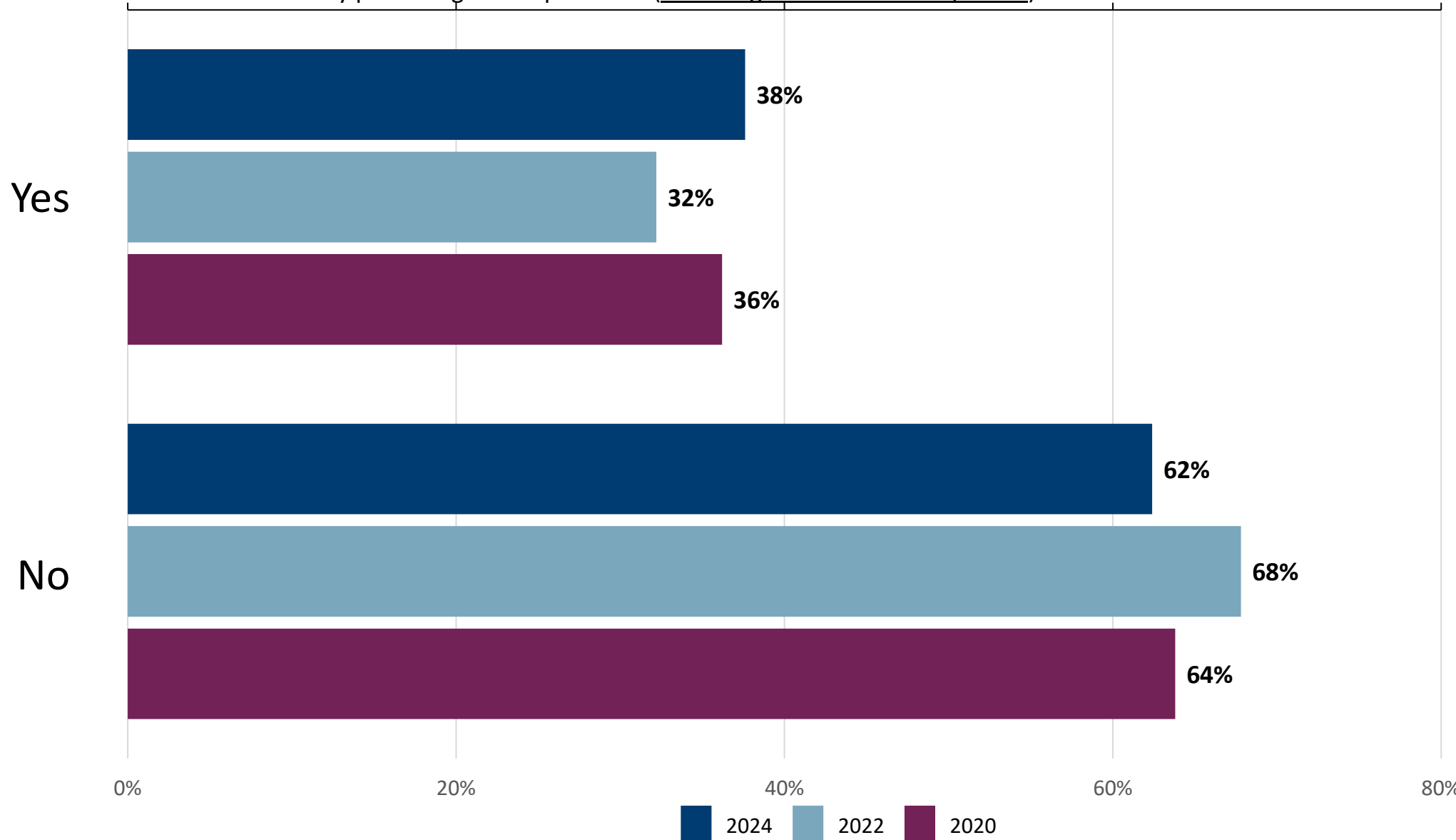
by percentage of respondents (excluding “not provided” responses)



\*Some totals do not equal 100% due to rounding.

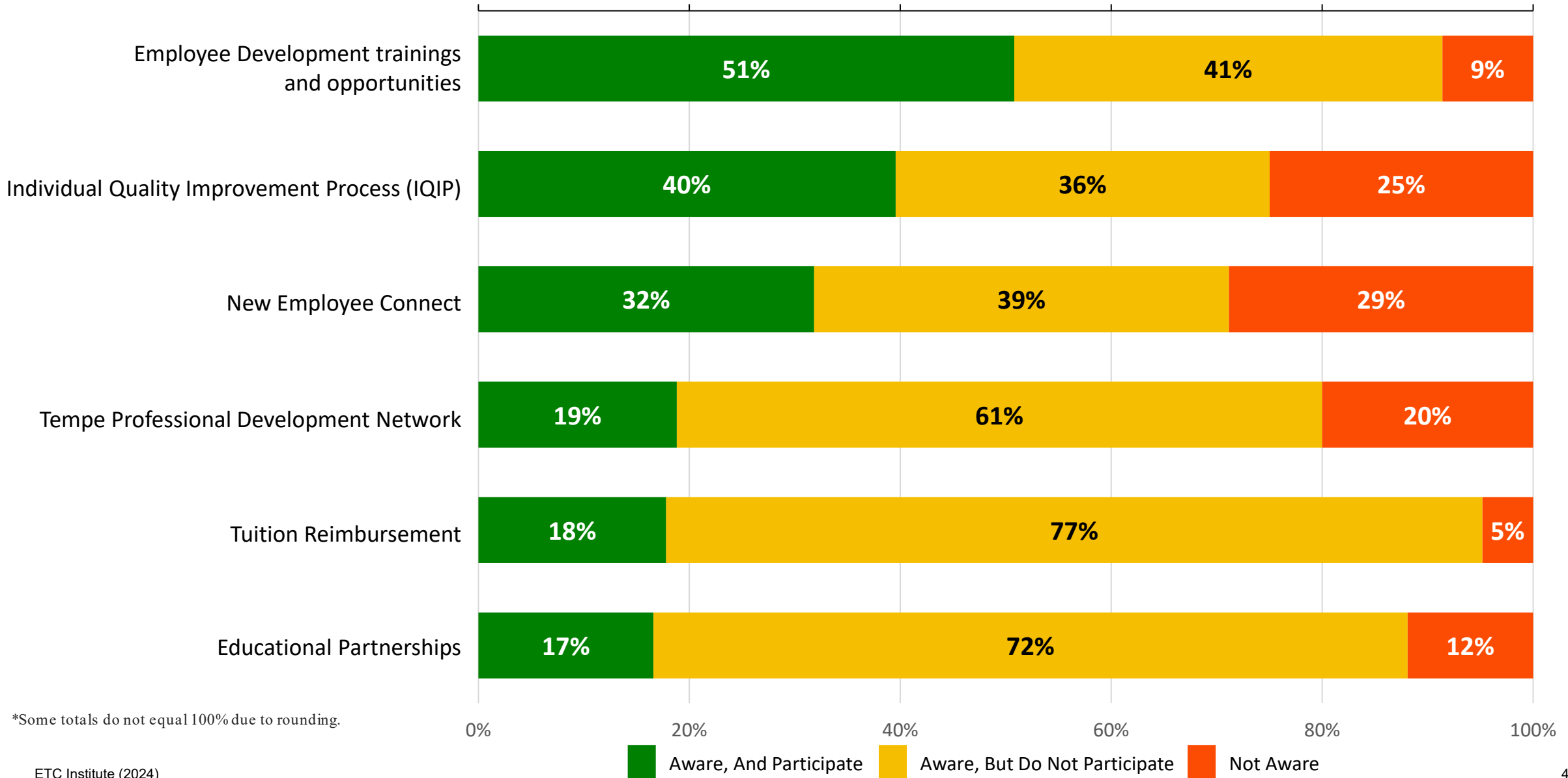
# Q14. I Have Applied For A New Position Within The City Of Tempe In The Past Two Years: Trends

by percentage of respondents (excluding "don't know" responses)



# Q15. Awareness With Each Of The Following Programs

by percentage of respondents (excluding “don't know” responses)

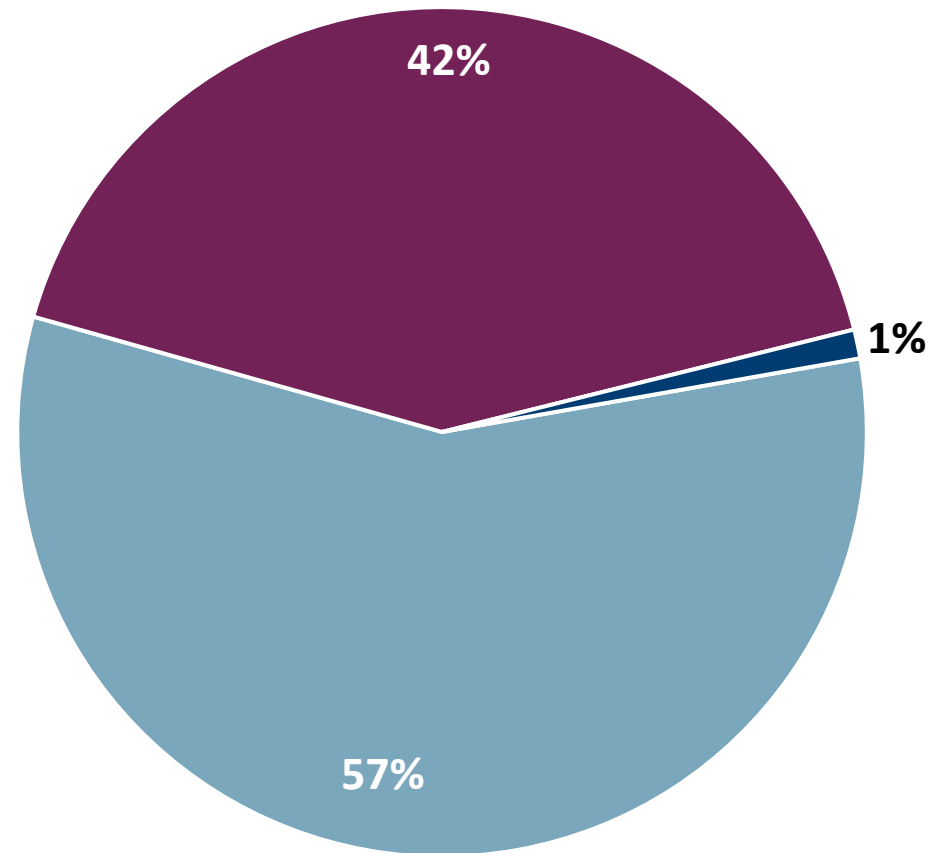




# Demographics

# Q16. What Gender Do You Identify With?

by percentage of respondents (excluding “not provided” responses)

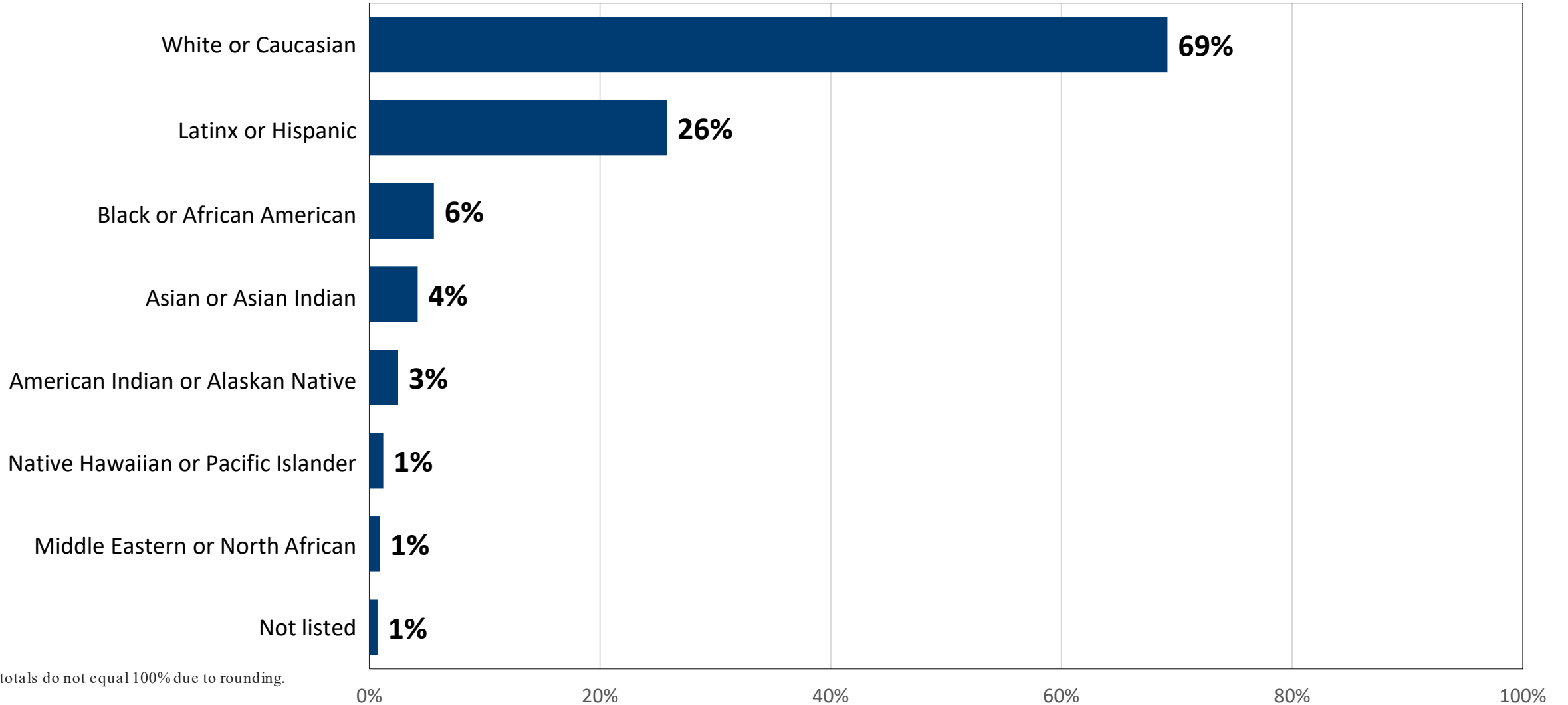


Male Female Non-Conforming

\*Some totals do not equal 100% due to rounding.

# Q17. Which Of The Following Describes Your Racial Or Ethnic Identity?

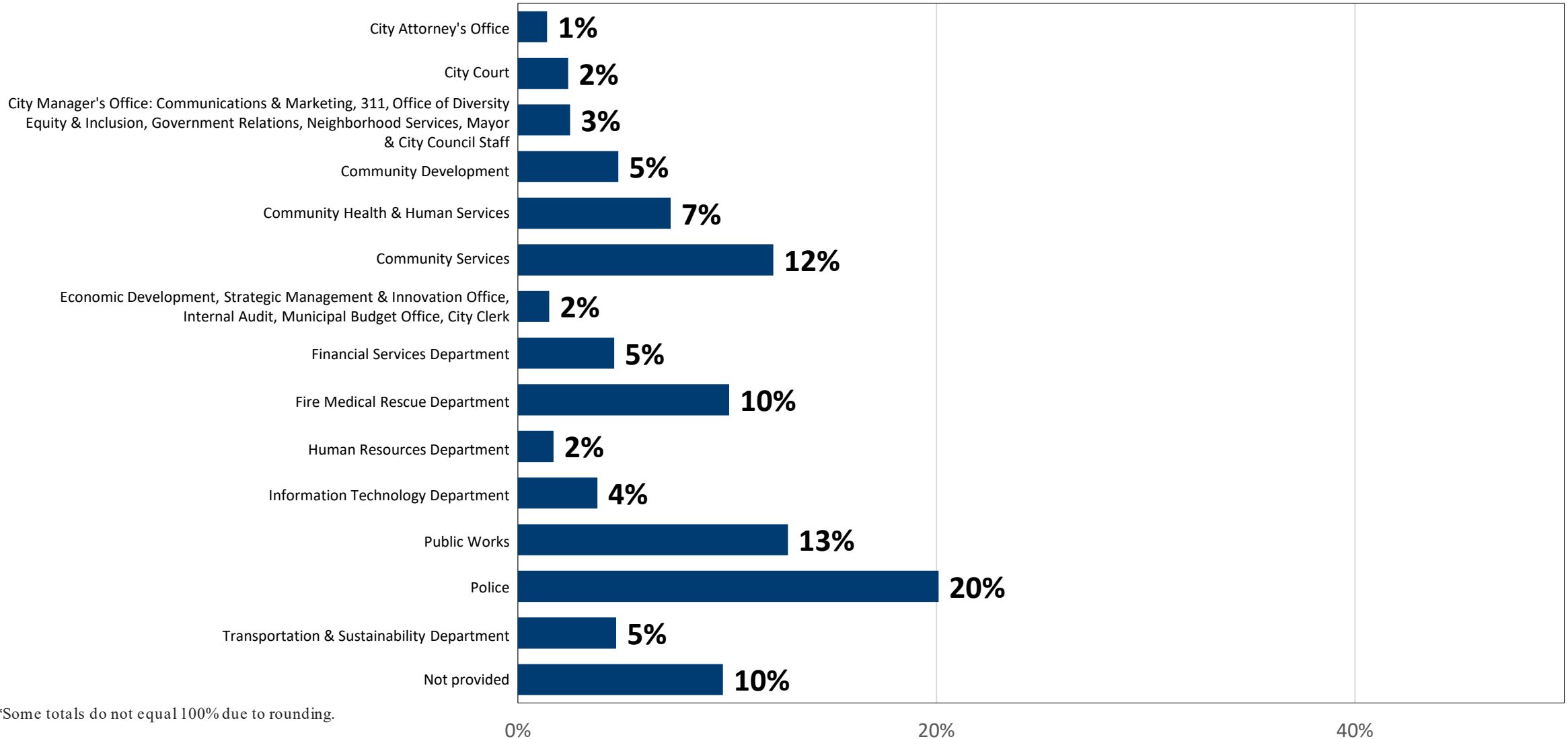
by percentage of respondents (excluding “prefer not to answer” responses)



\*Some totals do not equal 100% due to rounding.

# Q18. In Which Department Do You Work?

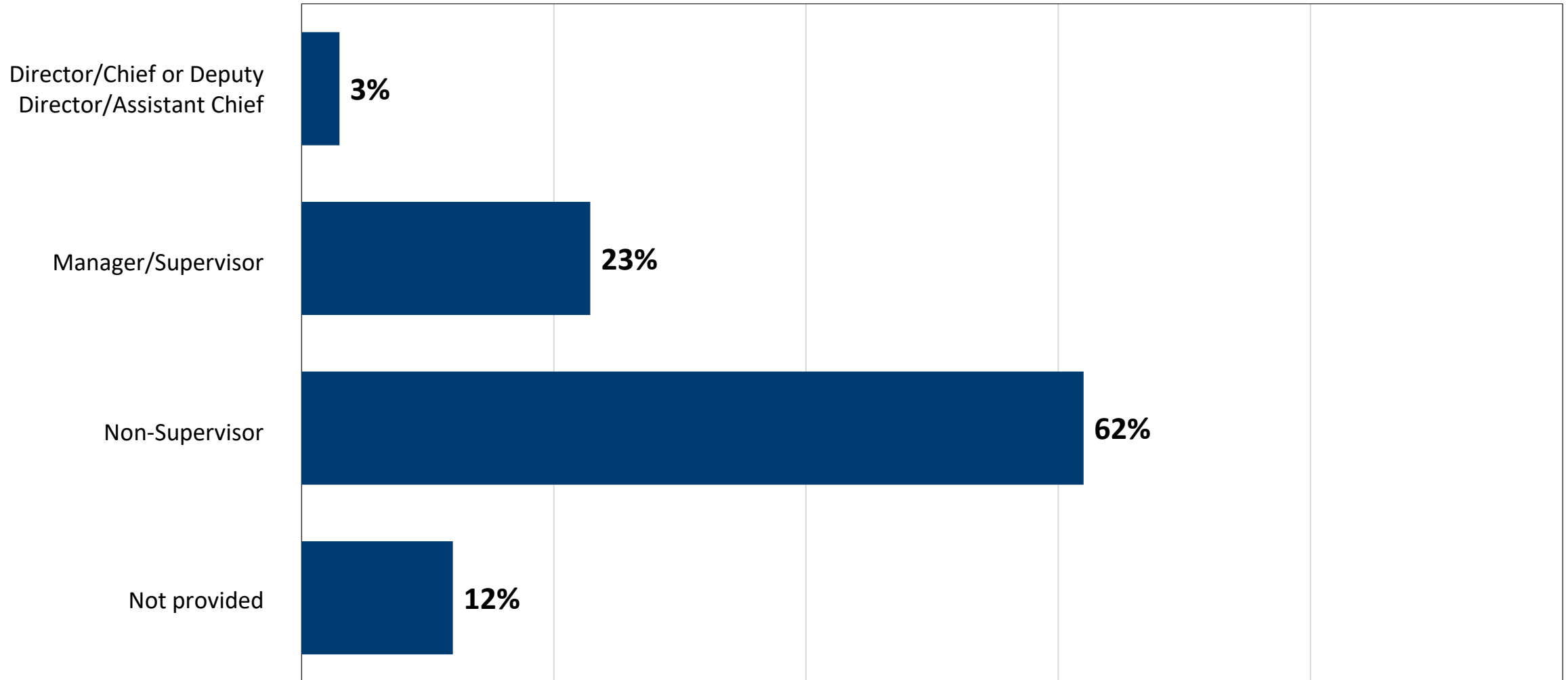
by percentage of respondents



\*Some totals do not equal 100% due to rounding.

# Q19. Which Role Type Best Describes Your Position?

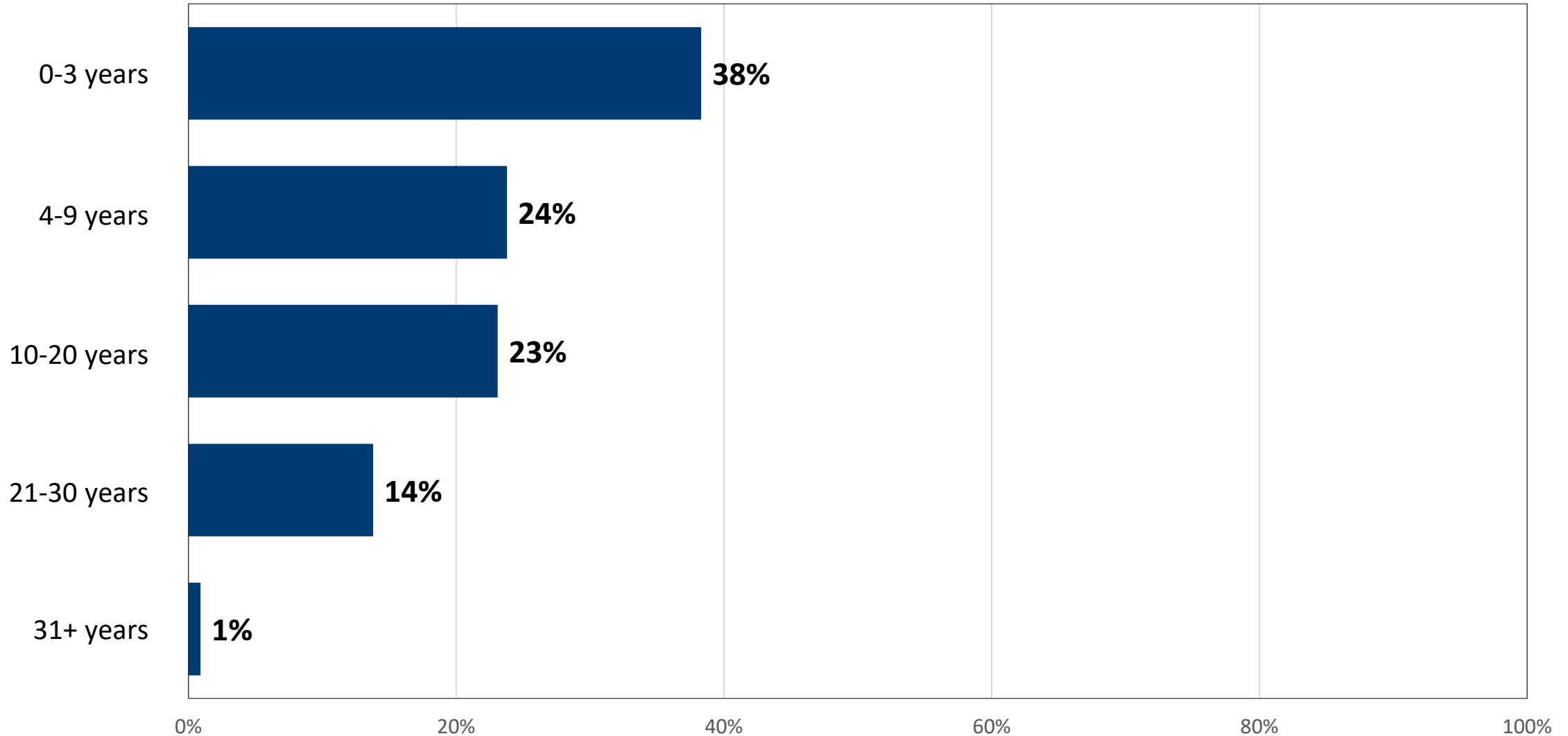
by percentage of respondents



\*Some totals do not equal 100% due to rounding.

# Q20. How Long Have You Worked For The City?

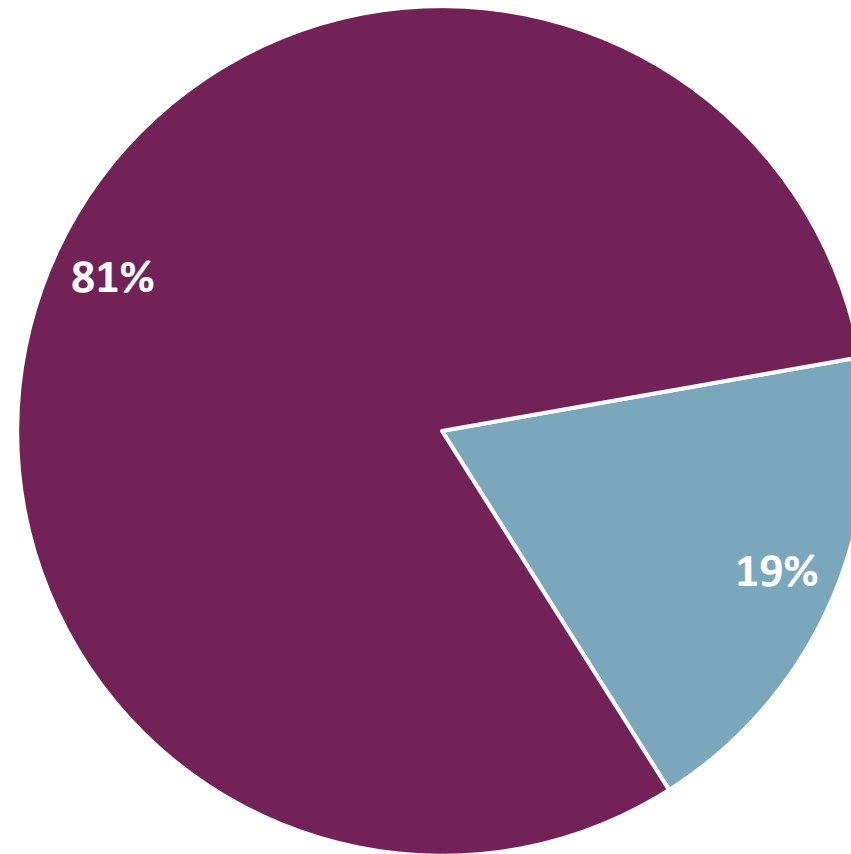
by percentage of respondents (excluding “not provided” responses)



\*Some totals do not equal 100% due to rounding.

# Q21. Are You Currently A Resident Of Tempe?

by percentage of respondents (excluding “not provided” responses)

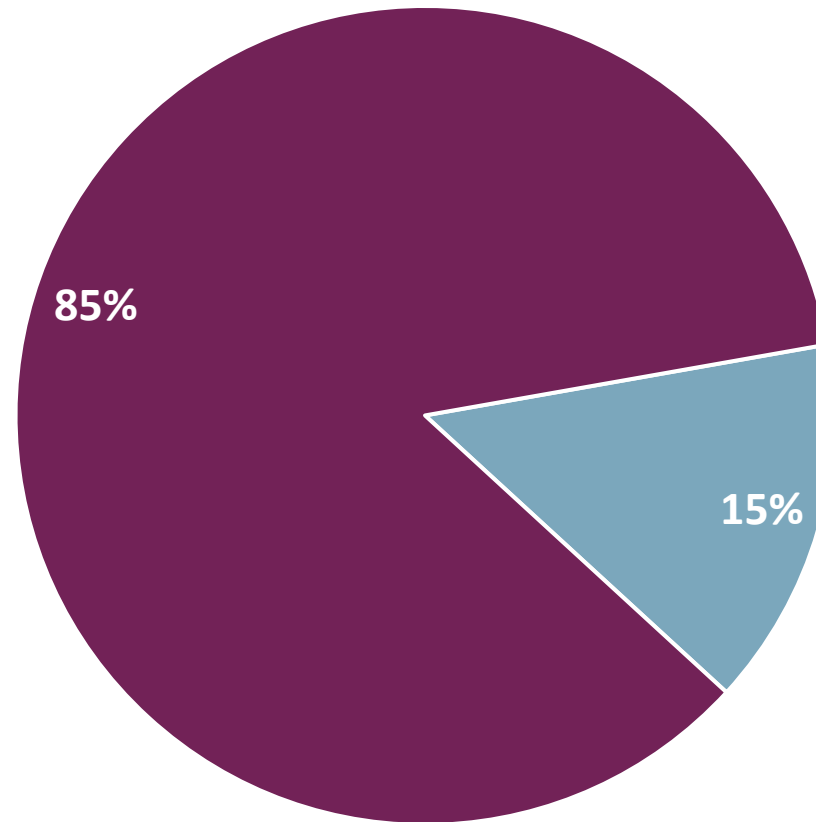


Yes No

\*Some totals do not equal 100% due to rounding.

# Q22. Do You, Or A Member Of Your Household, Have A Disability?

by percentage of respondents (excluding “not provided” responses)



Yes No

\*Some totals do not equal 100% due to rounding.





**3**

# Quadrant Priorities Analysis

# Quadrant Priorities Analysis

## City of Tempe



### Quadrant Priorities Analysis 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 Emphasis (below average importance and below average satisfaction)**

This area shows where the City is not performing well relative to the City's performance in other areas; however, this area is generally considered to be less important to employees. This area does not significantly affect overall satisfaction with employment because the items are less important to employees. 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.

# 2024 City of Tempe Employee Survey Quadrant Priorities Analysis

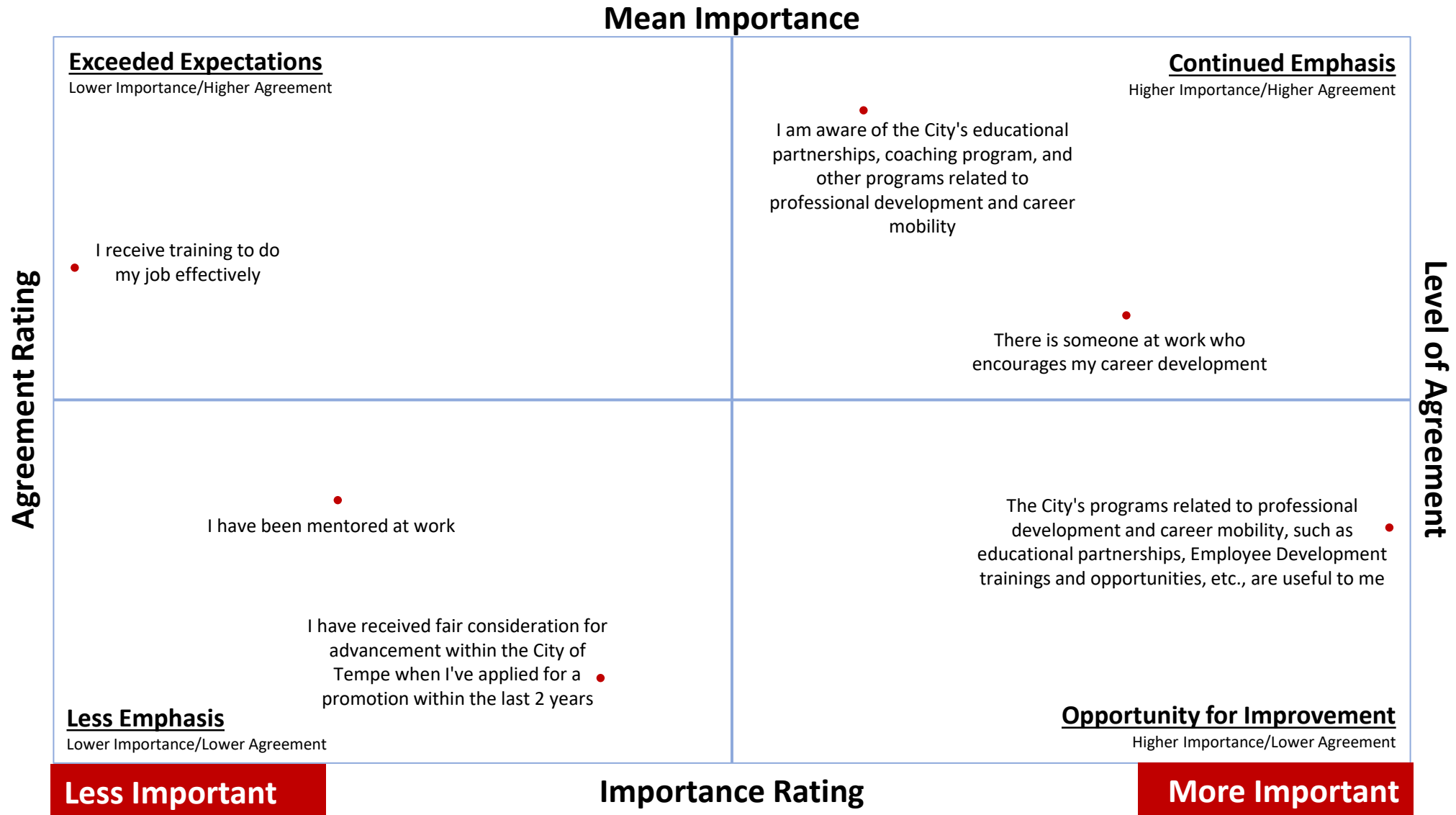
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# City of Tempe Employee Survey Quadrant Priorities Analysis

## Professional Development and Career Mobility

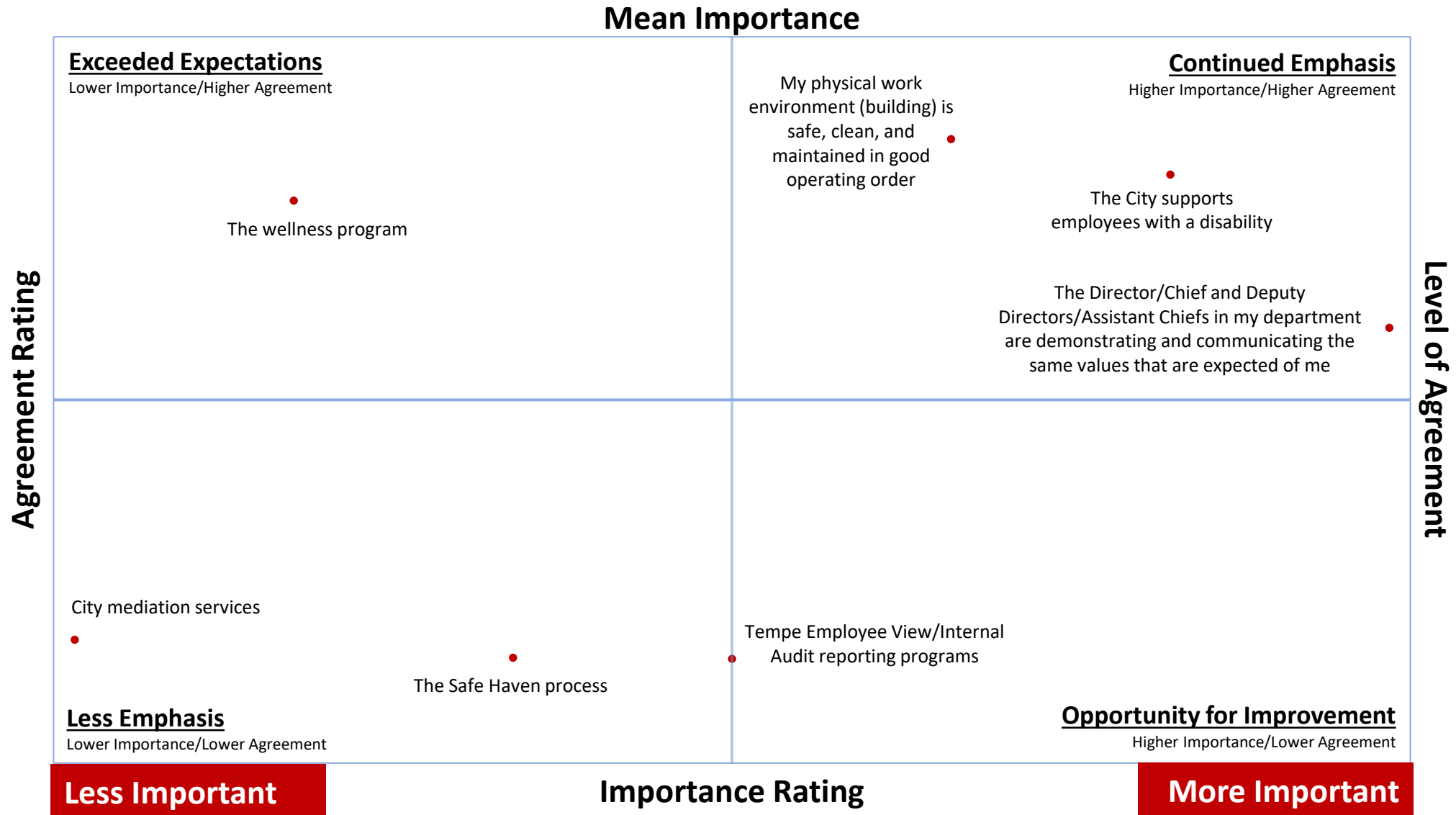
(points on the graph show the level of importance of each item based on the correlation of the item with overall satisfaction (x-axis) and the level of agreement with the statement show (y-axis))



# City of Tempe Employee Survey Quadrant Priorities Analysis

## Programs and Services That Support My Needs

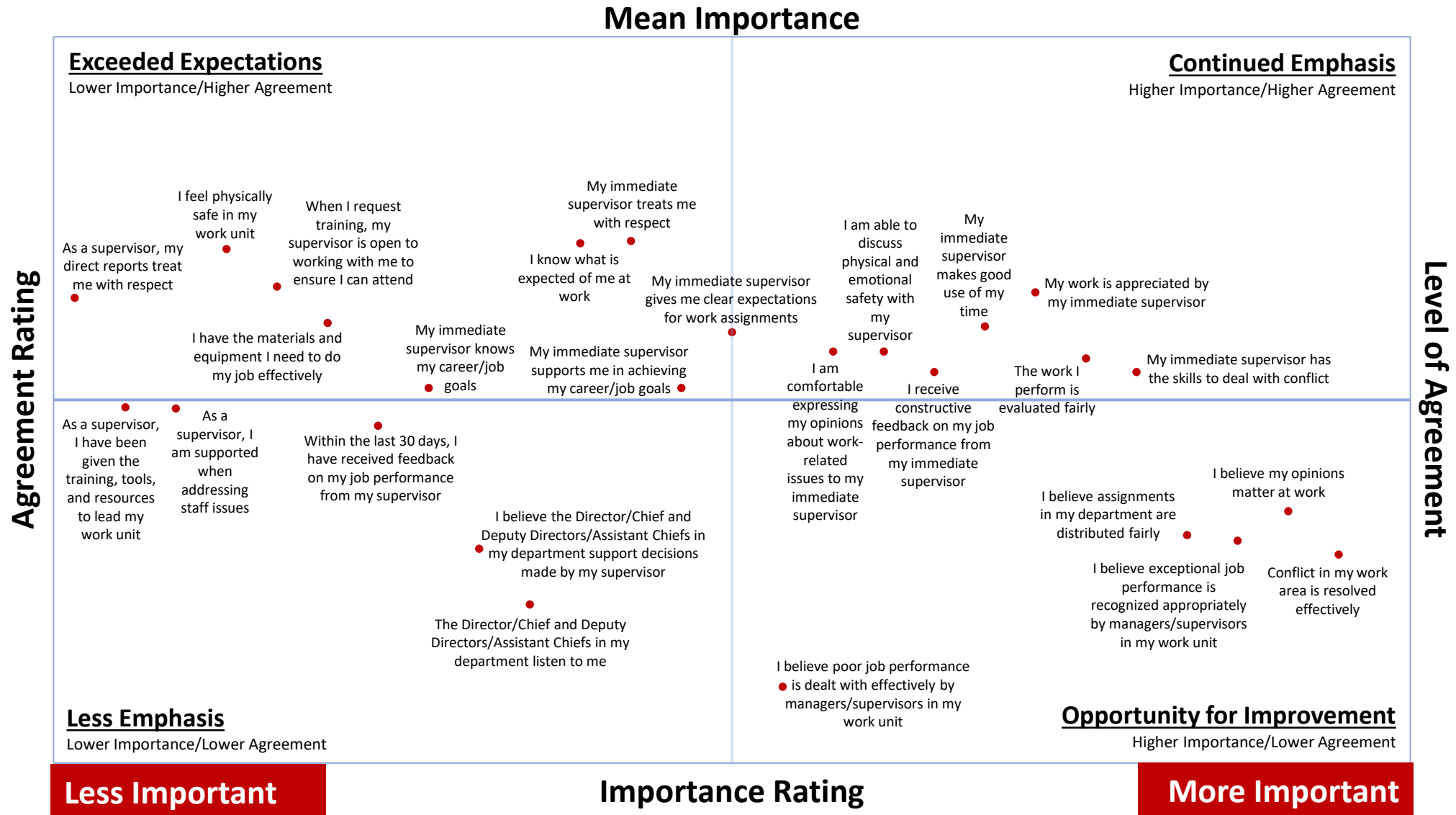
(points on the graph show the level of importance of each item based on the correlation of the item with overall satisfaction (x-axis) and the level of agreement with the statement show (y-axis))



# City of Tempe Employee Survey Quadrant Priorities Analysis

## Supervision and Working Environment

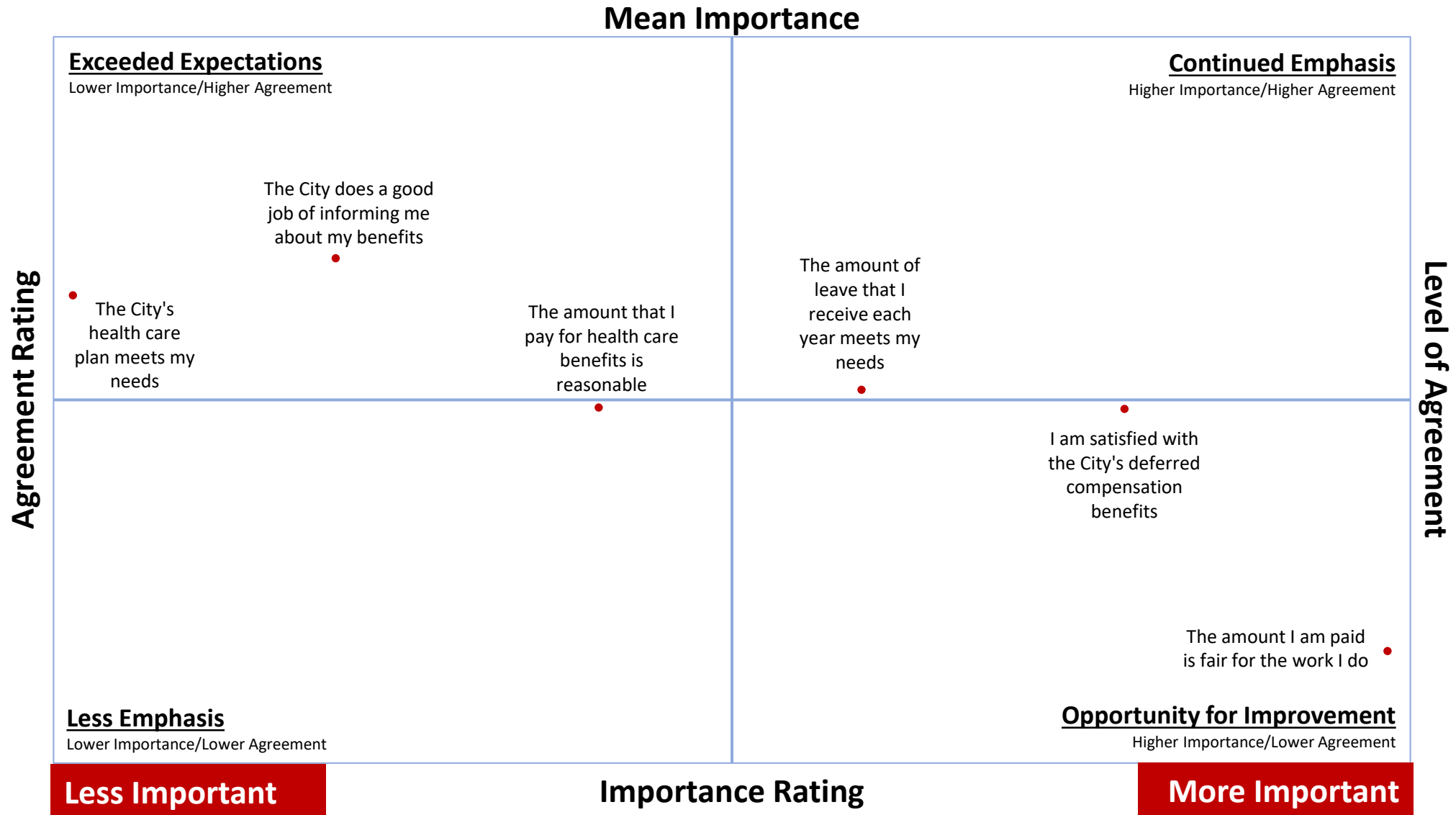
(points on the graph show the level of importance of each item based on the correlation of the item with overall satisfaction (x-axis) and the level of agreement with the statement show (y-axis))



# City of Tempe Employee Survey Quadrant Priorities Analysis

## Compensation and Benefits

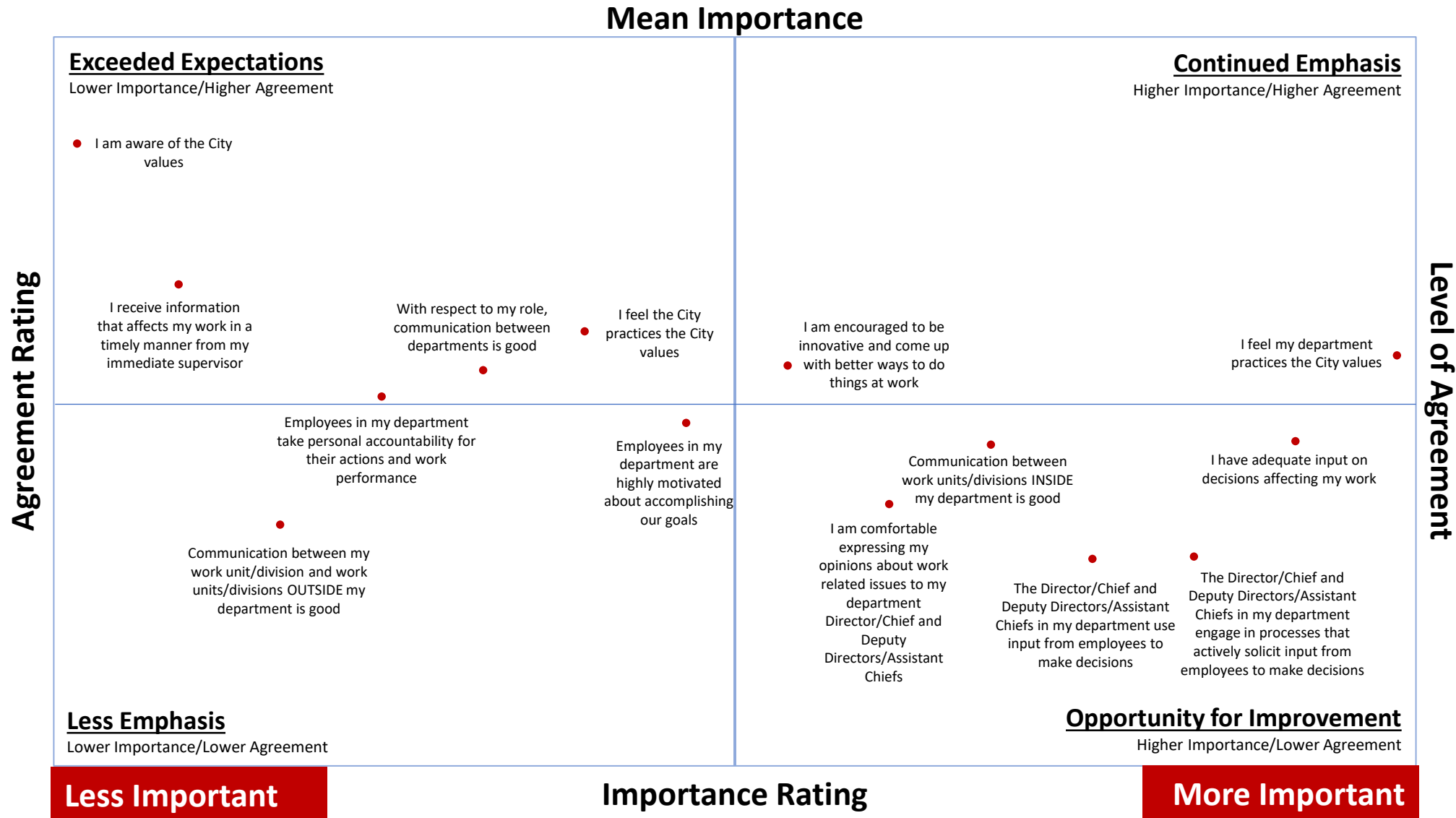
(points on the graph show the level of importance of each item based on the correlation of the item with overall satisfaction (x-axis) and the level of agreement with the statement show (y-axis))



# City of Tempe Employee Survey Quadrant Priorities Analysis

## Employee Engagement

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

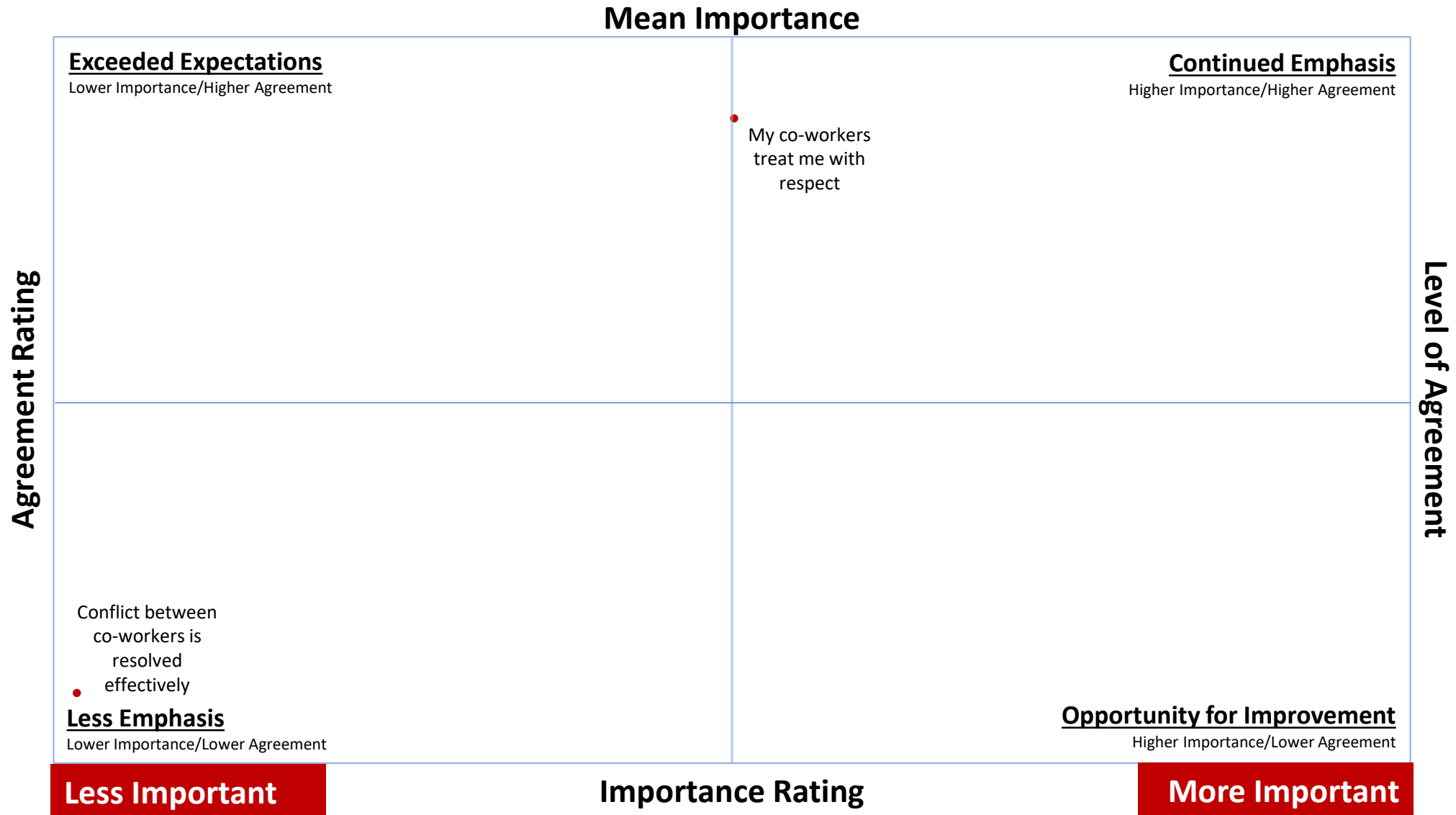




# City of Tempe Employee Survey Quadrant Priorities Analysis

## Peer Relationships

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



A dark blue horizontal bar with a white circle on the left containing the number 4. The text 'Benchmarking Analysis' is written in white on the blue bar.

# 4 Benchmarking Analysis

# 2024 City of Tempe Employee Survey Benchmarking

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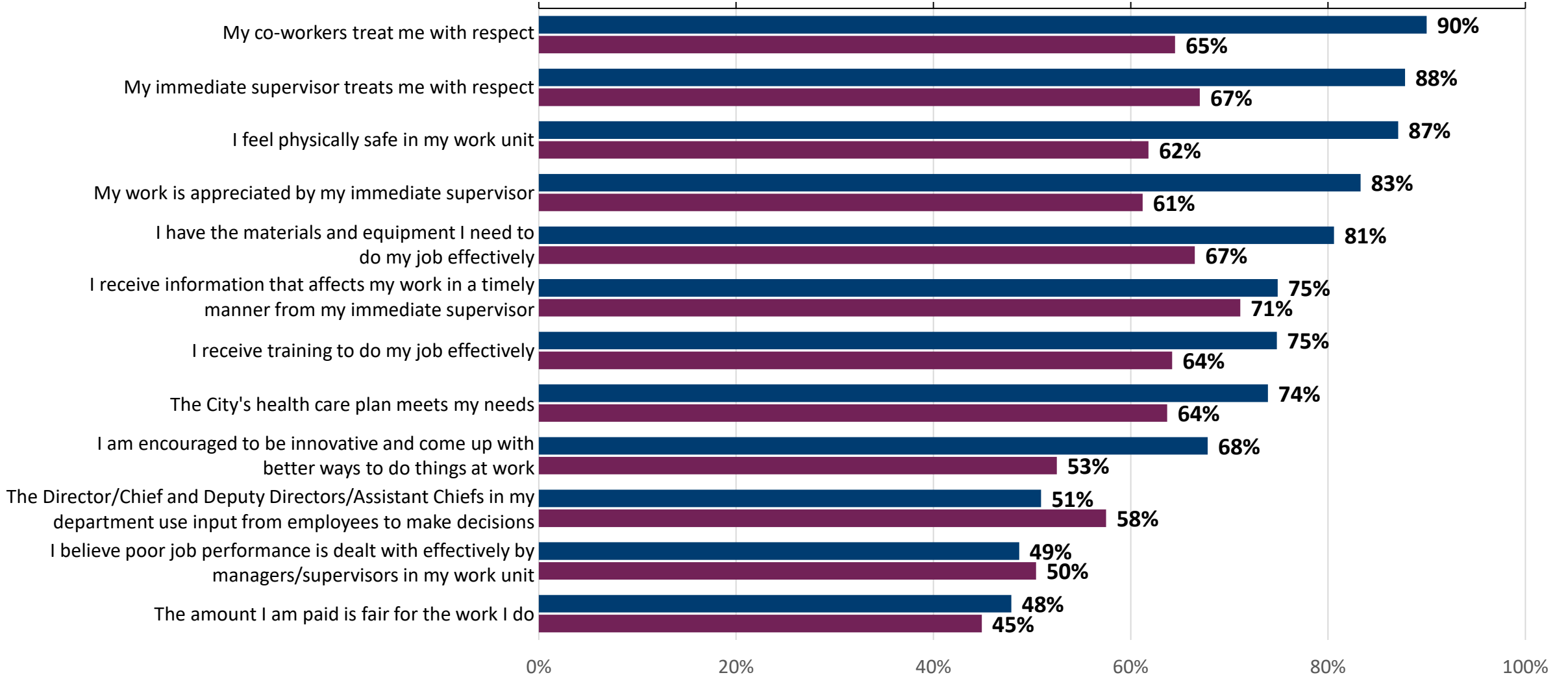


ETC Institute (2024)



# Level of Agreement with Statements Regarding Professional Tempe vs. National Average for Local Governments

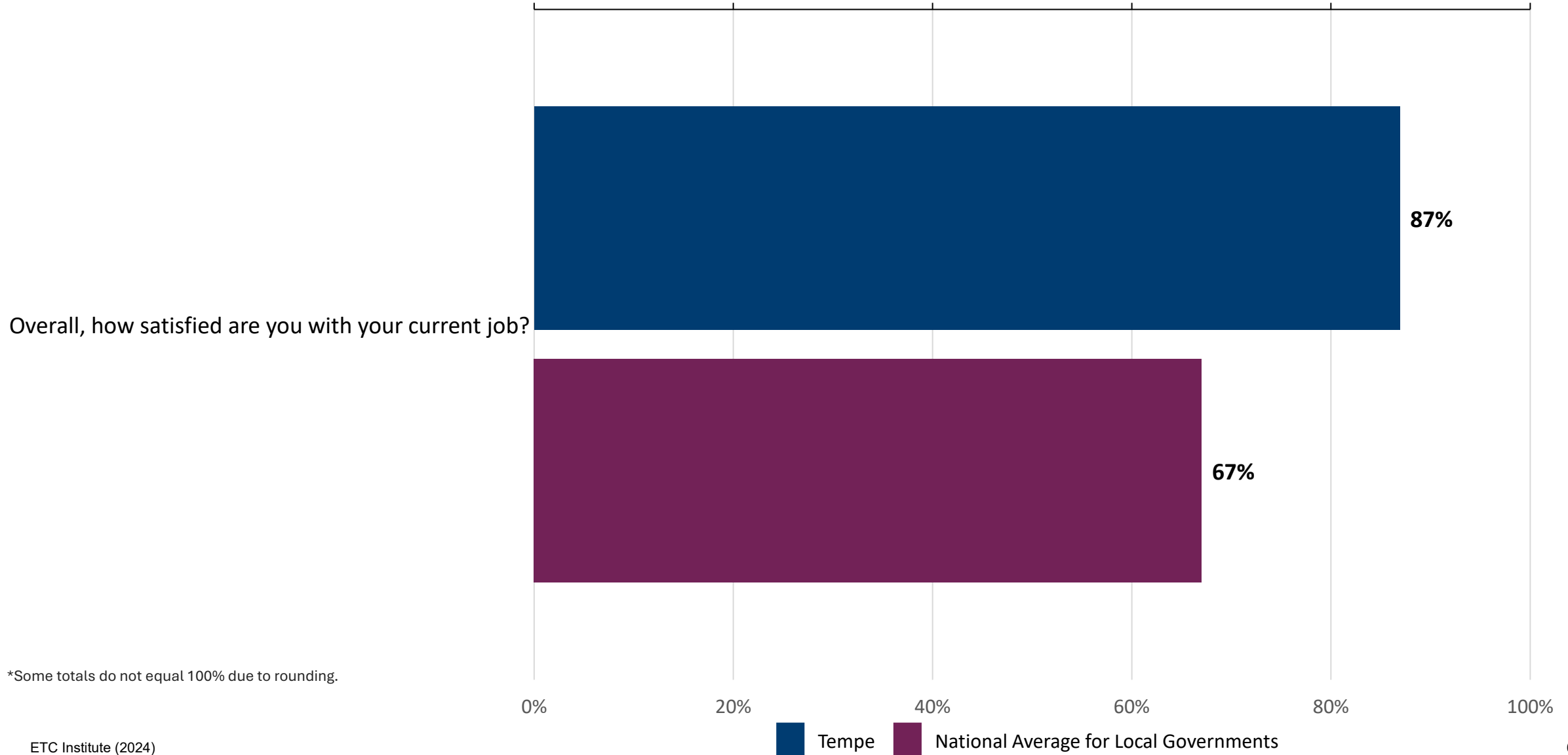
by percentage of respondents who gave “strongly agree” and “agree” ratings (without “don’t know/NA”)



\*Some totals do not equal 100% due to rounding.

# Overall, How Satisfied Are You With Your Current Job? Tempe vs. National Average for Local Governments

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



\*Some totals do not equal 100% due to rounding.

A graphic consisting of a dark blue horizontal bar. On the left side of the bar is a white circle with a dark blue outline, containing the number '5' in a dark blue, sans-serif font. To the right of the circle, the text 'Open-Ended Comments' is written in a white, sans-serif font.

# 5 Open-Ended Comments

# 2024 City of Tempe Employee Survey

## Open-Ended Comments Methodology

### Methodology

The City of Tempe strives to provide an environment that is inclusive and respectful of all community members and employees. Some comments from the 2024 Community Survey were redacted where responses included identifiable information about individual residents or employees, vulgar or inappropriate language, and private or sensitive details (such as phone numbers, medical conditions, or treatments). In cases where these elements were identified, only the specific wording meeting the criteria mentioned was redacted.

This redaction approach was established in collaboration with the six-sided partnership: Tempe Officers Association (TOA), the International Association of Fire Fighters (IAFF– Local 493), United Arizona Employee Association (UAEA), Tempe Supervisors Association (TSA), Confidential Employees (CON), and Senior Management Team (SMT).

The City provides alternative avenues to address concerns about specific employee actions and behaviors with the Safe Haven Process. This process, outside of the workgroup chain of command, allows employees to raise issues directly with the Diversity, Equity, and Inclusion Office or with Human Resources.

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## Open-Ended Comments

### **PROFESSIONAL DEVELOPMENT AND CAREER MOBILITY**

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

##### ***City Attorney's Office***

- create program to assist internal employees to shadow current employees in positions they are interested in and assist them in the process of moving in that direction with guidance in education and job skills as well as panel interview process.
- For our department, Criminal Division, we a resource deprived, meaning we even fully staffed, we have limited opportunities in our work week and day to attend and participate in training opportunities offered during the work week.
- Mandatory training for tenured employees, so they can keep up to date on interview skills.
- Offer higher positions to employees who have been here for years instead of looking elsewhere.
- There need to be advancement opportunities available to have mobility. Quite often the workload hinders participation because we don't have adequate coverage on the office.

##### ***City Court***

- Additional levels for ALL positions. Example: Executive Assistant I, Executive Assistant II, etc.
- I would like more options to attend online
- Limited positions to advance to within department.
- Not sure how to improve, I have never taken advantage of the opportunity in order to give any opinion on the matter. I am proud to say that the opportunity is there.
- Offer more internship/shadow opportunities for individuals working on a college degree.
- Provide certification options within the city rather than just through educational partnerships.

##### ***City Manager's Office: Communications and Marketing, 311, Office of Diversity Equity & Inclusion, Government Relations, Mayor, and City Council Staff***

- Expand tuition reimbursement to include additional types of vocational and job-related certifications.
- Fair consideration of candidates for higher level positions.
- I am grateful to be surrounded by supervisors and staff who actively encourage my professional development. In my previous roles at other municipalities, I did not have the same exposure to projects and meetings as I do here in Tempe. I would recommend that the City continue to prioritize inclusivity by involving employees in meetings, inviting their input, and seeking their comments and questions before concluding discussions. I truly appreciate this supportive environment.
- I feel there is very little encouragement for mobility between departments. I have an awareness of other departments, and I have multiple skill levels and degrees that would probably qualify me for those areas, but after applying for other positions, I have been warned that the City moves very slowly (if at all). I also am aware that the funding might suddenly disappear to be allocated elsewhere so the position might also disappear. I don't think that encourages professional development.



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- In my position, there currently is no opportunity to advance. There is no other position in the creative position to advance to. I'm not sure development would be necessary currently.
- More clear job training on entry would be an area to improve. I also believe adding more goal setting opportunities would be good.
- More opportunities for advancements for smaller offices and departments, such as Level II, etc.
- My position is "landlocked" and there is no upward mobility available to me. The class steps were leveled years ago and never reinstated. We had level 1 and a level 2 positions but now all positions are the same. There is nowhere for me to elevate to.
- So far, so good.
- Supervisors to actually want this for their employees. Many leaders do not want to let employees attend trainings or give time to mentor or train their own staff. This is not due to staffing shortages, but due to the micromanagement. Before hiring a supervisor, there needs to be a training or test on emotional intelligence. Many "leaders" lack emotional intelligence. "leaders" need to actually follow the steps and guidelines that are being taught to the rest of the city.
- The Communication and Marketing office budget does not include a realistic amount of money needed to provide field-specific professional training to all of it's employees. The existing training budget is very small, maybe allowing a couple employees a year to attend a field-specific conference or attend webinars virtually, which is limiting. Our director has historically had to pick and choose who gets access to training from year to year, making the actual access to training sparse. While city resources provide general professional growth opportunities, the communication and marketing field is a quickly evolving field that requires keeping a constant pulse on the latest and greatest tricks and tools. I feel that while the Tempe Communication Office is held to a high standard for our work products, we are not supporting the staff by allowing them the chance to go learn from other communicators at conferences and it is therefore hindering Tempe's overall strategic communications. We are missing out on an opportunity to reach the next level of engaging our public by supporting the staff who specialize in this area with access to once a year training.
- They are doing a great job!

### ***Community Development***

- Although the City does a great job providing opportunities for professional growth, I believe that maintaining focus on flexibility for the employees pursuing such would be greatly beneficial. Employees should not have to encounter additional stress if they decide to step away from their primary duties temporarily to participate in anything to do with professional development/career growth.
- Expand training opportunities including seminars
- I believe The City could improve professional development/career mobility for employees by making the trainings more accessible to newer employees offering them immediate ways to begin gaining important development trainings and certifications.

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- I believe the City promotes career mobility very well, and has shown a willingness to promote its employees internally. My department features many long-time Tempe employees who have risen through the ranks. I would suggest offering opportunities to prepare for supervisory roles.
- I currently work in a department that has been somewhat unstable for the last few years - constant changes in leadership and employees. This contributes to a lack of mentoring and training.
- I would appreciate having more job-specific PD options rather than just attendance at a yearly conference. Since my position is highly specialized and terminal, and I have a terminal degree, I'm not highly motivated to seek out career mobility options, since this would require me to essentially complete a new course of study.
- I would like to see more opportunities to shadow different positions. With everyone being short-staffed it is hard to find the time to explore different opportunities
- It is difficult to find time to participate in the professional development opportunities since I am the only one in my position. There are other people in different departments and it would be good if we could be in one group to share our experiences and knowledge.
- just keep doing what they are doing and making all resources available as they are doing now
- make more benefits available to temporary employees
- One important aspect that has been missed through out my professional development is being developed entirely. During a ten year tenure, the lack of professional acknowledgment of my natural abilities and strengths have been completely overlooked and under appreciated or valued. I believe it is a critical component, that the hierarchy, be able to identify those qualities and support professional growth. In my personal experience that has never been the case and as for words of encouragement, in layman's terms, occur less then occasional. In my opinion and current situation, the City and divisional hierarchy, can improve professional development by proper acknowledgment, value, support and appreciation for its' tenure employees. This may occur in other departments but is non-existent in my division.
- Provide the employees with the opportunities for career advancements.
- There should be some ability to cross train in other departments especially when the managers know that an employee is going to retire. Let people from different areas that would like to be in a different environment try the position out and get some knowledge of the work that they do in the area. This would help with a lot of people being able to help in areas that may be short staffed for years.
- This department is run on a popularity contest, who management likes get the promotions. They want employees that don't question anything, regardless of your education and/or experience.

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### ***Community Health and Human Services***

- A lot of the opportunities are available to only people who have more flexibility in their jobs: i.e., can everyone take four hours to attend a development opportunity Thursday afternoons? This limits the type of staff who are able to attend many of the career development trainings.
- Allow years of experience and additional training outside of the employee's experience working within the city to count towards "equivalent" to education when employees try to apply for promotions.
- As a temporary employee there hasn't been much at all about helping to grow me professionally. The focus has solely been on gaining an understanding of my work and doing that. There has been no conversation about growth outside of my job duties.
- Continue to look at the jobs they do and responsibilities they have and how their current position has prepared them to promote.
- Fund all positions.
- Having a better partnership with the local universities (ASU, U of A, GCU, etc.) with a bigger percentage that is discounted and at the current rate of tuition reimbursement it would take YEARS to complete any degree and then you owe an additional one year of service to the company for that benefit. Perhaps having a direct billing option that other companies provide their employees instead of reimbursement where COT pays directly to the universities.
- Having supervisors and or managers along with executive leadership promoting growth and development
- I was not made aware of these resources and opportunities when I began with the City. I would love to have these resources promoted more strongly by my supervisor. I feel like these could be especially important to me as a temp employee, and it is unfortunate I was not informed about these resources.
- I would like to see specific training tracks to help you get to the next level. A lower level job will not give you the experience to always move up so how get that experience?
- I would like to see things like Supervisor's Academy or any other certification we have used as a "preferred" qualification listed in applications.
- Improving access for temporary employees.
- In my experience, employee development is not encouraged for temporary staff in the same way it is for permanent employees. This leaves temp staff who work 30-40 hours per week feeling "othered".
- Informing staff about opportunities.
- It would be great to have trainings in sessions that work with my schedule. Due to my work schedule it is hard for me to get away from my program for 6 to 8 hours.
- More certification opportunities for increased development and mobility within departments.
- More job training, coaching, mentoring, etc.
- My career development is encouraged by the Employee Development staff tenfold, however, there is not much through my department. My engagement is self-motivated and does not necessarily seem beneficial to my employment specifically in Tempe, but more so in a general personal/professional manner. The difference in temporary employees versus regular employees is disconcerting and does

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not put all employees on a level playing field from the very start i.e. time off, benefits, educational pursuits, financial incentives.

- Offering the same benefits to temporary employees.
- Open and honest conversations on an employees career path. If an employee expresses interest in promoting is there a way to help get that individual ready IE Interview prep and job prep.
- Providing training for cross departmental and certificate training opportunities to retain employees
- Raises for when completing master's programs. If I had my master's before employment, I could have negotiated for higher pay; however, once I receive my master's, I will be at the same pay rate.
- Require all employees to use the IQuip system properly. My supervisor does not use the system at all.
- Supervisors should take an active role in the professional development as well as the career development of staff within the COT. Supervisors, managers, deputies and directors should be encouraging qualified employees for advancement opportunities within the COT. My observation is too often that of keeping highly qualified employees boxed into a role with no intentional and authentic encouragement or development plans. Why are so many talented people being allowed to not grow and utilize their skills for the benefit of the organization.
- The city can provide more incentives for employees to use the professional development opportunities.
- The city could improve professional development and career mobility by being equitable with ALL employees regardless of Temporary status or Full Time benefited PCN positions. The city is extremely unfair with the mobility and professional development for Temporary employees. To be honest the equality is nonexistent. Temporary employees don't even have access to EAP for their mental health, or options for professional development. Personally, I have been a temporary employee for 6 and a half years. I stay because I love what I do and helping but it gets exhausting not having any access to vacation, limited sick time, no dental, no advancement to grow because of budgets, I could keep going but I am sure the picture is pretty clear. Its overall unfair and exhausting. My management team is amazing, but they can't provide any of this because as we all know it's not in their power.
- The City could survey employees to see what professional development / career mobility training they are wanting and have identified they need. My needs do not match very well with what is offered. What is offered feels prepackaged and basic, with little utility for me to advance in career or to a higher paying position after participating in the training. I don't have the sense the people in power (Director/Chief and Deputy Directors/Assistant Chiefs) value the trainings that are provided and looking for something else/more in their new hires than what additional training you can get as a current employee. On a personal development level, the current trainings offered provide opportunities for an employee to refine their skills. However, the level of refinement isn't currently enough to propel an employee to the next level in their career. The City could improve their professional development / career mobility by crafting trainings specific to department and divisions. For example: If Sally who works in Community Services wants to work in Economic Development and wants to get ready for the next job opening, she should be able participate in a training package to help her become more competitive for the next job opening with Economic Development. The education partnerships are not appealing if you already have a degree. It feels like the city makes it harder to use this opportunity than

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what they sale at orientation and in the connect classes. I feel like the city should be more honest and transparent about this opportunity than they currently are. The City could improve their professional development / career mobility by crafting trainings specific to department and divisions. For example: If Sally who works in Community Services wants to work in Economic Development and wants to get ready for the next job opening, she should be able participate in a training package to help her become more competitive for the next job opening with Economic Development.

- There are high-demand positions that will not allow for large amounts of professional development and/or educational advancement opportunities.
- There is a lack of job specific types of employee development. This may be hard because of the size of some workgroups but for example, there are many forward-facing employees and a development course on customer service or conflict resolution with customers would be universal for all these workgroups and would also be good techniques for those who are not in the forward facing positions.
- There is no cross training between jobs in the department. If someone leaves there is no back ups.
- Training Budgets for staff including more options for part-time temporary staff - especially those that are not really temporary, but work year round.
- Treat all staff equally- avoid management "favorites"

### **Community Services**

- I have been working part time [REDACTED]. Through these years, I only been thru training software and computer update training but had not been thru professional development until two years ago, I was asked that part time staff are also welcome to attend the professional development trainings. I attended a workshop and joined the book club (using my own times). After [REDACTED] " I am still ""NOT"" the chosen one. BUT I wanted you to know that staff at the training are very knowledgeable and professional, I did learn a lot from them.
- Require standards and procedures for mobility within job classifications. For example the exact process for the positions of [REDACTED] within Community Services/Arts and Culture Division has been extremely nontransparent. The process says 2 years but it took me nearly [REDACTED] without any justifications. Community Services should also add levels to Coordinator positions with Arts & Culture Division mirroring other positions in Community Services such as Recreation Coordinators and Librarians.
- All of the educational and advancement opportunities are there to advance people into management positions. We have too many managers now, and not enough people that work for a living. Anyone that works with their hands in this city is on their own if they actually want to learn to do their job better. Training for us is ONLY butt covering safety training for management.
- All professional development are very admin, or office job-centric, which does not apply to my field. Also, my schedule does not allow for me to take advantage of these opportunities.
- As a part time/temporary employee I do not have access to the online platforms that full time/permanent employees have access to, and it is more difficult to register for classes and

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professional development opportunities. Providing a more coherent access point to part time/temporary employees would be useful and encourage upward mobility into more full time/permanent roles.

- As an assistant recreation coordinator there is no clear path or way to progress to a recreation coordinator and a senior recreation coordinator. There should be ways to progress forward, especially because I do work that recreation coordinators and sr. coordinators are responsible for.
- By expanding to the employee the these opportunities are available to them and making them available to the part time employee
- City of Tempe needs to offer reimbursement for training in trade schools, for example, HVAC, electrical, automotive, and welding.
- Coach managers within the departments to become facilitators of information for staff to reach better potential.
- Communication could be improved between staff and supervisors
- Competitive pay. If the position is for a competitive reclass, put it on the job description to not waste other people's time
- Creating stepping positions that'll help one get to a higher position.
- Encourage more certifications
- Encouraging employees with benefits
- Enforce with supervisors prioritizing or being able to prioritize professional development. Our workgroup "never has time" for our department to do PD but other parts of the workgroup can. We are often last in line to have the opportunity but still terribly desperate for furthering our professional lives.
- Expanding opportunities for temporary and seasonal employees
- Have policy and transparency on how employees are chosen to fill interim supervisor/management positions. In other words, if there is an interim spot available let employees who are eligible to fill that position know about it and have management let employees know how they are choosing to fill it. This gives employees opportunities to develop skills and move up in their career and help employees understand who is being chosen for an interim spot and why. It would help decrease nepotism.
- Higher pay for qualified professionals Be able to have In network benefits when retired
- Higher wages
- I don't have any suggestions, I think COT is doing a great job with support for professional development.
- I feel the City does a pretty good job of providing professional development opportunities.
- I feel these questions only target half of the city.
- I have no answer for this question, I have been with the city for less than one year.
- I have really enjoyed and benefited from workshops such as Getting Things Done and Crucial Conversations. So my item for improvement would be looking for additional workshops such as these to bring to the city. I find that e-mail is also the most effective way to find out about them. Otherwise, I just hope I catch them on the Bridge front page.

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- I have signed up for several classes to improve my skills and gather new ones. I am aware of the city's tuition reimbursement program. I think there are more programs that I don't know about and could be missing out on.
- I only work part time.
- I think employees would benefit from more Microsoft Office product training (i.e. Excel), better webster training and scheduled in person Activenet training for new employees.
- I think the Bridge is wonderful for seeing what upcoming trainings and events are offered here! Also, I have worked here for almost a year and never heard about the city's educational partnerships. I am excited to learn more, but wish it was advertised a bit more! I really appreciate the offered trainings on Excel and time management especially!
- I think the rule of having to tell the City about other external jobs could be loosened. Specifically in the Arts & Culture department, many artists work full time here and also do their own freelance work. This is something that I think should be encouraged as we want employees who understand the relevance of the current state of arts opportunities and arts practices in the Valley. It is difficult for artists to continue their own work due to rules set in place by the City, and I wish there was more space to develop personal skills like that alongside all of the amazing job-related development skills that exist.
- I think what is available is probably sufficient. I am speaking from my position as a part time employee. Not sure of any advancement in my department. However I love the City of Tempe and all of their community programs. I love encouraging our community and sharing available resources.
- Increase opportunities for temporary full-time employees (e.g. tuition reimbursement programs).
- It would be useful to allow employees to use the tuition benefit for professional certificates outside of the partner universities. For example, the Wharton School of Business or UC-Irvine's online programs are exceptional but not covered.
- Job shadowing opportunities could be impactful for both the mentor and the mentee.
- Mail out info to all employees.
- Make it more available and talked about to other than supervisors and above.
- Many promotions require supervisory experience, but the city offers no avenue to gain that experience in non-supervisory roles. Internal candidates often seem at a disadvantage.
- More professional one-on-one training with my upper supervisor along with implementing team-building activities to get to know my co-workers more.
- More training on Excel, Power Point, Publisher, etc.
- More weight on development during the interview/hiring process. Some employees see the development opportunities as a non-factor when applying for promotional opportunities, basically an after thought from the hiring supervisors.
- Most all opportunities are geared towards administrative/office work and developmental opportunities for Skill labor are mostly nonexistent unless you are within Water department. Those are restricted for them only.

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- Most part time temp employees are ineligible and not informed about professional development. Many part time temps have been committed long term employees with minimal raises if any, and limited opportunities for advancement.
- My job is highly specialized and neither the City nor its educational partners provide the type of ongoing training my position needs to receive. I have not been able to attend any task specific training in the 14 years I have worked for City of Tempe. As a result of this, my skillsets have atrophied (significantly in some areas) which hinders my ability to pursue further advancement in my field and diminishes the quality of service I can provide as well. I have been told many times that I would be able to attend conventions and workshops in my field, but every time one comes up management has a reason I can't attend. Ongoing task specific training must be a priority if Tempe is to maintain the award-winning quality of service our residents have come to expect.
- No comment. As of today, I like the way how the city is providing PD to its employees. ( even temporary employees)
- Offer in-person information sessions about the upcoming opportunities for professional development/career mobility for employees and/or ability to hop on a quick Zoom/Team meeting with the information presented live!
- Offer training which enables an employee to be qualified for other positions within the city.
- Onboarding and initial training for new roles can be inconsistent.
- Opportunities for advancement have been removed by appoint people into positions rather than interview.
- Opportunities need to be provided for full time staff / part time / temporary staff etc. It feels as though all recognition, stipends, opportunities are only focused on full time staff even though some full time staff have served the City of Tempe for over 30 years.
- Paid time to attend professional development opportunities.
- Pay you your standard hourly wage for attending
- Provide opportunities for training specific to the work, safety and operational knowledge are a must. The industry has a set protocol, but we are unaware without access to the information.
- Quit playing favorites
- Strategically align staff development and trainings with an overall direction of the City, coupled with intentional cultured trainings, such as.. customer service, listening skills, crucial conversations, organizational skills, etc.
- The city is doing a much better job in recent year in both communicating and giving internal training opportunities to employees.
- The internal training that Tempe provides is great, but continue to also support outside professional training opportunities, conferences, workshops, and the like that are specific to jobs.
- The times and days don't always work especially during the summer. The best time for my department to take classes is fall through early spring.



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- There are employee's whose roles may fit into a job description that doesn't currently exist in the city. I'd like to see a little more flexibility with the ability to create a role that fits the employee's existing duties. For example, some Administrative Assistants are doing work that is beyond the scope of admin duties, but isn't necessarily a management or executive assistant. It would be great to give appropriate titles to the work someone is doing, like Administrative Supervisor, or Administrative Program Coordinator, Administrative Specialist, etc. For admin roles, often the only growth path is into Management or Executive Assistant positions, but there tends to be more skills and creative range within the admin realm than just those positions.
- There are quite a few employees in the city that are temporary and have been temporary for over a year. Most, if not all the professional developments are not available to temporary employees. If there are any, they are probably not as valuable as what is offered to permanent staff. Temporary employees are stuck in the situation as when they were hired and there isn't much room for advancement.
- There is no career mobility. No one moves anywhere so there are never any openings that are applicable to my experience.
- Use of internally advertised fixed term contracts for full time staff (as opposed to TD / SA) would provide open and equitable approach to enabling staff to be considered and to get experience with certain fixed term opportunities. Enabling some more backfilling of the vacated role would extend this career mobility opportunity further These could create an 'in-between' solution that lies in the middle of full time salaried positions that are permanently grandfathered in and the uncertainty of temporary work.
- Visit departments and their work groups to educate them on the opportunities the city has for them.
- While I appreciate the options offered in person I wish Tempe provided more webinars and/or virtual training options, especially in utilizing Microsoft project.

### ***Economic Development, Strategic Management and Innovation Office, Internal Audit, Municipal Budget Office, City Clerk***

- Being in a small workgroup does not allow time to dedicate resources for professional development.
- I think it would be helpful to have more classes on professional writing and public speaking for employees offered through employee development.
- Offer more roadshows to all the different department and division teams so employees are aware of all the professional development offerings available to them.
- take professional development into account when looking at applicants. I spent many hours obtaining my bachelor's degree through a city cohort program only to get passed up for jobs by people that don't have a associates degree (the job requires minimum associates degree)
- The city needs to do a better job when there is a recruitment with internal employees that their supervisor does not find out, especially when the employees click the button "do not notify my supervisor". This is so unprofessional and has happened to way too many people in the city and it puts the employee who is applying for a promotion within the city in a terrible place, especially when that

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employee is already dealing with a toxic work environment with their current supervisor. This happens way too often, and it is not only unprofessional but unethical.

- Training is severely lacking in the city as a whole or at least in the three departments I have worked at during my tenure. We try and do on the job training but that does not adequately prepare a person to manage their day to day tasks in my opinion. Most departments just don't have the staffing available to devote to real training that would set up new employees or employees that have moved to a new department to be successful or not feel overwhelmed for the first 6 months to a year on the job.

### ***Financial Services***

- Come up with a program that allows cross training for staff who want to move into a position that requires experience. There is no way for them to gain experience for a new career while working at their current position, so they aren't being considered even if they have certifications and schooling.
- Cross trainings--ride alongs
- Encourage more Educational cohorts. Allow cross-departmental skill development with additional compensation.
- FROM WHAT I HAVE EXPERIENCED, THE PROFESSIONAL DEVELOPMENT PROVIDED BY THE CITY HAS BEEN EXCELLANT.
- I believe the program accessibility to be top notch already. I don't know how it can be improved.
- I just started with the city last month so I am too new to talk about improvements. I have received a lot of information through new hire orientation and the city seems to have great systems and opportunities in place.
- I think possibly creating channels based on different topics of career development....example: finance/accounting, engineering, customer service, language courses.
- I think the City does a great job in the variety of programs offered. I do think it would be helpful to have more professional development money in our operating budgets to afford to send employees for more dedicated and functional type training that is not available at the City. Our pro D budgets are very lean. thank you
- I think the city does a great job with this and don't feel it needs improvement. Well done.
- Offer more partnerships with local universities and Arizona agencies that provide certifications not only degrees. Analyze the pay rate more often in order to be adequate in comparison to the economy and minimum wage.
- Offer the ability to cross train employees or have special assignments across different departments.
- The city does not promote qualified internal candidates unless they are loyal to specific managers in the Department.

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### *Fire Medical Rescue*

- ██████████ actively tried to keep people he didn't like from promoting and would tell his employees "if you complain you'll become unpromotable". Training is actively discouraged. We are not complying with the strategic goals because staffing is hard and the fire dept doesn't want to address any of that. They are very specific on what they want. If there is any training or professional dev outside of their very narrow scope (and it's very narrow because the came up in that system that ██████ put in place) then the training or development is shot down because they don't like, aren't familiar with it, or the best one, ██████ didn't want to train his people be he is still mad at a former employee who got training and then was able to teach outside of Tempe and ██████ took offense to that. But then we will send ██████████ to an outside training that ██████ can go make money off of. So it's a different set of rules when you're in admin.
- When the ██████████ acknowledges dismay over an individual that will be promoted inspire of something that happened 13 yrs earlier regardless of his conduct or actions since and not just agree the member deserves it based on test performance, it is clear that the promotional tests aren't the only thing being weighed when deciding members advancement
- Add supervisory and/or additional positions to support work load. In my current position, there is no room for advancement or opportunity for upward mobility within the department.
- Consider all employee groups for these benefits. First responders are not encouraged, or supported, to develop professionally. We are not supported with the option to attend any outside, and little inside, educational or advancement training due to staffing and/or "this doesn't pertain to your current position." Our budget prevents us from even attending mandatory continuing education that is needed to keep our certifications current. Requests for tuition reimbursement is difficult because we cannot demonstrate that it relates specifically to our current position. We worked, along with a few other City departments, through Covid while most employees were allowed to stay home. Yet, we are scrutinized when we request support.
- Cut back some of the requirements for such positions.
- Do well as it is. Keep it up.
- During the acting captain program, I was not allowed to complete the program prior to the captain test, because it was mentioned my "military commitments" were part of the issue. I completed all requirements for the program and even completed the final 3-1 drill twice prior to the test, but it was not sufficient enough to pass me. I felt like even though I did my minimal military commitments it still affects the completion of certain professional development opportunities.
- Encourage outside training to diversify the workgroup.
- For FD personnel provide a more robust training staff and support personnel and 40hr positions to resemble similarly sized cities such as chandler and Glendale. This would allow our personnel to not manage the positions of multiple supervisors or employees.
- Give EMTs a chance to go through paramedic school.
- I am satisfied with the city professional development/career mobility
- I don't have a good answer

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- I have been quite impressed with the cities professional development opportunities
- I think the city could prepare but putting individuals in acting positions sooner and also conducting transition periods. Many times, once promoted, you're thrown into the hot seat. It would be nice to have a transition that allowed for a meaningful exchange of information to shorten learning curve and smooth things out for subordinates.
- I think we do great in this area.
- I work for public safety so most of the city development doesn't pertain to me. I do like the city's support of mental health counseling and treatment options
- Increase career development inside departments. The COT through Employee Development does a good job of this but supervisor, managers and directors do not always support this appropriately or hinder this.
- It's difficult to answer because not all individuals needs will be met with core classes. If we want to truly develop a mentor/ professional development program we would need to over hire so the individuals wanting to "develop" would have to truly shadow their mentors.
- More funding and added personal to the fire service to help provide additional opportunities and internal training academies for promotional processes. Administrative staff for the fire service is not growing with the demands of each division.
- More funding for education
- More training
- My department doesn't have promotional opportunities available for Emergency transport division it's all fire captains and deputy chiefs. On 2 year assignments in EMS. Then it changes hand To new leadership of fire staff this isn't bad however, when you don't have supervisors chiefs or captains who are just solely paramedics, and who have even worked, possibly even on an ambulance, sometimes fire operations are more important than EMS training. For instance a paramedic with the department cannot be a paramedic on SWAT because he or she hasn't gone through a 15 week fire academy. There is no swat training in the fire Academy either The selection process could be exactly the same in order to get on the SAT team and it should only require the certification of being a paramedic with the department not a firefighter that should make no difference as far as that type of role as I see it even that is an opportunity And that one example. We need leaders in roles to support ambulance staff on EMS calls or to oversee disciple and training considering it 80 the call volume or more of the department. As of now once you become a fourth-year medic with the city, there's no more promotion there's no promotional opportunities. There's no more pay advancements unless it goes up through the MO you and there certainly is no way to advance your career unless you leave the department or become a firefighter, but that's not for everybody nor should it mean there is no promotional opportunity in the EMS side of the department
- Perhaps a little more communication about the programs and what they provide would be good.
- The city does a great job of establishing educational partnerships to allow employees to develop. The city also does a great job providing tuition reimbursement and increasing the amount as costs increase. However, we need to change our current promotional processes to eliminate favoritism and

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## Open-Ended Comments

focus specifically on performance and qualifications. We also need to establish job-specific development programs to prepare members for executive positions.

- The fire dept is a little different. We are so siloed that career development is solely internal. Something coming from city leadership providing an opportunity for aspiring public safety leaders to interact with other agencies within the city would be good. And by that I mean the dept is instructed to provide opportunities to engage with other city departments and city leaders while on the clock. I was provided a very similar opportunity 2 years ago and was invited to a zoom/teams meeting where we discussed methods of communication regarding our transient populations and other problems regarding the unhoused. I was given city business to not run calls and take part in this discussion. I remember this vividly and it was impactful to me.
- Unfortunately in our department the opportunity's don't come as often and there are many people going for the positions that do open so it's nobody's fault.
- We need leaders in the fire service that what to lift people up, and make them feel safe and supported. We focus on liability rather than potential. It creates a negative impact on moral when people feel like they are just liabilities to be managed.

### ***Human Resources***

- Employee development offers world class options, and the trainers are special. The opportunities to develop in Tempe have increased so much with our employee development division. There is a need for a mentoring program now that it is not within the Diversity office.
- I really appreciate the options that are made available. I feel like I have a lot of opportunity.
- Opportunities to fill in for HR Manager is out of the office, on leave, or on vacation and get the managerial experience.
- Provide more opportunities (+ increase in dept. budgets) for professional networking (outside of City sponsored groups) and opportunities for everyone who is interested to attend larger / out of state professional development conferences. Not every City position has the potential for career mobility, therefore, these kinds of opportunities for external mentorship and professional growth become more important.
- Reduce the Minimum Qualifications for positions. Everyone seems to be looking for a unicorn rather than finding ways to promote from within.

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## Open-Ended Comments

### *Information Technology*

- Make reclass process easier. Have tuition reimbursement apply to fees also Have Employee Development office offer content of value. At present, [REDACTED] office provides nothing of value to me as a 10 year employee in IT.
- Promotions and job advancement in [REDACTED] are limited. We operate under the thumb of the [REDACTED] who is discriminatory. I've seen peers snubbed for jobs and fired and it wasn't based on performance. I don't personally want to move because it would place me closer to [REDACTED] and that's the last thing I want.
- Years ago training and mentorship was a reoccurring goal from the [REDACTED]. For the last several years there has been no focus on training or mentorship from [REDACTED]. I have never had a discussion with [REDACTED] about career mobility or development. I don't believe [REDACTED] is interested in my career, and I especially believe that [REDACTED] is not interested in professional development, career mobility, or well, me as a person in the slightest.
- I can't advance is the higher role is not open. Advancement should not depend on some one else leaving.
- I didn't find the mandatory 3 'Connect' sessions did have content that I did not feel was relevant to me. Particularly Connect 301 had more content on customer service, which does not really play too much into my role.
- I feel the city actually promotes hiring outside of the city/your department and that loyalty is not rewarded.
- I truly haven't taken advantage of the current options so it is hard for me to request any improvements.
- Make sure leadership encourages these trainings. Maybe leadership can point out specific trainings available through the city that would benefit their teams.
- More structured way to advance within the different levels of their current position so that after a certain time or proficiency they can be promoted to the next level within their class instead of having to wait for a position to open.
- The City of Tempe could develop or improve the mentorship program with the focus on promoting into that department.
- The City should be more open to using tuition reimbursement for education outside of current job duties. If an employees wants to get education for a position that is not their current role that should be available to them. The city currently will not let you take courses for another position unless the job description specifically says it is "Required", this should be relaxed to allow approval if a supervisor or manager in the desired department agrees the education is valuable for a prospective employee
- There needs to be a process to provide a verbal / written way to get career progress input with a neutral third party representative. The supervisor may not always be inclined to help the employee with career development.

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- We are not allowed or encouraged to learn skills within our own department if it is outside our current job description
- We have been encouraged to sign up for the trainings available to us, but to take those trainings off working hours due to the lack of staff. Note: Those trainings are not recorded and they cannot be taken after hours. We should be allowed to take any job related trainings during regular working hours
- While the HR - Employee Development group does a great job with regards to leadership/city values/soft skills training, within IT, there is almost zero official mentorship/cross-training, etc. offered to employees. There's no official path for career mobility within IT, besides what "normal" career path would look like in the private sector. When I was looking for career mobility, I had to reach out privately/unofficially and chart my own path using the City's Tuition Reimbursement program.
- While the many training and development options the city has the lack of the ability of one to grow in place remains an issue. Currently a position must be vacated or created new to even present the opportunity for career growth. A true career path needs to be created where people can grow from entry level titles through a series with out needing to interview and replace someone else.

### **Police**

- Provide employees more information on how tuition reimbursement works and how access it. Also move away from the “good ol’boy” culture that the Fire Department and Police Department. There are numerous employees who would be great leaders but don’t get looked at because their not apart of “the group”, or like in the Fire Department because [REDACTED].
- The City includes work experience equivalency language within the applications for leadership promotions but I have never witnessed experience ever being considered as an equivalent. This closes opportunity to some to even compete for the position, who may actually have acquired the skills, knowledge, and ability to excel in the positions offered over someone who has a degree from [REDACTED] and has not made efforts to stay current in their field. The Pew Research Center survey found that 3 in every 10 college-educated employees feel that they do not have the proper training to advance in their line of work. They also found (54%) of adults in the labor force say it is necessary for them to train and develop new skills throughout their work life in order to keep up with changes in the workplace. Testing processes are developed in order to find the best candidates for the position. If internal candidates with good track records possess an equivalency in work experience why not let them compete?
- In order to improve professional development/career mobility for employees, there needs to be support from all levels of management. There needs to be better training for employees first before they are selected for management positions. Also, personnel should be promoted based on merit and not by popularity or as a 'last man standing'. If there was a mentorship program, that could also allow for additional support and networking opportunities not just solely within the department in which they work. We have been denied training opportunities due to management's insecurity of having 'all butts in seat at all times', proximity to workplace (being able to run back to office at a moments

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notice), multiple employees interested to attend cannot go together, lack of securing enough funds (due to shared cost center), pre-approved training opportunity can be revoked on a whim.

- Accountability for those wanting to pursue an advancement position and for those already in those positions.
- Actually allow us to go and give departments money to spend. Feel like the city is very stingy with the money they have and when it is spent, it's not on the employees benefits. It's for the employer.
- Adding career related non-degree certification co-ops and associate and bachelor degree co-ops
- Allow for more training during working hours. Provide wellness and recoup time within the work weeks for high stress jobs.
- Allow more on duty job shadowing within the PD
- By conducting fair and just promotional processes, based on merit, experience, suitability for the position, in addition to the ability to actually preform the new job based on City of Tempe job description requirements.
- By hiring, promoting, and supporting supervisors with competency, empathy and proven skills.
- Continue to make these opportunities available by announcing them via email or another platform that's commonly used.
- Cross section of representatives from all city departments.
- Cross training opportunities and tuition reimbursement for temporary employees to be made available.
- current leadership needs to improve and not be so disrespectful to employees
- encourage compliments to employees when good work is conducted
- For PD, providing us with a permanent training facility and increase the amount of full-time instructors to provide better training.
- Give more applicable training
- Have an established way and steps on how to develop professional for special assignment or promotions.
- Have managers/administrators mentor employees and guide them when new positions open up in their department
- I am unaware of all the trainings available.
- I have been with the City for a short time. As I am still in the training process for my position I feel that the support given to me by my direct trainers has been substantial and helpful in order for me to excel in my position.
- I have not heard much about it..
- I would have benefitted from more department specific preparation for my role. The city program in general has been great.
- If I fail an oral board have notes to back it up and to provide feedback. If an officer gets selected for a special assignment, don't keep them waiting for months and months to fill the new role. Properly staff the training bureau.



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- I'm not sure
- Increase tuition payments so we can finish programs quicker.
- Instead of making one program that is for everyone, make separate programs for different parts of the city
- Make it applicable to all parts of the city of Tempe not just admin professionals
- Make training more accessible to people on night shift.
- Make Tuition Reimbursement available for certificates that are not tied to a job description or requirement
- map out steps that could assist employees to achieve a job step increase, or move to another department. Recommended steps for jobs and listed on the bridge. Like a flowchart or graduation plan that is accessible to all employees.
- More fair, standardized processes. More detail in job announcements. Example: MA with PD office of the chief included zero detail of what the job actually entails.
- More online programs for employees who can't attend in person career development opportunities.
- More trainings on oral boards and the expectations
- Not all city workers are 9-5 Monday thru Friday and almost all professional development is aimed at that crowd.
- Offer more training and certifications such as EMT to all first responders within the city and have coverage for liability for those employees.
- Perhaps create programs that are specific to various departments and work groups to help with skill sets which are applicable to their jobs and professions.
- Professional development catered to sworn personnel
- Provide growth mindset training to all employees on a regular basis to encourage and foster an environment where all ideas can be valued.
- Provide more diversified development options.
- Recently, strict limitations have been placed on our unit's staff to attend trainings. Only one person may attend, including free, city-sponsored, and/or on-site training. We are given the capabilities to work off-site and have been provided with cell phones and laptops. Despite this, only one person may attend and the rest must stay in the office.
- Start promoting from within
- Stop focusing on pandering to the pride movement and focus on what the city of Tempe citizens actually want, such as clean parks not full of homeless and drugs.
- Supervisors being more supportive of training and career development versus declining trainings and career growth.
- Supervisors could listen to their employees and actually value their opinion.
- Tell us how the various courses offered are applicable to me.

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- The biggest obstacle I have found to taking advantage of the Career Development offered is staffing. When there is not enough staffing to cover your absence to attend training etc. it doesn't matter what is offered or the quality of the offering, as you can not take advantage of it.
- The city could provide hands-on training or create opportunities where training and work experience is made available/provided so that employees can learn new job skills in other areas of the city where there are unfilled positions.
- The city says they have these opportunities but I don't feel that there is much information easily accessible for those that are in jobs that don't provide time to read through a lot of this material.
- The police department needs a training facility. We are the only valley agency that does not have a facility. You cannot say you support employees when you do not provide them with the facilities to do training. You talk about educational and professional development but don't provide the essentials for employees to develop.
- The supervisors and management testing process lacks the necessary filtering required to produce effective managers. I see numerous supervisors and managers who are absolutely horrible at their management abilities, and it is allowed to happen and continue. This creates a dislike of management and a distrust in the function of the department and kills the desire of line-level employees to promote. Until the supervisors and managers are held accountable for their poor management styles, decisions, and policies, this lack of desire to promote will likely not improve.
- There is absolutely no succession planning within the Tempe police department.
- This will be regarding the police side of the house. The city provides many different types of training opportunities for career development and preparation for future movement. That is not a problem. The issues occur at the testing level, which is still very subjective. There's not enough transparency and continuity. Despite steps being implemented recently to improve the testing process, those steps have not focused on the correct portions that make the testing for many positions highly subjective.
- Train and encourage all Leaders/Managers to help employees with career development at all levels. Action is the foundational key to success.
- Unaware of the City's educational partnerships
- Unfortunately, most of the development classes that city offers does not apply to the Police Department. The Police Department as a whole needs to do a better job ensuring training is available or succession plans are in place prior to an employee vacating a position through retirement, resignation or moving to a different position within the department.
- Unknown.
- While the career development/career mobility opportunities are there, supervisors refuse to let their employees take advantage of them, which makes those opportunities not useful. Examples of real excuses provided by my supervisor that I have heard as to why an employee would not be able to take advantage of this opportunity would be we must have 'all butts in office chairs' at all times, multiple employees from the same department can not go, you need to be within "XXX" amount of distance from the office during work hours, you have to be fully available and return at any moments if I call you to come back, etc.

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## Open-Ended Comments

- Within my own department if they are weighed in our promotional process

### **Public Works**

- Jeremy, Patrick and Heather are absolute gems and I have found the trainings they lead to be incredibly informative!
- Actually reward employees for participating in / with professional development; example small pay bumps for earning extra certifications or degrees related to job function. I have earned a degree two levels higher than my role requires but have seen people with less than the required education be promoted.
- Advertise it more.
- better pay.
- Better training within the department. City-wide training is great but within my department, it's lacking. They expect me to know everything but I don't with the new software/programs that the city uses as compared to my previous jobs. So I would just say better training within the department for new employees.
- Bring the Employees more often into the development process
- By creating an open hiring process that is truly open and developed to accommodate a predetermined choice. That is an age old issue in the city, however it is worse now than it's ever been.
- Don't promote bad or unqualified employees and give them special treatment then at the same time hold the good employees to the normal standard
- Establish mentorship opportunities where experienced employees can guide and support less experienced colleagues in their career.
- Expanding areas of opportunity to apply tuition reimbursement to.
- Fully staff the dept so others have more training opportunities
- Have a day with the supervisors/employees where they have a few minutes of a quad about the opportunities.
- Have some training or classes that actually help employees meet MQs for jobs that appear to be in their career path. In reality, none of this training will help anyone promote because they don't have anything to do with minimum qualifications. An employee can take everything available and still not meet MQs for a job that looks like it is in their career path.
- Hire individuals who are engage with employees and not individuals who are here to ride out retirement
- Honestly, the City is doing an amazing job with professional development training. I have also seen and experienced lot of promotion from within, which is wonderful.
- I am not sure offhand if the City covers fees/classes for engineer certification, otherwise they are well covered on professional development.

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- I believe there needs to be professional development for Public Works workers. The professional development is great for in office workers, but there is no professional development for field workers.
- I feel more consideration should be given to employees with prior experience from other municipalities within their respective departments, above employees with more seniority within the department.
- I feel there's plenty of opportunity that is offered.
- I think a presentation during a 360 meeting would be beneficial. Many of the folks I work with have had limited opportunities before they came here. I know that it may not apply to everyone, but I truly believe it will be well received amongst my work group. Many of them are a little apprehensive about where to even start, and some truly don't believe they even have a chance to get promoted...something I try to dispel whenever I hear it.
- I think higher management needs to guide the department in ways to improve employee development, department awareness and communications. I don't feel employees really know or understand their roles in their position. All the instructions come from the top and that's the way it is.
- I think the City does a good job with the professional development/career mobility; however, a few additions would make it great and they are, offer more certification courses/options and education should be strongly considered in promotional opportunities and employment.
- If an employee is working full time as a temporary employee and are then hired as a full time regular employee. Then their time as a temporary employee should go towards their access to the education reimbursement access. It makes sense to have the employee wait 6 months to pass their probation, but if they shouldn't have to wait another six months to take advantage of the tuition reimbursement.
- If there would be able to be an option for telecommunicating for more of the jobs that are at the City then that would be preferred
- Implement more offerings of professional development during times that work better for people who don't have the typical day shift positions. There are good opportunities to get the training but for me, they are during the time I try to sleep during the day time.
- In my experience I have seen some educational opportunities given to some employees and not to others when it pertains to job openings or future job listings. I would like to take a training that will grant me a certification but have been told that I would likely have to go through tuition reimbursement and use my own vacation time to attend the class because there is not an opening currently in the City that requires the certification, but for an advancement opportunity it would be required to receive.
- It needs to be easier for employees to understand how skills in one position can translate into other roles. If I'm a solid waste driver, for instance, its unclear where I can go in my career but I imagine they could move to most Parks/Streets positions with a little training, move to fleet if they gained some mechanic certificates, or become a lead or supervisor with some leadership classes/excel training. It would be fascinating if HR could lump positions with similar responsibilities together

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and/or alert employees if positions in their skill range opened up. If you want internal hires, people need to be aware the opportunities are there.

- Make it more accessible to those in the field...
- More leadership ethics in my department.
- More low cost career development tools such as more access to link in learn or other online learning resources
- more team building like activities with other employees and employers.
- Needs to addressed better. Or at least in my work section it needs to be addressed to the work group better.
- Offer additional technical training classes or the ability to be sent to them.
- One way, could be by providing testimony from City's staff who completed programs.
- Prevent overloading employees with work. In particular divisions, several employees are overwhelmed with the amount of work and cannot make the time for adequate training or professional development that is offered by Tempe. A way to help is for Tempe to hire and/or promote COMPETENT supervisors/managers and employees based on relevant and appropriate experience and education, especially for professional, certified, or licensed employees, rather than based on favoritism and/or political choices. Several supervisors/managers 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.
- Provide proper training upon hire.
- The city has Provided equal opportunity through out my professional career.
- The City of Tempe currently provides career/professional development to employees seeking higher education, and training related to (in my opinion) white collar, administrative style jobs and positions. Blue Collar trades workers can benefit from training/development that is not provided by the City of Tempe such as cross training opportunities, electrical, plumbing, and mechanical apprenticeships, full-time regular trainee positions, and more. We have to create a promotional pipeline for young trades workers seeking positions with a local municipality.
- The city provides opportunity if you want to use it but you have to be motivated to do it.
- The city used to have positions posted as internal only before they opened them up to external candidates. Promoting internal candidates creates a career ladder for other employees to then move up.
- There are some departments like community development that don't encourage employee development at all. A matter of fact that don't like to see you miss work for that kind of stuff. They say they have no money to send you to trainings and they really don't encourage it, they frown on it. If you are like and in the clique they will send you but only if it benefits them.
- They are doing a great job as it is, so I would say keep doing what you are doing.

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## Open-Ended Comments

### ***Transportation and Sustainability***

- Patrick, Jeremy and Heather -- the professional development team -- are doing an outstanding job! Kudos!
- Add courses that will help employees meet MQs. Stop letting management tailor job descriptions so only their friends meet the MQs
- all is good
- City needs to be much better at looking at work experience (years) of their the staff and pay them at a scale that would help the employee, which would be a benefit to the City.
- Encourage finding and/or attending industry conferences or education opportunities related to our work. I would like to pursue my AICP certification, for example, and I'm not sure where to go to find out if the City would pay for the testing or even allow me to study during work hours.
- fine the way it is
- I do not have any suggestions at this time for improvement.
- In the past, some E-team members have interfered in/heavily influenced the hiring of chosen employees before or during an active recruitment, inappropriately nullifying the interview process; I hope this practice ends.
- it seems like a great process
- It varies, HR does not provide any resource for opportunity for field specific, example if working in community service, certifications?
- More formal mentorship in job field might be more helpful.
- More information
- More training for managers and supervisors to encourage employee development.
- Not enough career mobility options. Career promotions not available for those doing good work within current division/role. Have to jump to a new department/completely different role to get promotions.
- Stay the course
- The city can enhance an employee's professional development and career mobility by allowing current employees to shadow departing employees who are interested in filling their positions. This allows them to assess whether the upcoming vacancy is a good fit for them. This approach assumes that the position is only being offered internally.
- The city can provide more free classes geared to preparing employees for promotional possibilities.
- the city is doing a great job at development/career mobility for employees
- The city provides a lot of education opportunities for "soft skills" and more general job tasks (like management), but very little for technical employees. Those we have to seek out ourselves. It would be great if work groups with highly technical staff could receive a stipend to their operating budgets to send staff to trainings or classes.
- There is currently no room to advance within my department (no additional steps in my job series), which limits my ability for career mobility within the City.

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### **Not Provided**

- Certification and Skill Updates:** There are IT staff members currently holding positions they are not qualified for. Many have never obtained or updated essential certifications that demonstrate a basic understanding of their roles. All IT personnel must possess at least a CompTIA A+ certification or an equivalent to ensure they have the foundational knowledge necessary for their positions.

**Addressing Inappropriate Behavior and Outdated Attitudes:** The City of Tempe must address inappropriate or racist behavior and outdated attitudes among staff. It is essential to develop a compulsory program focused on cultural sensitivity and professional behavior, particularly for senior staff and those who have been employed for over 10 years but lack proper manners. An incident in my team involving discriminatory, racist comments triggered post-traumatic stress. Such behavior is unacceptable and must be eradicated. How calling an employee [REDACTED] can be tolerated?

**Performance Evaluations and Career Support:** Our IT supervisor does not conduct performance evaluations, meaning there is no regular assessment of how things are going or whether employees need help with their career paths. The absence of performance surveys and meetings results in staff not updating their basic training or required up-to-date certifications. Consequently, some team members lack essential IT knowledge, causing calls and tickets to be returned due to their inability to perform basic job functions. To enhance professional development and career mobility for employees, the City of Tempe could implement the following strategies:

**Mandatory Certification Programs:** Require all IT staff to obtain and maintain relevant certifications such as CompTIA A+. Provide resources and support for obtaining these certifications, including study materials and paid time for exam preparation.

**Regular Performance Evaluations:** Implement a structured performance evaluation process to assess employees' skills, provide feedback, and identify areas for improvement. Regular evaluations will help in setting clear career development goals and ensuring that employees receive the necessary support to achieve them.

**Cultural Sensitivity and Professional Behavior Training:** Develop and mandate comprehensive training programs focusing on cultural sensitivity, professional behavior, and inclusion. These programs should be compulsory for all staff, particularly those with long tenure, to address and rectify inappropriate attitudes and behaviors.

**Career Path Support:** Establish a mentorship program where experienced employees can guide and support newer staff in their career development. Additionally, offering career counseling services to help employees map out their career paths and identify opportunities for advancement within the organization.

**Continual Learning Opportunities:** Promote a culture of continuous learning by offering regular workshops, training sessions, and seminars on the latest IT trends and skills. Encourage employees to participate in these opportunities to stay updated with industry developments. By implementing these measures, the City of Tempe can create a more supportive and progressive environment, fostering professional growth and career mobility for all employees.
- Have a true open process that is competitive and based solely on merit. When you have situations where [REDACTED], Then when the [REDACTED] gets promoted to manager, there is a job created for [REDACTED] that [REDACTED] gets one day before [REDACTED] is

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promoted, that doesn't really pass the headline test. [REDACTED]

[REDACTED], but the city will do nothing about it.

- By making more opportunities accessible to Full Time, Temporary Employees.
- A lot of the training for my position is outside of the City and may cost a fee, which is typically not approved.
- Build in leave time similar to Union Business and/or schedule specific days per year for training.
- Consider past experience for time in outside agencies
- Depending upon the supervisor you have is to whether or not you are mentored or encouraged?
- Development should also mean promotion. There are no promotions.
- Emphasis on hiring within. Take politics out of the hiring process, The Council should have no input on hiring or firing of staff except the City Manager. That is how it works at a real City.
- Employee Development has done phenomenal work of improving what is already offered, developing new classes and programs, and making the educational partnerships and pursuing higher education easier and more accessible to all employees.
- Equal standards across the board. Meaning everyone Male/Female of all backgrounds have the same exact standards. Nobody gets anything extra for just being different from others.
- Even though it wouldn't matter, just like this survey doesn't matter, I will express my concerns in an exit interview.
- Find out why an employee is not moving up, challenge complacency and look for hidden bias. If an employee is stuck find out if they are happy where they are or what is impeding their growth. We need employees to stay and not leave or get bored, we also need succession planning so there are back up staff for absences which can be covered by cross training workgroups.
- Get rid of IQIP and other unnecessary forms that do nothing but take away from our work.
- I am new to the city and have been here less than a month but the information I have been provided is there are many resources to help with continued growth and opportunities
- I think the City is doing a great job with the program already.
- I would highly recommend hiring from within for promotions. Bringing in outside applicants although they may meet the minimum qualifications they lack the knowledge that internal employees possess. And those in leadership positions should be grooming staff to be able to step into these roles. I do not see this happening in my area.
- In person explanation, of all benefits.
- IT doesn't mater if you do the employee development. At my age I'm still passed over for jobs.
- It is difficult for me to receive training since I am the only one doing my job. I wish I had a team of people who does something similar to me.
- Make information about opportunities more publicly available. More advertising/promotion of opportunities so everyone is aware of them.
- Make more training opportunity or leadership. More availability for all work schedules and units



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- More coaching, align talents and skills with career pathways, debrief after interviews if not promoted; adapt to changing workforce demands by allowing college coursework even if it's not for a degree.
- More focused classes on the actual work we do.
- More information
- My career development has been a direct result of my Manager, I don't often participate in the professional development opportunities offered by the City.
- Not fight promotions. I meet the requirements but HR keeps shooting down my move to a Sr.
- Provide more specific to law enforcement.
- That we don't have to pay first and then be reimbursed. Many don't have the money to pay for an education. You have bills to pay, and it turns out to be impossible.
- Talk to employees in person not emails!
- The City goes above and beyond in supporting professional development.
- The City needs to enlist proper, targeted and in-depth, anonymous feedback from staff. The options given to employees are often created in a vacuum without any input on whether or not it works within our personal lives but also the confines of our positions. There is a lot of staff who are consistently involved in the hiring process of multiple positions who actively target and hold back employees. There is no process to report this, and these same staffers are included in hiring processes time and time again. This is often, unethical, and across various teams within the city. It is systemic.
- The trainings and development opportunities remain untethered to career advancement. This isn't to say that some of them are not quality. However, if the offerings become part of a system that developed skills and prepared staff for advancement with a pathway to meeting the minimum qualifications for positions of progressive responsibility, it would more meaningful. In other words, they are not yet part of an actual succession planning and leadership development system.
- This has never been a discussion point between my manager and above.
- thy could help others out or explain it to them with everything
- Too much workload to even consider a break for training. On top training related to technical professional growth not available.
- Unfortunately, my position is specialized. Mobility isn't really an option if I want to stay in my field. I would have leave Tempe and go to another City or organization for any type of advancement. My supervisor would have to leave for any possible advancement and at that, it would be a crap shoot if I would get the position because I don't have that type of supervisory experience. The Professional development has made a huge change in my ability to gain more knowledge for my position and network from attending conferences.
- UPPER MANAGEMENT SHOULDNT BE ABLE TO OVERRIDE APROCESS BECAUSE THEY FEEL A FRIEND OR FAMILY MEMBER IS A BETTER FIT OR MAKE PEOPLE JUMP THROUGH HOOPS BECAUSE THEY DONT LIKE THEM

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### PROGRAMS AND SERVICES

#### Q2a. How could the City improve organizational support for employees?

##### *City Attorney's Office*

- Criminal division is in the beginning stages of upgrading its technology, as we progress this will assist our employees in accessing trainings and other employee support programs.
- Providing resources needed, additional training pertaining to job.

##### *City Court*

- At first in my department the Director(s) level was not supportive in employees needs and training process. The more employees spoke up on the same matters, the concerns were addressed. Example: Management level should be responsible to maintain Procedural Manuals for New and Existing employees. Directors felt that should be maintain by employees. Since, concerns raised attention, new procedures have been updated and New Training procedures for New Employees have been in place. I truly believe these surveys do make positive changes in the workplace. Thank you!
- Leaders who don't just listen, but actually take employee feedback into consideration when making decisions. Saying they 'listen' but doing whatever they want to anyway isn't helpful to implement change or improvements. Changing schedules against employee wishes is dismaying.

##### *City Manager's Office: Communications and Marketing, 311, Office of Diversity Equity & Inclusion, Government Relations, Mayor, and City Council Staff*

- As a disabled person, I'm surprised by all the things that AREN'T in place for disabled folks. I still have to walk long distances and haul heavy items by myself without any adaptive assistance, like heavy equipment - [REDACTED]. I don't interact with anyone outside of my immediate work group, so I don't know if anyone else supports me.
- I don't know yet...still learning
- I feel the city already does this, but to continue to encourage employees to take advantage of the Employee Development Center and go to trainings!
- Offering maternity leave and mental health care options
- To follow their own processes and procedures. As some would say "practice what you preach".

##### *Community Development*

- Starting with the [REDACTED] picked a favorite and pushed them to [REDACTED] no questions asked. [REDACTED] picked a favorite and pushed [REDACTED]. [REDACTED] three people from outside of the City for [REDACTED] positions. Even though there were several internal candidates that would have been great leaders.
- There are a lot of people in power that are micromanagers, and they do everything in their power to catch a person when they feel as they are not doing something correctly. However, there is a double standard with [REDACTED] for instance an employee is allowed an hour lunch however [REDACTED] on more than one occasion will take more than an hour lunch I have seen [REDACTED] take a 2-

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hour lunch and leave the office early on top of it. There is a strong culture right now with [REDACTED] when they should have conversations with the employees and work things out with the individual one on one. However, [REDACTED] set the standard with [REDACTED] that it is ok for them to take extra time or work from home 4 days a week because they are an exempt class that doesn't seem fair at all. There are times when [REDACTED] will be sick and is allowed to work from home however if anyone else in the department is sick, they have to take the sick day and they are not allowed to work from home as well. If an employee is able to have the connections set up at home, then they should be allowed to have the same rights.

- Be more open and accepting of differences of opinions and ideas.
- Customers are getting more hostile and it would be nice if management would walk around more to help support staff that deal with these difficult people. Management seems to only help when staff approaches them, but sometimes it is difficult to leave a situation to seek out the help.
- I am not familiar with the services noted in questions 2-4. However, I feel that organizational support within Tempe is strong.
- In my own experience, cost always seems to be a natural obstacle, but this response also coincides with the previous entry.
- The City building I work in is old, with questionable air quality and not enough light. I suspect that the fluorescent lights have detrimental effects, too. In the office, I often develop a headache or feel nauseated. When working from home, I do not have these problems.
- The wellness program once offered classes to better understand the program but that seems to have gone away.
- We are in a temporary office during remodeling. Water has been shut off without warning in the bathrooms and drinking water. The security of the facility is questionable at times.

### ***Community Health and Human Services***

- Because the building is public, the amount of transients that are at my office building is quite high. They are on the stair wells, they are in the elevators, they have access to many areas. I have personally reported a gentlemen who was [REDACTED] on the stairwell while speaking to me and the security mentioned how they are a regular here and they are SMI and didn't even escort him off the property because I didn't want to file a police report. So needless to say, I do not feel safe. Not only that my actual job position requires me to be in people's homes and when I find myself in a vulnerable position, there has been no training as what I need to do if I am attacked or what to do next or what the protocol would be.
- Same as listed above. In addition, the only way [REDACTED] and higher are even heard from or seen is by emails that go out to all employees. [REDACTED] and above are never visible.
- Again, in my experience, temporary staff are not encouraged to use wellness programs, mediation services, or the safe haven process. Temporary staff are not treated the same by HR as permanent employees when it comes to supervisor or departmental concerns. For an organization that prides

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itself on progressive values, paying fair wages, and treating it's employees exceedingly well, I find the City of Tempe's use of temporary staff unusual and concerning. As a full time temporary staff person I am unable to receive paid holidays, earn vacation time, or receive cost of living increases. I am also not entitled to earn the same year end bonus that my permanent peers earn. This practice is terrible for overall moral. Temporary staff are also not given the same fair chance when applying for internal position.

- All of this information is given in bits and kind of scattered out. Having one page dedicated to employee organizational support would be great.
- Better communication. I learn things about my department from the news or from fliers sent in the mail.
- By being clear about what organizational support they are willing and able to provide and then provide it when it is requested.
- By providing information about what they are. I don't know what the majority for these organizational supports are. The City's office space is a disaster. The common space feels unsafe and is dirty. Offices are poorly ventilated. It is running joke when somebody brings up getting support from maintenance to address an issue or help correct a problem with needed.
- Department Leadership and Human Resources positively supports employee concerns and professional development.
- Fair compensation reflective of years of service. Equitable PTO and sick time for temporary employees
- I am a city employee but do not use the Iquip system. Our supervisor therefore also not reviewed by the staff. We were told that the director does not require her to use the system, but we have no other system I place that is fair or equitable.
- I believe the city most likely adequately supports permanent employees, the large number of temporary employees are not well taken care of. Many of the opportunities are not available or applicable to temporary employees. I feel having a large number of temporary employees is a cost saving strategy for the city, to get away with not providing as many benefits to all of their staff.
- I have no idea what this is: Tempe Employee View/Internal Audit reporting programs
- I think the safety of my work building could be better. I also wish there were known plans in place in case of an actual emergency. Overall the safety of the campus is questionable. We have a lot of debris around the parking lots from the recycle cans and donation bins being thrown everywhere.
- I would have liked to be clearly informed of who I can do to in my department if I need help with certain things, who the best person to contact would be, how to get in contact with them, and what things specifically they can help me with. I would have also liked preemptive support and check-ins to make sure my onboarding was going smoothly instead of trying to figure out by myself who I need to talk to in order to fix issues.
- More assistance from HR in finding the best places to recruit quality candidates for our job openings. Right now, all they do is post positions on City website. We receive zero assistance with Ideas where to advertise, recruit candidates for our specialized job openings. Any advertising placed and ideas

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where to do that are done strictly by our work group. Still need more regular and planned maintenance and upgrades to worn out facility space although it's improved somewhat the last couple of years.

- More mental health resources to temporary and part time staff. And let mental health days be used as sick time.
- Overall the COT does seem to have good intentions in this area, but the actual implementation and many of the operational aspects are a bit lacking. Too much often depends on who you work for.
- Removing the title of "temporary employee" and provide permanent positions as this limits the benefits temporary employees qualify for although they've worked for years.
- Sometimes it feels like there is a lot of bureaucracy involved in each process. Program coordinators and managers should have more voice and decision-making power as they hear the front-line feedback from staff.
- staff should not lift heavy boxes and furniture. Employee's desk should be ergonomically appropriate for their needs.
- Support and involve Indigenous events more.
- Support grant funded positions equally as city funded.
- They could offer the same programs to long term temp employees that permanent employees enjoy. I have been a temp for 3 years and would not mind a paid holiday, or be allowed to participate in PTO donated to me by my coworkers.
- To pay attention to the relationships in the departments, specifically within the levels of leadership.
- Used Safe Haven in the past and it wasn't helpful. There was also no follow-up about it. My physical work environment isn't safe and hasn't been safe. An employee was assaulted here but there were minimal improvements to safety. There was also a lockdown at the office and the only notification provided was VIA EMAIL. I wasn't aware of it until 30 minutes after it was issued and that was only because my co-worker text me asking what was happening in the building. I had to excuse myself from my virtual meeting to lock my office door.
- Wellness program is a joke. Why are we partnering with someone that cannot track from our phone, why should we have to hand enter statistics into the system. Takes too much time to do and we don't have extra time.
- Working in extreme heat may want to offer additional pay for summer months

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### Community Services

- My direct supervisor and their direct supervisor are both inept. They are both bad at their jobs and instead of someone doing something about it, people just get moved around to hide them. Everyone knows they are bad at their jobs but no one actually does anything about it. Why is there no support for the employees who actually put in effort? The communication in my department is horrible. We haven't had a staff meeting in over a year. E-mails from supervisors are few and far behind and people fill in the gaps like a game of telephone. Because of the lack of communication we are behind other similar work groups and things often have to happen quickly since they are not communicated in advance. Our supervisors lack of planning then becomes our emergency. [REDACTED]

[REDACTED] Never mind the fact that even after working many years with the city I am now back at the bottom of the pay range because the pay ranges were adjusted but pay wasn't moved to reflect that. We are some of the lowest paid city employees around with the [REDACTED].

[REDACTED]. Why does no one think that is strange?
- As a part time/temporary employee I do not have experience with a lot of these things, and cannot speak on them. I understand the desire to provide increased benefits to full time/permanent employees.
- As newer employee and a mother who cares for a child and elderly relative I wish sick time was accrued more quickly here. Between caring for myself and my family I find that I am usually only left with too few days to take care of all of the health needs on my plate.
- Being neutral about Safe Haven should always be a concern. I have considered using this option, but former coworkers advised against it because when they used it, their identity was revealed to the person they made the complaint about. I believe there should be safer processes in place for people to feel comfortable using this resource. It's important that people are encouraged to speak up if they have concerns, instead of being discouraged out of fear of retaliation based on someone else's experience. I haven't had to use some of these services myself but the fact that its not discussed openly to let employees know about resources that could be useful is concerning. I haven't heard about the mediation services, or internal audit programs needs to be openly discussed with all team members.
- Better communication involving facilities and work orders.
- Communication, if one branch is in charge of another, there needs to be communication about their futures or ongoing events.
- Develop and implement flexible work schedules- specifically a formalized and fair work-from-home policy.
- Include Employee Resource Groups in the six-sided partnership. Representation at the decision-making table matters.
- Diversity is horrible.

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- Ensuring all members of the organizational ladder are communicating with each other, even for quick check-ins, Director to new hire entry level staff, from top to bottom/bottom to top. Open door policy/practices/culture/climate!
- Find out the needs of the employees.
- Focus more on the labor (hands dirty) force as opposed to administrative force.
- Have a recreation center for physical activity or give all employees (including temporary) benefits that give them free access to the Tempe city gyms
- Have directors that communicate and demonstrate the City's values.
- Having standards across departments to ensure baseline support and conditions.
- I always appreciate the HR and IT newsletters that highlight programs and resources to make use of. It would be great to receive these more often, or perhaps an annual newsletter from the city highlighting the benefits of different programs available that might be lesser known.
- I don't know anything about the wellness program or City of Tempe benefits.
- I think one level of organizational support comes in the form of managing expectations from leadership and elected officials. While not always in the form of direction, there can be a strong sense of having to complete a specific task or project when communicated through elected officials offices, even when those were not in long term planning and compete with previously identified and planned projects.
- I think Tempe is very accommodating
- I think the Safe Haven process only works if there's trust that there will be an outcome that is not just a return to status quo. Complaints often feel like alerting to where cover-ups need to happen instead of alerting to where aid is desperately needed.
- I work at a facility where a lot of transients hang out. I understand being empathetic. But some are drug users, I worry for our customer, employees and my safety at times. I feel the higher ups have no idea what goes on in their facilities on a daily basis.
- IQIP is unnecessary. Very little attention is given to it. No incentives for employee or management to follow through. Feels like just empty "steps."
- It would be nice for all first responders including lifeguards to have access to crisis counseling services.
- let others become involved, not just family members, friends and cronies
- Lines of communication are not organized or encouraged. The "my door is always open" model is a myth and not effective.
- Listen when people speak, respond rather than ignore (forget). Even if the response is not favorable it is better than no answer.
- Lose most of the middle managers we've been adding for the past 5 years, and give us enough actual WORKING people to do our jobs, without shortcutting and having to ignore things.
- More focus on filling vacancies. More administrative support.

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- Most city support services come across as heavily protecting the city's interest at the expense of the employee. Faith in these areas has declined as a resource for employees.
- Once the class and comp study is done, updated reporting structure charts and breakdowns of departments and divisions in the city would help a lot.
- One by letting them know what is available two and how to access them when needed
- Providing multiple chances to take classes such as CPR/ First aid through out the year.
- Raise in pay
- Safe Haven is an important and critical piece of employee wellness, other, and active mediation. It would be great to see/hear more information about what it is, does, impacts, metrics, etc.
- Some of the above statements made, I can't speak on them solely because I am not familiar with them, such as Safe Haven, Disability and more. I would imagine that we are excellent in the areas mentioned.
- Stop the ableism and fat phobia inherent in the wellness program as it stands.
- The city has a strong culture of executive management being available to listen to employee issues. This is often a wonderful thing, but sometimes this culture goes too far, and actually becomes unintentionally enabling of poor behaviors because there is limited push back on those who are known to be excessive, constant complaint collectors, which just opens the door for them to just keep coming back and perpetuating their behavior - just because someone is willing to listen!
- The department needs to learn and know the good staff who can take good care and provide the best service to the community. They need to promote the good staff for retention. Right now, we have many staff here are leaving. I am also planning to leave this place after I gave 26 years here.
- The people who are vocal about support, get support. This leaves people who probably need support as well, to pick up the other person's slack, and eventually get worn out.
- The telecommute policy is highly outmoded and draconian. This is actively driving away good candidates.
- There should be clearer boundaries for upper management when it comes to collaboration versus dictating. In addition, there should be ways for upper management to support their employees when there are staff members who are toxic to the work environment.
- There should be more communication to employees about the services available. A monthly or quarterly email would be great.



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## Open-Ended Comments

### ***Economic Development, Strategic Management and Innovation Office, Internal Audit, Municipal Budget Office, City Clerk***

- I do not even know what the "Tempe Employee View" is. The City Safe Haven process is a joke. There have been so many employees over the years who have tried to go to Safe Haven and get turned away, put into more harm's way because nobody wants to do their jobs, or their report gets exposed to other involved employees in the city. The Safe Haven program needs to do better as employees have left the city due to nobody helping them. Additionally, after hearing stories from employees across the city, the people who have been the safe haven contact over the years have been known to abuse city employees themselves, thus making the safe haven program illegitimate. A neutral party needs to be involved so actions are actually taken.
- The City Manager's Office is more engaged and transparent than ever. It would be nice if there was an office hours or anonymous communications method with the City Manager's Office staff.
- To me, the website for the Healthy Me in Tempe Wellness Program can be cumbersome to navigate. I often don't have the time to complete the online activities and challenges to earn points apart from the annual Biometric Screening. It would find it helpful if more community or employee events were advertised to employees as opportunities to earn wellness points. I feel participating in those activities would help me earn more points. I don't hear much about the Tempe Employee View/Internal Audit reporting programs, so hopefully they get marketed more to employees.

### ***Financial Services***

- Better communication, foster innovation, allow for experimentation to challenge our current assumptions of process/procedure, and better collaboration.
- I just started with the city last month so I am too new to talk about improvements. I have received a lot of information through new hire orientation and the city seems to have great systems and opportunities in place.
- I would like to see the wellness program offer more gym membership discounts and a variety of in-person wellness programs, classes or events.
- Keep the working from home model going as it is super helpful since I mostly work on a computer and communicate with team members over video conference or chat.
- Use better softphone technology than Cisco IP Communicator and invest in better quality bluetooth headsets (with greater range).
- Management -better communication with the supervisors they manage, and hold them accountable for their duties- Learn their duties
- More support for employees would be to open more communication among management and employees.

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### ***Fire Medical Rescue***

- Develop better [REDACTED] leadership personnel. [REDACTED] has been a massive failure to the fire department and optimism is low with future prospects. We need to focus on building a high performance fire department- and nothing else.
- I feel organizational support is adequate enough and our mayor and council do more directly for its employees than likely any municipality in the valley. I am proud to work for this city. Specifically regarding the fire dept, we have our own internal issues, but the bulk of them stem directly from years of toxic [REDACTED]. We have a long path to recovery ahead of us when [REDACTED].
- One [REDACTED] puts [REDACTED] needs ahead of the department and other members of the department. [REDACTED] focus is on personal gain and personal development that will benefit [REDACTED] in future opportunities but in [REDACTED] pursuit, opportunities for others are lost due to travel budget constraints and the image of someone being gone all of the time.
- By caring about the employees and not caring about hanging Juneteenth or gay pride flags. It's a joke that we feel we need to stand for anything besides the American flag and the citizen's.
- Add more positions through supplemental process and hire for current vacated positions to support work load.
- Allowing all employees to workout for an hour of their shift. They are the face of the city are the ones that are interacting with the public the most. Only allowing sworn personnel an hour to workout and civilian personnel no time for workouts out of their daily schedule. It does not create an inclusive and cohesive work environment.
- As far as disabilities and the City helping us, or supporting us, I'm not convinced about that. What does it mean they "support us". If I come to the city HR, and have proof in abundance I've become physically disabled through no fault of my own, how exactly do they support us? By words of encouragement, "keep up the good fight", "we're with you", ? Or is there job restructuring/reassignment? What I read is maybe, but you have to be "demoted", and that doesn't seem entirely fair. Or does the city's "support" mean we'll support you out the front door, good day ma'am! I can assure you going through the city disability support system is a quagmire at best, so many hoops and boundaries that it's impossible for an employee to benefit at the same pay level. The city will benefit the most, and the employee left to feel they are looked at like some bug that just needs to be exterminated. I've witnessed this first hand with a fellow employee. It was disheartening to see. What was left to see is that, yes, the city found another position for them, at less pay and benefits, and refused to acknowledge fully what he was capable of doing. It was a position the employee couldn't continue with the city. What it left everyone thinking and saying is that the city wasn't on this employees side and found a way to "support them out the front door ", and they no longer wanted to foot the bill "supporting " this employees disability. The City finagled their way out it.
- Consistent rules for everyone regardless of rank. Having admin do their jobs instead of saying "oh we just got busy and I forgot". If I treated my patients the way my admin treats me I would be fired.

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- Employee wellness is a good talking point, and used by a lot of directors, but I think is just that....A talking point
- Extend tiger act for paramedics and EMTs. Also I was told the 401 A as EMTs And paramedics isn't available . I was told in the beginning this was only for sworn personnel in Lou of the drop however, other cities like Gilbert for instance, allows their paramedics on the ambulance side to not only pay into ASARS and 457 but they also give them the option to pay and receive a401A as their third leg of retirement and they are not PSPRS why can't we have that same opportunity?
- Fire stations and trucks sometimes without AC or multiple issues are not dealt with in timely manner. If Hr. or city buildings had same issues they would be fixed immediately or employees told to not come to work.
- I can't think of anything
- I enjoy the different aspects of the mental health issues being addressed and the programs that are helping with these issues. The state is currently allowing first responders to receive psychedelic treatments that have been proven to work for PTSD and other mental health issues.
- I feel that I am held to a much higher standard and I'm expected to do what's best for the City/Department. We are expected to do more with less and I don't feel our department has been honest in our needs to the City to protect their image.
- I opt out of the insurance with the city.... the wellness program appears to be centered around if you carry the city's insurance and not the employee's as a whole.
- I think provided EV charging or at least allowing ev charging at city buildings we be a progressive move by the city
- I think they're doing just fine
- It seems like repairs at city facilities take forever. It also seems like the city can be a hindrance when a department is trying to complete a project.
- Listen. Department heads, specifically in the fire service, need to listen to their employees and let them feel valued. The overall consensus of burnout and decreased morale is leading to greater problems including mental health, service delivery, and job satisfaction. This is prevalent in a great deal of the department.
- Look into the insurance company that the city uses for their light duty members and Workman's comp claims. These companies are corrupt and have affected many of our members and their families in horrible ways. I can say this because I myself and my family are one of those people. I believe our city should play a bigger role in working with our injured employees and supporting them through the process instead of supporting an already corrupt insurance company. I believe this is wrong, and if we don't look into this to correct this process and stand up for what is right, then these situations will only become more and more common.
- Maintenance of facilities needs to be taken more seriously and also prioritize fast and routine maintenance along with holding outside organizations in charge of either constructing or maintaining facilities more accountable to their deadlines and quality of work.

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- More FaceTime with city supervisors outside of department
- More money
- Not wanting to know if people who are having mental health issues and then not supporting them. Doesn't give a feeling as if the city cares! I feel like the chiefs that try to handle this want to do the right thing but the City does not!
- Read and consider the responses to these surveys. Reflect your value for employee groups by providing competitive wages, benefits, and budgets. Tempe is an amazing city that is exploding socially and economically. The city will lose valuable personnel and its valuable reputation if it does not change the way it invests in the people, facilities, and services. Back your employees with unwavering support for mental and physical health and benefits.
- Spend more money on facilities and equipment
- The City could allow/hire more fire mechanics to keep our fleet in better operating conditions. Pertaining to question #6 Yes, the firehouse is a clean, safe, well maintained and in good operating order. However, this is the second summer in a row that I have been on a fire apparatus that does not have working Air conditioning. Last summer it was the entire summer. This summer is looking like the same. I can't imagine other work groups would be happy with or even be placed in a work environment like that. The overarching root issue, you don't have enough fire mechanics to keep our trucks up and operational.
- The city has given me so many opportunities and support to further growth in my career. I'm proud to work for the city of Tempe.
- The fire Department has been understaffed for a decade and staffing numbers need to increase to effectively protect the community and other cities that are part of automatic aid. Crews are burned out and overworked with having to do more with less. We also need support by increasing the budget for each division to be able to appropriately provide the necessary resources to the members and community. Tempe is an innovative city, but we need to look into and expand our current position to utilize more technology to benefit public safety and those we serve.
- Update, building/jobs

### ***Human Resources***

- Everything is hidden by a firewall. The Wellness Program is so difficult to use and if you ask someone in benefits they just say "I don't know--read the manual"--not helpful.
- Give temp workers pto and full medical benefits because honestly I can't afford any more bills
- Overall, I believe the City provides adequate organizational support to employees.
- the quality of the air in building 525 needs to be improved.

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## Open-Ended Comments

### Information Technology

- I'm neutral on [REDACTED] demonstrating and communicating the same values that are expected of me. But [REDACTED], [REDACTED] absolutely does not. [REDACTED] a hard Strongly Disagree.
- Make sure the [REDACTED] are also following the City's value, not a "do as I say, not as I do" type situation.
- Our [REDACTED] do not demonstrate gratitude, trust, it feels more and more that [REDACTED] [REDACTED] are just in it for themselves, and there is a gap in between those that are [REDACTED] and those that are not.
- [REDACTED] in certain workgroups are not looking out for their employees wellbeing. Working overtime and on call without any consideration to the effect it has on the employees and/or their families.
- Tempe could be great. It was great. I love this city, and I feel like other organizations in the city of Tempe do support their employees. Our leadership did provide that support until the leadership changed. My biggest concern is that [REDACTED] do not uphold the city values. Integrity- Our team saw [REDACTED] has blatantly lie to us several times, only to have [REDACTED] later state the actual truth and reveal the lie. We cant trust [REDACTED] anymore, because if [REDACTED] ever gets caught not doing what [REDACTED] is required to do, [REDACTED] lies about it. Until the union or HR comes in and makes [REDACTED] do it. We have talked to [REDACTED] about these issues. [REDACTED] says [REDACTED] sees it, [REDACTED] says [REDACTED] understands, but [REDACTED] wont do nothing about it. So we cant trust [REDACTED] either. Respect- [REDACTED] went after an employee who had a [REDACTED] and tried to go against the [REDACTED] the employee had with the city. HR did tell [REDACTED] to stop, but only after [REDACTED] was driven to tears and half way lost [REDACTED] mind. How can I answer on my questionnaire that the city supports employees with disabilities, when I see [REDACTED] doing things like this to another member of my team? How can I say [REDACTED] shows respect? We had a contractor working with us physically assaulted by a member of our team. [REDACTED] seemingly did little to address it and never talked to the team about it. How does [REDACTED] show the city value of respect? How can we respect someone like that? Not only that, but [REDACTED] lets [REDACTED] get away with it! Openness/creativity- We have tried to be open and share our thoughts and ideas with [REDACTED]. Our team could do a lot more for the city if [REDACTED] would let us. Iv seen almost every member of this team tell [REDACTED] how we could make things better. A long list even. But its the same every time, if it's not [REDACTED] idea, he wont do nothing with it. Even other teams in IT agree that the ideas are good and could make a big difference, but it wont matter. Because there not [REDACTED] ideas. Quality- How can I say that [REDACTED] are committed to ""continuous improvement"" if they wont listen to any of us and implement any of our ideas? We want to do better for the city, we want to do better for the customer. But they wont let us. So how could the city improve? It can start by doing something about [REDACTED] who isn't held accountable, who doesn't listen to no one but [REDACTED], who doesn't respect [REDACTED] team. It can look into why [REDACTED] lets



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## Open-Ended Comments

talented, and dedicated supervisors recently left for other opportunities outside of the city. Neither employee was offered an exit interview.

- I appreciated how Brad Hollingsworth came to our office in person to invite us to come to the wellness briefing. Even though I was unable to attend during the given time slot, it meant a lot to me.
- 35 is getting rough. I have had to kill a few cockroaches, no place to store equipment. No covered parking, no power in lockers, roof collapse occurring.
- Again there are services the city says are available but are not easily accessible. Also when a couple of co-workers went to safe haven nothing happened, the issues were not resolved
- Assure that supervisors are getting the support to hold employees accountable. It appears that sometimes employees that are being held accountable try and turn the narrative that they are being discriminated or targeted against, when really, they are the ones not performing to set expectations and/or standards.
- Better monitor programs for abuse by employees. When employees abuse the programs that give them time off from work someone has to pick up the slack. The ones picking up the slack are suffering from the same things as the abusers but have a work ethic that won't allow them to take advantage of the time or programs offered as they are too busy working to cover for the abusers.
- Bring back lifetime medical from those of us that you stole it from with the arbitrary 10 year rule. Mesa brought back. Just fulfill the promise you gave when I was hired. Keep your word
- By listening more to their employees whenever a complaint is made.
- Compensation is lacking, and taking too long to rectify. There needs to be an open and honest line of communication within all levels of the chain of command. Effort to build a positive workplace culture is essential to move forward and provide the best support for employees. Allow for better work/life balance, the City provides alternative work schedules and telecommuting options and the department should recognize and value those of their employees rather than be revoked simply because a manager doesn't personally like that work option/schedule for themselves. The department should hire/promote those who are qualified based on merit and not by popularity.
- Continually improve workout areas.
- Fix the facilities. Improve the facilities. It is offensively absurd the PD employees have to compete with impounded crashed cars for parking at their own work location.
- For employees who have allergies, changing air filters and dusting the offices often would help prevent allergic reactions.
- For PD: leadership coming to it's employees and asking what is necessary for us to be able to do our jobs better instead of making decisions without our input and/or just based on what the public says.
- Have those in leadership roles work alongside the frontline workers. Back their word up. Show physical support to those whom they are supposed to be defending. Have realistic expectations of employees (having staffing meet goals put out). Only promote people who are good leaders. Reduce negativity and allow differing ideas. Communicate.

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- Hold employees of all levels accountable. The city is being taken advantage of by too many employees and too many situations are being "swept under the carpet" if you will and ignored. There are employees who appreciate what the city offers and provides for them, and there are those that take advantage and abuse the system and are essentially allowed to do so with little to no repercussions. Those that do appreciate what the city offers and provides are often the ones having to make up for the ones that don't.
- I have asked who to contact to conduct a building check for air quality and mold only to be given an indirect answer. I don't know when the last time our air vents were cleaned and there is a known mold problem in our building. Several employees have received major medical diagnoses within the last year and it would provide peace of mind to rule out our workplace as a contributor. Our work from home and telecommuting options have been completely taken away from our unit. There has been no indication that productivity has declined when employees work remotely and we are given the reason, ""We want everyone in the office."" I understand that telecommuting is a privilege and can be taken away at any time. Several of us have recently been on FMLA and have used most of our time. There are instances where it would be nice to be allowed the ability to WFH on an as needed basis when dealing with illness or the after effects of treatments. Taking this away with no real explanation has lowered morale.
- Leaders need to be better at communicating and not playing politics. To be a leader it seems you need to be a politician.
- Leadership from within my department is slow to expansion of ideas that would attract new applicants, hire those applicants, and retain talent that new employees bring. The facilities are old and are in states of disrepair. The facilities are easy to access without credentials.
- Listen to employees when concerns are brought forward and help employees instead of ignoring raised concerns
- More communication involving critical events. Only recently (this past week) have we had some communication or update about incidents involving fellow coworkers
- My time with the city has been short (2 months) I have not been able to exercise all of the resources available at this time but I am aware that they exist.
- Put people in position of leadership who actually have leadership qualities and traits. Too many "yes men". Tempe does not have many leaders, they have bosses.
- Really look at people's experiences (especially with substitutions for experience) when hiring/promoting and really have supervisor(s) listen to their employees opinions, ideas, and learning from underneath them especially new supervisor hires.
- Start holding problem employees accountable, get the use of SK under control
- Supervisors being held accountable and to a standard that peers are held to at a minimum. Supervisors should not be allowed and have the ability to talk down to employees and belittle them with zero consequences.
- Tempe Police south station is old, outdated, and insufficient to properly train officers. Mat room is retrofitted, small and contains limited technological infrastructure. The Training Unit has to regularly



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contend with other workgroups to use the single auditorium as a learning space. Every year, Shop with a Cop occupies the facility and creates conflict with training.

- The city needs to empower the safe haven program to investigate complaints. They take reports but do not actually investigate or address significant issues that have been reported.
- The city does a good job with partnering with educational and training institutions. I do feel that the city could do a better job assisting employees by providing employees with hands-on opportunities to learn and enhance skills.
- The city does a great job. But within the police department, the city's training isn't recognized as a vital or necessary curriculum in advancement. I've found it very useful and enjoyable in my experiences. Ironically, interpersonal skills and management development are offered more through the city, but our department still holds dear the old trainings that have been championed. I would argue that farming out our future leaders to third-party training isn't as effective.
- The city should provide OPEN and HONEST communication with their employees. Every response or 'solution' provided back down through the chain of command feels as though the individuals in charge feel that the employees are only privy to select information based on their position, even when those employees are asked to do all of the work, only the bare minimum amount of information is told and they are expected to blindly follow whatever is commanded of them. So many departments have supervisors put in charge of work groups that don't understand or have the knowledge to run that department, but they are great 'yes men' with amazing employees underneath them who make them look really good. I spend so much time at my job describing what my job is, how to do it, and how to correctly do my job to my own supervisor because they don't even know. They can't even remember my job title. There is even a disconnect where colleagues of the same workgroup do not even sit in the same part of the building as each other. Looking at the history of jobs and departments in the city, where have employees blindly following shady people in command gotten us? A bad reputation, understaffed, in legal trouble, and just more shady people. Those in charge make bright, shiny, and new changes to the city to distract us from what is really happening, so they don't have to fix any of the real problems. Internal issues start from the top down, very little has been changed at the top, everything has been changed at the bottom.
- The City's proven number one priority is itself and not the employees or residents. They are concerned only with one-sided, top-down "optics" and about covering up their own mistakes instead of owning them and making adjustments for sustainable forward growth.
- The new LED lights are way too bright and are causing migraines. We are not allowed to turn them off (working night shift). Dimmers or a lower wattage bulb are needed for Records within the Police Department.
- The wellness program for the city has changed too many times to count and the assistance by HR to walk employees through the process is TERRIBLE.
- The wellness program is a hassle. I always complete the tasks that are required for points, however, I do not log them all the time and I have not gotten the benefit of the discount each year, so I no longer try. I can not keep the program synced to my apple watch, which means I have to enter

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everything manually. If it works for the majority of the staff, we should keep it. It just doesn't always work for me.

- The wellness program needs to be easier to access with a very basic set up. There is too much there for me to navigate through it is overwhelming.
- We need a better union that will actually fight for wage compression and other benefits for us.
- We try to have open dialogue with the leaders of our organization with an "open door policy" however when open and honest the information is not received well, folks are often talked to in a side-bar conversation, and it is sometimes frowned upon to provide your honest opinion.
- Wellness programs aren't completely focused in the same direction and focus too much on mental health and less on physical health and nutrition. We say as a city wellness is valued but it is not funded properly so it feels like it is more of just a check box being filled
- Working at the Hardy Substation I was electrocuted slightly when I turned on a light using a light switch. Hardy Substation leaks every time it rains.
- You need to lead by example and serve your organization's employees. Provide us with the direction and then provide the resources necessary to propel this organization forward. Your job as our city leaders is essential, so take it seriously. The change starts with you. I wish you the luck in leading us into the future, and I will do my part to help each employee I work with to grow and develop and serve them. Thank you.

### **Public Works**

- I don't believe that all departments support their line level employees. I have personally heard [REDACTED] say "well I've got mine" like I want to hear that from [REDACTED] when I haven't had a raise in 3 years. Poor leadership in many departments.
- The [REDACTED] is incredibly lacking. Incompetence, condescension and favoritism remain unchecked. I have been fortunate to have worked for my stellar supervisors over the years in other organizations so this is shocking to witness.
- A better choice of public works upper management...One that trusts there workers can do the job they were hired for and let supervisors and managers do their jobs. Better communication ..,,,
- better decisions in the management area cause their decisions affects employees.
- Better support for those of us that are neurodivergent.
- By knowing the role of employees that are below of them, evaluate if they are meeting City's expectations. If employees are meeting the expectations then train them to do it. Some employees do not ask for training because of time, demand of work or think it is not needed. These people need a little bit of push.
- By pursuing more opportunities to promote work life balance and more Tempe Team building activities
- consistency
- Frequently by getting feedback from the employer

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- Have training with supervisor on leadership philosophy and ethics.
- hire individuals who care about city staff. To many times supervisor are treated differently and held to different standards and are targeted.
- I can't think of anything. The city is doing an amazing job with organizational support. I am really pleased with all the hard work and leadership exemplified by our Director and Deputy Director.
- I don't know anyone who trusts Safe Haven. I've heard multiple stories about people approaching Safe Haven who are no longer with the city. Was it because SH didn't protect them? Because they got too fed up with their work despite the work of SH? I don't know, but it needs a rebrand/rehaul if you want people to trust it. Maybe a educational campaign around the City? I also don't trust the internal audit process. I've reported some fairly egregious behavior of management that was addressed...1.5 years after I reported it. I am not joking and I think the issue was they shelved my concerns until someone higher in the chain noticed the same thing and relitigated it. Employees notice when there are double standards and its frustrating to think certain people appear to be approve reproach.
- Increase communications and more guidance from upper management. Don't change rules and policies as they arise. Trust your management team!
- It is a catch 22 I'm aware since our building is scheduled to be razed at some point. But I do think a little more attention could be provided for shop cooling, especially in the early spring months. I am aware that sometimes the coolers are serviced well before the heat really kicks in, but perhaps we need periodic checkups throughout the summer? Just an idea and this is in no way a job at Building Maintenance, but rather a suggestion for shop management to schedule perhaps.
- Make support and resources available to all employees equal and to favorites or ones that leadership likes
- More resources.
- more training.
- Offering more options for therapy no appointments are currently available
- Regularly solicit and act on employee feedback to improve the work environment.
- Same Comment, They are doing a great job currently, so I would say keep doing what you are doing.
- Stop putting rule on the workers . And the same rules do not apply for management
- Thankfully, no suggestions as I have not needed to use mediation services or the Safe Haven process; though honestly, I have no idea how I would engage with those programs.
- The city can improve organizational support for employees by providing annual cost of living that keep up with inflation; increase the City's contribution to deferred compensation and a system to improve pay parity across the organization. Also, consider pay equality for education and not just years in service. It appears to be of no monetary benefit to utilizing the educational opportunities the city provides, as well as those coming into the organization with a degree. There appears to be a heavy emphasis on years of service (with some positions) then on educational value.

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- The city could try to Improve better with the wellness program. Instead of Taking money from individuals every check it would be wiser to give out gift cards to make the individual feel rewarded for getting check ups.
- The City Manager's team, City HR Leadership, and City Council could be more transparent and honest with how important City employees are to the organization. Words are just words without results; words need to be supported by clear and transparent actions and results. Showing employees that they matter and are valued has to be demonstrated by transparency, honesty, fair treatment, and fair wages/compensation across all departments. A closed door Classification and Compensation Study without having meaningful employee group oversight (allowing employee groups to reject specific Study findings), preceded by years of wage compression and continued demonstrations of HR leadership's negative manipulation of pay scales, is not transparency or honesty...it is just manipulation and is unfair and disingenuous to the employees.
- the wellness program doesn't give enough incentive to do it, feels like there should be more for the employees to participate in it. more prices or more money off per check.
- We have support but no checks or balances, no one gets in trouble for anything and it causes no one to care about keeping a high standard of work or conditions
- West side of the basement level need a good renovation
- What safe haven? Everything is set up to protect the city. I have yet to see a proper investigation be conducted. The "investigators" start out with a decision already made and just look for things to support it.
- With the new work that is being required of us for my specific department the building itself is in perfect condition though, with the new job duties that are now required are a health hazard and this concern had been brought to the attention of others and there have not been any changes or no one has shown that they are understanding that there is an issue with the ne program and now double down o the fact that they are not going to accommodate any health issues
- With the reorganization in March 2024, the newly assigned Director and Deputy Director in our department are demonstrating and communicating the same values that are expected of me.

### ***Transportation and Sustainability***

- I do not have any recommendations at this time. I have received all the support I require. From my director Eric to my groups supervisor Ignacio. They have been receptive and accommodating.
- Address employees who make false claims to safe haven
- all procedures are great.
- Continue to educate on programs
- fine the way it is
- Hire/promote (train/coach) managers/deputies/directors who understand how to manage a workgroup/division/department and own the responsibility attached to managing. We've become an

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organization which greatly disregards skill and experience of successful and proactive managing, and are left with managers who only know how to delegate tasks and react to issues.

- I cannot think of anything we need to improve in this area.
- I do not know what several of the programs are and could not easily find information about these programs on The Bridge.
- It would help for the employee to see apples vs apples not apples vs oranges.
- the city is doing a great job at this
- The city is doing a great job.
- The wellness program seems pretty useless, and I am not comfortable how closely it's tied to BMI.
- Wellness Program - Would prefer biometric screening and survey not to be tied in with discount of insurance premium. While "optional", the structure does not seem that optional when tied to such a difference in payment over a year. Consider providing a lower flat rate consistently to all, and offering incentives/gift cards for those who do participate. I would still participate.
- Wellness program is not needed and forces staff to waste time entering points. Just do away with it and drop the premiums by 25.

### **Not Provided**

- I frankly am unaware of many of these avenues. I am not sure how they are communicated. I do not feel like [REDACTED] display the values that are expected of me.
- I see the [REDACTED]. I get this, the rules apply to the employees and not to Senior Management. I cannot trust the [REDACTED] when there was such a blatant disregard for protocol.
- Although there are support systems in place I don't feel that we have adequate staffing or time to utilize unless done so on personal time.
- Choosing capable, intelligent, professional leaders across the board.
- Create a true open process that is fair and not favorable to some over others.
- Directors fully supporting employees and making an effort to understand the function of the role at the lowest levels.
- Don't deny obvious industrial claim injuries.
- Facilities have mold, A/C is not fixed immediately, Employees are not educated on the process after injured on and off the job. Department and city does not have a clear solid test for employees to follow after being injured on and off the job. Employees should not be given an ultimatum/timeline and or possibly being re-class after an injury. Due to ultimatum/timeline and or potentially re-class pushes an employee to be ""better"" quicker and may be against medical professionals advice. The decision of getting better is due to the city's guidelines which are NOT medical professionals. Let's not forget the Covid days ""listen to the medical professionals. With these examples the city has does not put employees first.

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- Get rid of the cats at Apache substation. Covered parking for Hardy Station. Secured parking for ALL department employees. Take home vehicles for Officers that are required to carry department issued equipment while on off days. I.E. Swat Officers not assigned to detectives.
- Have upper management participate in SOME, not a lot of like staff meetings. Been in my position for over three years and have never interacted with my Deputy Director directly
- Hold employees accountable for unprofessionalism and mistakes
- HR needs to realize we are not the enemy. They try to put up as many challenges if they don't understand the problem.
- I have experienced countless employees report the failures of city mediation services citing further increased harm and abuse from those they were reporting with no solutions. Often times those who were being reported were promoted, applauded, or let off with little to no warning. The reporting staff members had either mental health emergencies, or exited the city. This has been happening for years and years within the city. I do not understand why the process does not include union reps or a neutral party.
- I've never used these support programs, but I know they exist and they seem sufficient.
- Regarding values, I have common sense expectations, I don't believe I've received communication from our Director or Deputy.
- Improve communication.
- Incentives like bonuses to motivate employees for the good work they have done
- LISTEN TO THEIR PEOPLE AND STOP MAKING PORR MANAGEMENT DECISIONS. A LOT OF PEOPLE ARE UNHAPPY BECAUSE THEY DONT FEEL HEARD
- More disability support structures for people who are neurodivergent.
- Relax the draconian telecommute policy and base availability of the perk on successful delivery of work product. This is actively preventing IT professionals from applying for open positions.
- Some Deputies are a waste of time and act more as managers. They are overpaid managers. Get rid of Deputies.
- Specifically explain our experience beginning middle & end.
- Support your police officers more instead of playing political back and forth with command staff.
- The City should remember that a teleworking is an important way to support employees - especially non-public facing professionals. It will draw a greater talent pool to the organization and can reduce the city's environmental footprint by not needing so much space, electricity, etc. The sense of culture and cohesiveness can absolutely be fostered virtually and while some will prefer face to face, many others are more productive teleworking most / all days. Trust them.
- The City, DEI office and my department work very hard at making the workplace safe and accessible. It is very proactive with meeting and accommodating an employees needs to be effective, productive, and safe in the workplace.
- The wellness program has been in operation for many years now. However, it isn't able to provide data on effectiveness/efficacy. The program could be designed to better capture information that

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would allow for analysis over baseline. How much money has it saved in healthcare costs? how much employee health improvement has been realized? What is the next best alternative to this approach? Is there a better return on investment with another wellness approach. The questions may not be easy to answer, but steps should be taken to begin understanding the utility of the current program.

- The wellness program is inconvenient and seems to continuously change. I pair my device to track steps but the system never works.
- There aren't many options when it comes to disabilities!
- There is a two-tiered system at Tempe. There are the rules in the City regulations for most and the rules of upper management. We are supposed to work with our staff providing input and improvement measures where needed. But if the Council and upper management (non-professionals) don't like you personally, or through inexperience think you are not performing under tough conditions, or follow poor advice, don't follow the rules and promote sycophant inexperienced managers. This is all after leaving positions open for months.
- they could at least help everyone or ask for help. or take notes at least too.
- To enhance professional development and career mobility for employees, the City of Tempe could implement the following strategies:
  - Mandatory Certification Programs: Require all IT staff to obtain and maintain relevant certifications such as CompTIA A+. Provide resources and support for obtaining these certifications, including study materials and paid time for exam preparation.
  - Regular Performance Evaluations: Implement a structured performance evaluation process to assess employees' skills, provide feedback, and identify areas for improvement. Regular evaluations will help in setting clear career development goals and ensuring that employees receive the necessary support to achieve them.
  - Cultural Sensitivity and Professional Behavior Training: Develop and mandate comprehensive training programs focusing on cultural sensitivity, professional behavior, and inclusion. These programs should be compulsory for all staff, particularly those with long tenure, to address and rectify inappropriate attitudes and behaviors.
  - Career Path Support: Establish a mentorship program where experienced employees can guide and support newer staff in their career development. Additionally, offering career counseling services to help employees map out their career paths and identify opportunities for advancement within the organization.
  - Continual Learning Opportunities: Promote a culture of continuous learning by offering regular workshops, training sessions, and seminars on the latest IT trends and skills. Encourage employees to participate in these opportunities to stay updated with industry developments. By implementing these measures, the City of Tempe can create a more supportive and progressive environment, fostering professional growth and career mobility for all employees.
- Transparency and honesty. Create a positive work culture.

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### SUPERVISION AND WORKING ENVIRONMENT

#### Q3a. How could the City improve supervision and/or the work environment for employees?

##### *City Attorney's Office*

- Adequately train new supervisors, make sure there is no micromanaging, give new supervisors the skills and training to know how to get along with others.
- better technological support
- Employee recognition more often. Staff work diligently with limited resources and make the best of it. Our chairs are old and falling apart. Should have ergonomic work station.
- I believe our supervisors should be required to take additional training especially when it comes to being Micromanagers.
- The prosecutor's office should have emergency button to alert security when necessary, just like the court does. There should be at least one emergency call button.
- We don't always have the budget/funding to purchase up to date software to efficiently do our jobs and the process to obtain them is long and cumbersome.

##### *City Court*

- 1. Supervisor Refresher update every 6-months 2. No safety concerns

##### *City Manager's Office: Communications and Marketing, 311, Office of Diversity Equity & Inclusion, Government Relations, Mayor, and City Council Staff*

- City Hall feels like a different place. Much more supportive and encouraging environment!
- Continue to encourage professional development and leadership opportunities! In addition, having weekly check ins as a team or individual depending on the size
- I do think that there could be a better opportunity to have regular check in's with employees to support their employee development as well as creating a more approachable environment. I do believe that there should be more space for dialog around decision making and culture development within the department.
- Never have contact with Director or Deputy etc.
- Please increase telework opportunities for the Communications and Marketing Department. Right now our department teleworks 1 day per week and I strongly believe this could be increased to 2 days per week with practically no impact to daily functions. A large majority of mine and my team's day is attending meetings virtually from my desk and independently working on computer-based assignments. Being able to save on gas and the time lost from a commute would be invaluable to me as an employee. I am overall very happy with my role and team, with the one outlier being our office's lack of utilizing telework. I could see myself sticking with Tempe long-term, happily, if I had more access to telework. I have heard coworkers express the same sentiment.
- Removing supervisors who create a hostile work environment and have a history of numerous complaints from multiple employees. Avoiding the promotion of individuals who lack the necessary



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job knowledge and have a record of complaints. Ensuring that hiring and promotion decisions are based on merit and qualifications, rather than personal connections. HR, the Unions, and upper leadership must hold supervisors accountable for their actions. Additionally, there should be a formal process for staff to provide feedback on their supervisors' performance, with this feedback being reported directly to HR.

### ***Community Development***

- Instead of promoting based on an outgoing [REDACTED] making their subordinates/people on the interview panel "promise to promote this individual" make it on experience and skills.
- My direct supervisor is great to work for. Upper management is the issue. They micromanage. They make you feel small and stupid. They claim transparency yet everything is a secret. They claim team work yet discourage team members from working together.
- I don't know of anything right now but I can say I am extremely happy with my department, teammates, supervisor and manager
- I have been with the City for more than a year and have not received any formal or informal feedback related to my work performance. I honestly do not know if I am doing a good job or not, or what I could improve upon. I have a good rapport with all of my supervisors, but there is currently no process by which my work is reviewed.
- I often feel like upper management, not my supervisor or their immediate supervisors, don't fully value the mission of my particular position/office. It can be frustrating when discussions pertaining to my area are held at a high level, but I am excluded.
- Listen to employees and treat all employees with respect and dignity.
- My direct supervisors make it a point to let me know my job functions, and my job quality and give constructive feedback. They are also always available for explanations or training sessions. As a minor supervisor I believe I try to be as available as possible and be able to assist my work group with questions and give constructive criticism when needed that is often taken well.
- Supervisor should stop changing the project turn around time due out dates from the set standard turn around times. Project turn around times are standardized per state statue. This adds unneeded stress on work environment when trying to complete daily job duties, tasks, and assignments. I have already attempted to address the situation with my supervisor and it was unsuccessful. I then approached the manager (my supervisor's supervisor) and it was also unsuccessful. Treated differently than others in workgroup. Feel I'm not treated as a professional, micro managed. Have NEVER had issues with supervisor's in my tenure, it's very unfortunate at this stage in my career.
- The administration within my department does not treat all employees the same or have the same expectations (or enforce the same expectations) of all employees. There are no clear guidelines to refer to within my department such as manuals to refer to, employee handbooks, etc. Work is not distributed evenly or evaluated competently or fairly. Changes are often made within our work group without being thought out or explained to employees clearly or in a timely manner. Administrators within my department often ignore some employees completely (avoiding communicating with some

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employees, making eye contact, or acknowledging them in the hallway, etc.) while clearly acknowledging and communicating with others.

- The employee development group provides the Iquip for individual to rate themselves. There should be a system where employees can rate their immediate supervisor and be able to send this directly to safe haven or HR in which they read over the information and bring this to the director or Deputies' direct attention to help mode the individual and help them to manage the situation better. I feel as though are ways that a manager can tell an employee that they are not doing something correctly, but it is hard for a person that is a line employee to explain to the manager without fear of retaliation.
- The hierarchy should be encouraged to partake in educational courses that help develop their comprehension of the human condition in leadership rolls. These courses should include leadership forums, conventions or upper level classes that strengthen the understanding of human nature in a professional setting.
- There is lack of communication from the department. The supervisors of each work group are expected to send out information instead of receiving it from one central place. This is an inefficient process and sometimes supervisors are out of the office so the work group may get the information the following week. Also, the hybrid work schedule should be consistent throughout the city. IT Services has their people working remotely for 3 weeks continuously and it is frustrating when the person assigned to the ticket won't come because he is on the 3 week remote schedule. When they send a replacement, the information is either not relayed or the person has no experience with the problem

### ***Community Health and Human Services***

- Appropriate lighting, cleaner workspace. More communication between supervisors and coordinators.
- By empowering supervisors with additional skills training to establish a more collaborative culture of respect.
- Hire individuals with supervisory skills who know how to work with people and who actually like people.
- I believe the City HR disciplinary rules require revision. The idea of Union involvement when it comes to PIPs (which are non-disciplinary) or the lengths a supervisor/manager has to go through for written reprimand is very over the top. The processes that are currently in place are appropriate for administrative leave, demotion, suspension with or without pay, and proposed termination; but, for lower-level correction processes such as PIPs and written reprimands, it is inappropriate.
- I love my work group and supervisor but not sure what the Directors think. Never meet one on one or even in small groups so that they are aware of even what I do in my job.
- I would like more support from my direct supervisor, but it feels like she does not have the time or that is not a priority since we are only part-time employees and we have big projects in the works.
- Love my work group

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- My direct supervisor is wonderful and supportive, but I do not feel like she receives support from directors
- My supervisor is absolutely amazing she listens to concerns, provides resolutions within her power, compassionate, professional, intelligent, and always has time to assist. She does it all on her own with 18 employees because there is no budget to get her help. She is the best and is one of the only reasons besides loving the work that I'm here.
- Questions 20 is skewed towards the subordinate being the poor work performer that is dealt with by manager/supervisor. What about when there is a poor performing supervisor/manager? What recourse do the employees working under them have? I have seen far too many subordinates leave when the problem is the manager/supervisor. That creates inhospitable work environment and poor morale. I believe the city is aware of these situations and I have not seen them adequately addressed from higher level management.
- Recognizing staff's good work regularly and celebrating small successes. Providing ongoing positive feedback. Providing clear direction and expectation for a new project and the tools that staff needs.
- regarding this question: As a supervisor, I have been given the training, tools, and resources to lead my work unit. I have these skills and brought these with me to the City. I have not been given any skills in my role and my supervisor has not modeled these skills effectively.
- Responding to the employee responses of surveys when there are results indicating supervisory issues and not dismiss. It is not easy to try to draw attention to this type of issue.
- Seems as if higher level staff should at least make an opportunity to know those who work for them and have some understanding of what they do, what they have done and their skills. Seems expectations for respect, transparency, communication and employee recognition and development are not consistent in all areas. Again, it depends on who you work for.
- Tempe Community Council staff who are city employees do not use the Iquip system and have no fair or equitable other system in place. There is no 360 review of the Supervisor. The nonprofit board of directors does not review the Director or query the staff on satisfaction with supervision, so there is no oversight of the Director.
- The library can be dangerous. This should be addressed.
- There is a high amount of favoritism and the work is not distributed fairly. The pay for my position is well under what other companies pay and the training is nonexistent. I came to work for the COT and was hired with the "no experience" pay rate but COT is dependent on my prior expertise to complete the job. No training was provided, no expectations were given, so none to meet, no future in my department, and no goals set on how to move up or transition within.
- To pay attention to work groups and make it safe for employees to come forward with concerns without fear of retaliation.

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### Community Services

- The City of Tempe can fire [REDACTED] from [REDACTED]. She created a hostile work environment, lied to her direct supervisor, falsified documents, and spent government funds on personal matters
- I have chosen to share the following experience with you. I have endured turnover in management this year. The [REDACTED] [REDACTED] was unsupportive and failed to check in on me. They also treated me poorly and attempted to tarnish my reputation by making false statements in front of large groups. Despite [REDACTED] lack of involvement, [REDACTED] would praise my work. Following that, [REDACTED] would discredit me to new team members, advising them not to trust me. However, upon meeting me, one of the new team members realized that I was genuine and expressed appreciation for my eagerness to assist her as a new hire. Currently, my supervisor does check in on me, but does not provide much guidance. I feel that he listens to me, yet when I seek guidance, he simply assures me that ""you're doing fine"" or ""I support your decision."" Although I value our one-on-one meetings, I wish to have a supervisor who mentors me since I am currently [REDACTED]. I seek confidence in my supervisor in order to determine if I would like to take on a [REDACTED] position. Unfortunately, similar to the previous interim period where I had an [REDACTED], my current supervisor appears attentive with a desire to learn, but offers no substantial assistance. As a result, I am no longer enjoying working in my current department and am actively seeking new job opportunities. He also only pays attention to data and ignore the people who work under him. So he has a major disconnect and isn't easy to talk to when asked something personal. I know it seems like he is trying to be personal but he comes off inauthentic which hurts working relationships. I think I have taking several classes that would be more beneficial for supervisors to take such as how to survive a toxic work environment because it talked about how leadership is responsible for the toxic work environment. One must change it from the top. I think having classes for supervisors to find confidence and maybe understand processes would be nice. A supervisor needs to know the ins and outs of their department to their best ability and we can appreciate a supervisor who wants to learn. Learning can only do so much we need action and authentic support to feel like we are being coached, and mentored properly.
- 3 strike rule
- Added training for staff is need in many areas with advancement and work safety being encouraged. The blatant disregard for staff that have been with the city long term is evident in how promotions are given, or opportunities taken away so there is not a path for advancement. The City of Tempe used to attract and recruit good personal with a clear message of career path and goals how to get there. This is gone and the environment has become stagnant, which is unfortunate because this was a great place to work in the past.
- Although supplementally driven, it will be important for the Kiwanis Rec Center to ultimately invest in security as rising occurrences involving above normal escalated matters including mental health, unsheltered, or otherwise make it uncomfortable for staff at times to be on the frontline

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- As of today, I have no input to give. I am very satisfied with my supervisor.
- Blessed with the best work environment and staff
- By having goals and performance reviews that each person is accountable for. By meeting these goals the employee could move a step up with a pay raise. If they don't meet the goals they would not advance, and possibly be let go. Managers need better training on supporting and supervising employees, having hard discussions, and holding employees accountable.
- By making sure everyone is following the proper procedures
- checking often and being present
- Communication could be better and employees should not feel nervous when talking to supervisors. There should be mutual respect between each individual
- Everyone should be on board the same ""ship"". When I came to work for the city I was enrolled in connect classes, so I understood the city's position and I were I fit in, what was expected of me. The supervisor never enrolled in connect, it is optional. How can the city sell & teach a set of values that not everyone is required to adhere to? If my supervisor isn't buying what you're selling, he/she won't promote and I probably wouldn't buy either. Correct and current training and performance measurements for the job. Training should be relevant for the task!
- For the most part, the work environment and culture are great. However, accountability and consistency have some room for improvement. Some work groups have managers who are more lenient than others, especially regarding telecommuting. We understand that some roles allow for more flexibility than others, but there are some employees who abuse it and aren't being held accountable. For example, the guidelines state "employees are required to work in the office at least three days per week unless otherwise approved by the City Manager", yet there are some coworkers who are in the office maybe once a month, sometimes less. As a former manager in another sector, I understand there may be extenuating circumstances unknown to me, such as FMLA accommodations, but even with that, there's a maximum of 17 weeks and the coworkers who are not in the office have been doing so ongoing, year-round, since before telecommuting was even a policy prior to 2020. The most frustrating part about it is since they don't come to the office, some of their workload can sometimes be added to other coordinators and/or part time staff, causing animosity. There's also employees who do bare minimum because they're either tenured or coasting until retirement while others are given more workload because the tenured employee either won't do the task or they don't know how. Therefore the other employees who take on the additional workload feel like they're getting "punished" for doing a good job or knowing more, all while also getting paid less because they're less tenured. There's no real incentive to do a good job or take on extra tasks other than the overall satisfaction of doing something new or different or build their resume, which is why there are some people who simply do the bare minimum required. There are also some coworkers who are difficult to work with because they're set in their own ways of doing things rather than the greater good of the community. They're not open to new ideas or changes when working with peers and will only make changes reluctantly when told to do so by their direct manager.
- Give the park rangers more tools.

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- Give us the employees need to do the job.
- Having leadership education be part of a continuous requirement for all supervisors.
- Having an external contact/check-ins to ensure that is occurring effectively.
- Hire people who know how to supervise. Just because someone is good in their position doesn't mean they need to be promoted. Some people don't deserve to be promoted. Employees get stuck because their supervisors are promoted to the point they will never move which then doesn't allow the lower employee any movement without moving to a different department.
- hold the slackers accountable for slacking and quit giving the slackers workload to others to complete
- I really have a fabulous team, and I work within a wonderful division. I feel lucky to work with the people that I do. As such, I don't have many notes here.
- I think one of the biggest issues we have in our work environment is that we have people who are extremely toxic for the space and make people feel unappreciated and unwelcome, but it is not dealt with by upper management. There are also people in our departments managerial teams who are outwardly discriminatory and say things that are clearly ageist, sexist, racist, etc. but people are too afraid to speak up as it seems like nothing is done when these things have been brought up in the past. There just needs to be more support and consequences for people who go against the values of the city.
- It feels like directors are given a level of trust that hasn't been earned and their works is not adequately supervised monitored. Issues with directors go unaddressed for years at times while employees are left without support.
- It would be beneficial if temporary employees (full time and part time) were eligible to participate in the Performance Improvement Plan - this would help with continued career and personal growth.
- Listen and be productive about the workload. I have been told by my manager that I expect too much from coworkers and I need to lower my expectation of customer service skills, Really !!!
- Maintenance can sometimes play an issue when in charge of closing for the night.
- Monthly or quarterly asking via email or other mode of communication, if there are any needs that employees may have regarding their work environment/supervision.
- More feedback be provided for work performed and recognition from deputy director for jobs done well or any positive recognition.
- More team building, education and wellness center
- My supervisor responds to my complaints with responses that seem totally defeated. I have been told several times to not "challenge things" because things won't change. There isn't just resistance to change or the idea of feedback in our workgroup, there is often active suppression when changes are trying to be enacted.
- My supervisor supports me when asked. I do not get constructive feedback.
- Not a supervisor can't speak to the issues. Some questions do not apply to my job
- Provide training, mentorship, and support (someone effective to work through issues with) for nuisance employees. Not ones that are clearly doing something that can be directly addressed, but

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those that have poor work habit they keep slipping into such as chronic tardiness, lack of productivity, not adhering to deadlines, overly talkative in the workplace. These are the people who are good at something they do, are even likeable (so no one wants to bring a complaint forward) but just have these nuisance behaviors. Is there someone in HR that could work with us and the employee to curb or mitigate these (though they always come back because it is part of their personality and not something that can be fully cured).

- Remove layers of supervision that are counterproductive and needless.
- Replace the IQIP with a mentorship and evolved training program that offers flexible tools for diverse departments.
- Sometimes my job is not clear and I am asked to do things outside my job description without warning and with little to no training. I find that I am constantly picking up the slack from my supervisor and don't know how to complete things because I was never trained. Work feels very disorganized with lines blurred on who is supposed to do what.
- The building I work in (Edna Vihel Arts Center) has received a number of needed upgrades the past few years, but they are mostly bandages on an aged building. We have run out of room for staffing and supplies, and occasionally have conflict with the other department who share the building.
- The city has done a much better job safety to parks and downtown. It would be nice if all recreation buildings were staffed with a security guard in order to mitigate the amount of abuses the staff must endure when angry patrons scream, yell, threaten harm, have to assist in breaking up fights, and make moves to harm staff. The quote, "we don't have the funding to have security at our building currently as is wasn't built into our budget" is not good enough for the employee's safety. If we have money to change the city logo, the city has money to protect its own employees.
- The City of Tempe has hired unqualified individuals for manager and higher roles. The result is a fundamental misunderstanding of what their job entails. They are unable to learn and adapt and those that report to them suffer. We are tasked with working above our pay grade to make up for the lack of abilities of our supervisors. We also know that we are not able to trust or depend on them when needed. The hope by upper management is they retire and the problem goes away. When in fact it should be addressed head on and succession planning needs to be ramped up.
- The higher ups are clueless on day to day operations. I was docked on an eval for talking to my supervisor about concerns brought to me by numerous staff and volunteers about the transients. I was expressing all of our concerns and was told I am not empathetic enough. I am empathetic, but safety is of a higher priority to me. I do not always feel safe at work. We won't even get into the smells and how they sit and take up space meant for our customers. (year round, not just in the summer)
- The steps for discipline are too long and time-consuming, we are too busy to handle situations that way.
- The work load on staff at each facility is extremely different and not equal. I think either increased pay or budget to hire additional staff is necessary to help with larger workloads.

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- There is employee favoritism in the department, over work certain people while others are not being used due to lack of training or just plain simple the employee's aren't team player's, they would rather watch everyone else complete the task. Always receive negative feedback and not in a nice way.
- They could actually listen to the employees that are doing the hands on work instead of making arbitrary decision that just benefit them and their wants and actually listen to what processes need to be in place and what support is actually needed instead of brushing it off.
- trained the supervisor on how to be better supervisor, have the supervisor to be more hands on to learn the jobs there.
- Transparency of resources division. Listening to a supervisor when they request resources such as staffing \$. Especially listening when those requests go unanswered over several years. Too much turn over in management leads to frustration for employees. I feel like I have to start over and over every 2-3 years. Look into the over-use of full-time temporary positions. Shouldn't there be a time limit?? If a temp position goes over 1-2 years---- should it be made permanent?

### ***Economic Development, Strategic Management and Innovation Office, Internal Audit, Municipal Budget Office, City Clerk***

- currently my supervisor is a fill in position.
- Do not promote people into supervisory roles who have historically been bad supervisors or who have very little experience or training. Across the city I have heard so many stories about people with bad supervisors and the city is pushing good employees away because the city refuses to get rid of bad supervisors. There needs to be process where you ask former employees what their perspectives are when their supervisors are applying for promotions. There also needs to be a process where employees can discuss their supervisors in a safe setting, the city does not have a safe format for employees to do that now.
- Hold supervisors accountable. Treat employees individually, those that need supervision get it and those doing a good job get recognized not just given more work.
- I work in an exception area where staff are respected and supported.
- Too much construction around City Hall with makes it difficult to walk around outside. The noise also makes it difficult to conduct meetings and regular work.

### ***Financial Services***

- Encouraging more consistent feedback to help discover problem areas Anna address them before they become a critical issue.
- Hold the Supervisors accountable/ Managers don't make sure the Supervisors know what their duties are what is expected of them
- I believe any supervisor/manager (any employee with direct reports) should be required to do mandatory training on handling conflict in the workplace and they should be held accountable if



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found to be biased, negligent to follow due diligence when investigating conflict/accusations, and poor handling of employee concerns.

- I do think some divisions need more help in the form of FTE's. When we have too much to do a number of these elements noted above are lost in the chaos of trying to get all of the work done. Due to heavy work loads, we can get into a very reactive mode where we are so pressed to produce and get work out the door that we sometimes lose sight of the things that are important for employee morale and wellbeing. There might be a way to more fully evaluate work loads and secure additional resources that will impact this area. thank you
- I strongly believe the needs to be an attendance/tardy policy in the COT. I work with 4-5 ( mostly younger in their 30's) co workers who are late to work nearly EVERY DAY, without consequences. it is rude and disrespectful to the mgmt. and those of us who are on time ( early to work) every day
- I think that we should have some type of yearly event where we get to show off some of our skills while relieving stress. Ever since I've been here, nothing that resembles team building has happened. As an individual or as a department or even teams.
- In depth training on city policies and procedures, specially for new employees and new supervisors. Offer formal mentorship program.
- Managers are not supported by HR. HR and IT are the major disconnects in the city.
- Mandatory supervisor trainings should be offered when someone is promoted to a Supervisory position. We are all from different generations and training on how to communicate effectively across generations and conflict resolution should be something all supervisors should know how to do.
- Take into consideration that just because something has been done that way, that it does not need to continue to be that way. Especially if enhancements should be made and/or in order to maintain the proper quality we wish to deliver, we have to consider workload management.

### ***Fire Medical Rescue***

- Most issues with the Fire Dept are budget restricted or a result of poor leadership [REDACTED]. The budget is what it is and money doesn't grow on trees. Most of us are very thankful for our pay and benefits and while it would be nice to have more money for training or equipment, we understand that there are limitations and public safety is already allocated a large piece of the overall city budget. Compared to other municipalities we feel fortunate.
- Any issues we have with morale stem from [REDACTED] always assuming the worst in everyone and managing with an iron fist instead of leading, inspiring, and motivating our members. I realize that sounds harsh, but if you were to specifically poll fire dept members on their opinions of [REDACTED] vs anyone else, you will see how despised he is by everyone.
- TFMRD needs more funding for support services and purchasing addition sets of turnouts as loaner gear. This is what could help provide a safe working environment for our employees in the fire service. Cancer is on the rise and prevention should be our number one goal to provide safety to our members who provide safety to our public. We are fighting fires now with unknown long term effects and just beginning to understand the forever metals that accumulate in our blood and body after

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electric vehicle fires. The Fire Department needs more money to purchase back up gear to help keep our members safe. PLEASE MAKE THIS A PRIORITY AND DISCUSS THIS MATTER AT A CITY COUNCIL MEETING!!! We do not need any other member dying [REDACTED]. If this a preventable and helps keep us safe doing our job, then yes we need to invest into it. Let's continue to be the city that's proactive like I know we are instead of reactive.

- 220,000 miles on truck, no ac, not enough mechanics, station two needed condemned years ago. makes you sick
- Allocating more funds to spend on the best equipment develops employee ownership and pride.
- Allow supervisors to actually supervise employees instead of being micromanaged.
- By eliminating double standards and holding administration accountable to the same standards as operations
- Facilities updates and new equipment when needed. Not just repeated band aids on repairs multiple times.
- Have the support of the city! We are people not a number and it would be nice if our internal customer service would be as good as our external customer service
- Hire more fire mechanics so that the Fire, Medical, Rescue Department has a reliable fleet. The size of the fleet has almost doubled in the last several years by adding ambulances and battalions, but there has been no additional staff to keep the fleet running effectively. The ambulances get priority for maintenance because they carry revenue-generating patients, so the fire apparatus get neglected for in-house maintenance and end up having to get shipped out for extended repairs. It therefore happens quite often that there are no reserve apparatus to switch into, so fire companies have to respond to a narrow scope of calls or go out of service altogether. Most of the deck guns in the fleet do not work. Almost all the fire trucks leak water from the tank/pump and oil from the engine, so the city ends up wasting massive amounts of water and oil because they have to get topped off prematurely. Several trucks do not have functioning air conditioning during the summer and then members of the fire department get scolded by the chief for having sweaty uniforms on outdoor calls for service.
- I do know if my work is appreciated by my immediate supervisor because I do not receive feedback on good or bad work. My supervisor has been a voice for my workgroup and has taken decisions to the chief, but the chief did not support them. This was demoralizing for my workgroup. Also in my workgroup, good work is rewarded with more work. If I do a good job, I get assigned more projects while those that do a poor job are allowed to skate by and may even receive preferred assignments because they cannot be trusted in areas that require productivity or administrative responsibility.
- I don't feel the upper management listens to the line personal. There is a distinct ""dictatorship"" feel from the top of our department, and if you disagree with anything you are labeled as a bad employee. Any good leader welcomes challenge to the process, that is how all successful corporations operate. Our department looks at a challenge to the process as a direct attack. The City can reiterate to upper management that all employees have the right to challenge a plan/program if it's for the betterment of the City and the citizens we serve.

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- I enjoy my work and my supervisor
- I have full support, encouragement, and guidance from my immediate supervisor and all ranks above.
- I love the Fire Department
- In our department I think there are quite a few jobs that are understaffed. My immediate position I feel supported, but in observing the workload on others I think they should receive more help to balance the workload. Specifically our fire mechanics, and civilian staff at support services.
- Less required training and give your supervisors "Captains" the opportunity to lead.
- More support on dealing with employees who can't meet minimum company standards
- My current position doesn't have any room for promotions.
- My direct supervisor can change, so this question about "my direct supervisor" is not a good question for me.
- Open communication amongst supervisors, crews, and shifts to make things better at the station level, prior to bringing it up to higher level of supervision.
- Provide the tools and training for specific job positions early on, so members have the tools before promoting to higher positions. This will allow the member to be ready for the position and not have to spend so much time in the learning curve after being promoted. It would also help to have the support from executive staff to be able to fully manage their sections, without having numerous executive staff members interfering.
- Quit catering to the privileged entitled 10%. That use their ethnicity as a crutch. Are we striving to be equal or be catered to because of entitlement?
- See other comment
- Stronger leadership. We need leaders instead of followers.
- This is difficult to explain in our department. We have many supervisors. We have amazing ones and those who have no business being supervisors. There is no process for supervisors to be evaluated once they are promoted. Only those under them are evaluated.
- We don't have basic firefighting equipment. We are so far behind in equipment, personnel, apparatus and stations. The only thing we have in the Tempe fire department is great people who work hard. We are 20 years behind in progress and capability and the chiefs and city don't seem to care.
- when request for repair of facility or equipment is made it should be addressed and followed up with, and not pawned off as my responsibility or ignoring until the problem goes away. No matter how big or small the request is.

### ***Human Resources***

- Deal and directly address employee(s) who are having performance issues rather than addressing the whole division/groups. Some issues that arise are due to 1-2 employees not performing and not a reflection of the division/department as a whole.

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- It's a lot of lip service, but not as much actual action. I feel like I could basically stop working at my job and be compensated. Great work isn't recognized. Bad work isn't punished. If you have an idea it dies by committee. We are committed to the status quo and nothing better.
- Skills in Lead Tempe, crucial conversations and other employee development options help in my role as supervisor.

### *Information Technology*

- My supervisor is controlled. It's too bad too because he's a smart, highly intelligent amazing person and very dedicated to us. Unfortunately he can't make decisions because [REDACTED] micro-manages every aspect of every single thing. That includes work, process, personnel. My supervisor and all of us work with mouths shut and in fear of retaliatory actions from [REDACTED].
- I am very sad to relay this, but there are 2 premium quality employees who I recently recommended NOT applying for jobs to work in my department. Ultimately what I relayed to them is that there is unending chaos that started with the new [REDACTED]. There are no division or department level goals or vision. We spend the majority of our time task switching from one emergency to another emergency. The loss of IT Governance has been absolutely devastating. I am frequently directly bullied [REDACTED] to prioritize things that contradict direction from [REDACTED]. Ultimately, and this is harsh, our department lacks direction and leadership constantly struggling with overload and a false sense of urgency.
- My immediate supervisor is doing a great job to understand and support the team. However, [REDACTED] and above do not perform on the same level. The several hires made by [REDACTED] are very questionable. The hired employees do not have the level of experience needed to perform the job effectively. Furthermore inequitable work environment has been created which is causing huge frustration and with in IT. How could we improve is simple, hire [REDACTED] with the correct experience which can provide vision and long term road maps for IT and the city.
- My work environment is mostly ok, however there is an issue with one co-worker who has been making everyone uncomfortable by [REDACTED] angry attitude. This has gone on for years, throughout different City departments. Why [REDACTED] is able to treat people poorly with no consequences is the question? When nobody wants to work with you for fear of how you will yell at them there is an issue that needs to be addressed. It partly falls on [REDACTED] supervisors, but most people know that there is no retribution for poor behavior in the City. This has made my transition to a new department awkward and uncomfortable.
- [REDACTED]  
[REDACTED]. With this constant revolving door the visions for the department future has been completely lost, their is now prioritization of projects or tasks, the [REDACTED] doesn't even know who is working in [REDACTED] side or how complex and delicate the IT infrastructure is. [REDACTED] is influenced heavily in making decisions by [REDACTED] in the department so choices about priorities for the [REDACTED] division of IT

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are sidelined by the influence [REDACTED]. Infighting, lack of ability to make decisions, and making decisions without subject matter expert opinions among the managers\leadership in IT has resulted in severe inability to move projects and tasks forward.

- A good supervisor needs to be a "people" person and understand that each employee has different personalities, strengths and weaknesses. A good supervisor needs to recognize when staffing levels are low and the other employees are stressed over the situation. A good supervisor is willing to listen to their employees, then respond and act to situations in an effective manner. A good supervisor needs to put their ego aside to see that others can have good ideas for improvements in the work area.
- Ask upper management to be more open about organizational goals and expectations
- By providing us with comp time for the overtime we are doing in my department (we are salary exempt employees; however ever other team in my department is receiving comp time for the overtime they have to put in, except my specific team)
- Employee check ins to keep everyone engaged. At least have a basic understanding of what is happening within your team.
- From my viewpoint, and with lots of respect for my supervisor, I answered the questions truthfully and they highlight that there is room for improvement. I would like to see this environment move from a re-active standpoint to a pro-active standpoint. And I believe accountability at all levels can help move us there. Supervisor should be empowering, removing barriers and establishing trust that the workers have what they need to do their job. Personally, I would like to have trust that I can learn where I stand as far as performance and get pointed advice on what I can do to improve.
- I am really sad to mark all of these as is shows the decreasing amount of value that I feel that is afforded to me, to others on my team, and what has not been done by our management team.
- My role is not clearly defined, and supervisor does not currently have time to help me define and work with the various teams to define what would be beneficial from this role.
- Need to hire more people person supervisors, someone that can put their employees first before themselves. Happy employees always make their department look good which makes management look good. Unhappy employees produce average results. Supervisors need to stop siloing individuals and communicate with their team so the guessing game of what to do can stop.
- There is too much work for the people we have more keeps coming in and it is all urgent plus the old stuff still needs to be supported.
- This goes back to the City's value and how everyone from the 3rd Floor to line-level employees should be following them. Someone should not be penalized (up to and including initiating disciplinary process) for offering dissenting opinions.
- Treat the employees with more respect. Don't talk down to them or belittle them in front of other employees.
- We can't attract quality replacements for vacant positions without a more modern and accepting approach to Remote-Work/Telecommuting. Work should be evaluated on whether it is done and done right, not where the person is sitting. In my position, I deal with virtual computers and virtual



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that I am comfortable going to because they do not know the job nor do they have the answers. This makes for a very uncomfortable and demeaning environment when you have managers that don't know what we do or how we do it.

- The city just hired [REDACTED] all of which feel it is unnecessary for the supervisors to be adequately trained on the job they supervise. The employee have no one to ask work related questions to and the supervisor are unable to help when there is staffing shortages. Also supervisors are not following policies and procedures accurately and are making mistakes that could end up with lawsuits against the city. (This is for [REDACTED] in the Police Dept)
- Working for Chief McCoy is great! However, I cannot answer as a supervisor because I do not supervise staff.
- Actually hold people accountable when they make poor decisions or make bad mistakes. The jail has a long history of sweeping issues under the rug (more so with certain employees).
- All above questions were answered regarding previous supervisor as I recently changed report to supervisor. These questions were answered based on previous supervisor as it is a toxic work environment that does not change. Yes, it has been reported to higher ups multiple times but nothing changes.
- Back up their employees
- Being honest with employees with good or bad outcomes for that employee (IE: assignment testing, future assignment/progression, test results, etc.) even if it isn't a favorable outcome for the employee.
- Better training other than just promoting someone and expecting them to just be the supervisor you hope they should be.
- By maintaining and promoting healthy work relationships and ensuring safety is priority.
- By providing competent, empathetic, knowledgeable supervisors who have a proven record of these skills instead of the "good old boys club" mentality of promotions, work assignments and environment. Employees are regularly admonished and shamed when they speak up about concerns and also suggest viable solutions.
- Continue to mentor supervisors with the tools they need to be successful leaders.
- Executive leadership is oblivious when it comes to making effective decisions and policies that are working to resolve the issues facing our work area. The decisions being made are exacerbating the problem and honest, effective communication and transparency is not happening. Leadership does not want to listen or hear what the problems are and how to work collectively to resolve these problems. They take a totalitarian approach in order to crush any discourse that promotes collaboration.
- Have the heads of the departments listen more to the direct supervisors.
- Hold employees and supervisors accountable for their actions. Not all supervisors are being held to the same standard as others. Some are given little to no responsibilities, others are given more to make up for the ones who don't. Standards are not set across the board and not every supervisor is held to the same level of professionalism as the other, so naturally the employees aren't either.

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- HR needs to support disciplinary decisions. When poor workers are tolerated, it has a negative impact on those who do their job. It's very frustrating.
- I believe my chain of command excels at this.
- I disagree that we are given the tools to do our job efficiently. There is certain technology we could use to do our job better that the department consistently doesn't seem to regard which is frustrating.
- I do not feel listened to nor is my opinion is not valued. my supervisor did not listen to me when I came to him expressing I was overwhelmed and not given the resources to complete my job.
- I have worked for many supervisors in my current position. Every one of them has been hard to reach and too busy with other areas or workgroups to adequately support me or my workgroup.
- Institute 360 reviews, in which employees are empowered to evaluate the effectiveness of supervisors. In the Police Department, sergeants and above are largely immutable. Despite poor performance or ability to effectively manage, they often remain in their positions without consequence.
- It seems everything rolls downhill and the line-level employees are tasked with jobs which are more appropriate for managers or supervisors. Officers get tasked with arranging the purchases of vehicles, building entire websites, managing entire projects relating to technology development, and running training programs without any assistance from supervisors or managers. While it is commendable to see my coworkers accomplishing these tasks, they neither get recognized for their work, nor are they being paid at the level they should be for doing supervisory and managerial tasks. There appears to be no mechanism in place for any part of the city to recognize when this is happening and to put a stop to it.
- Large difficulty is focusing efforts on projects or emergencies when staffing is limited. Often have to prioritize and triage situations based upon seriousness and sensitivity. Larger time-intensive projects get sidelined to handle the "fire of the day", which is not sustainable.
- Listen to your people and treat them all the same. If there a conflict due to a friendship then that supervisor should be excluded.
- Look into how corporate offices handle work environment. Many have daily 3-5 min team huddles/stand ups to discuss what each team member is working on, team goals, opportunities to recognize each other's accomplishments, etc. This creates team building and keep each other accountable in the team's goals. Also, this builds rapport with the supervisors. I've had other supervisors in the past and I knew nothing about them (ex: I didn't know if they were married, had kids, hobbies etc.). The supervisor I have now is very personable and open about their lives.
- My department is lacking in accountability.
- My short time with Tempe PD has been enjoyable as I complete training and better understand where my responsibilities lie within the department. I have heard some concerns from tenured staff in regards to issues revolving around pay, employee retention, support, etc. However, I have not had enough time on the job to feel the effect of these concerns and have seldom seen them first hand.
- Only promote quality people to roles of leadership that are competent. Empathetic and knowledgeable leaders who don't belittle their employees but raise them up.



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## Open-Ended Comments

- Opportunities for relationship/team building between supervisors and their immediate supervisors. The lack of relationship causes a lack of trust and understanding between leadership.
- Rectify the issue of topped out employees and compensate (or reclass) those that are overtime exempt, often working 50-60 hours weekly, nights, weekends, and holidays for years without commensurate compensation. This, and other employee-retention measures may potentially be addressed by the in-progress Class and Compensation Study advocated for by the Labor/6-sided partnership.
- Replaced management and command staff in my direct chain-of-command with competent, honest, and committed staff...ones who actually listen.
- Supervision demands expectations of the job they are not fully trained on. Use of "threats and must do's" are often used to "motivate" rather than train. Inabilities to do the job correctly are done as an entire team, rather than dealing with the individual causing the issues.
- Supervisors are trying to make Tempe a better place to work but a few bad employees have ruined that and nothing has or will be done to correct that mentality.
- The department needs to hire/promote supervisors and managers based on merit and not based on popularity or 'last person standing'.
- The entryway doors to HQ have had signs on them for people to ensure they close properly for over 6 months. Rather than fix the issue, the city elected to have notes posted. Additionally, the Police Headquarters is supposed to be a secure facility, however, there is a glass door facing Bradshaw Plaza that "unhoused" use frequently for sleeping and could easily enter the building if they elected to break the glass.
- The physical security of the buildings need to be addressed.
- There is a negative bullying culture in the police department. Individuals who go against the negative grain and speak out become a victims of bullying, rumor spreading, unfair and unjust treatment and isolation. It is not a healthy environment to work in
- There needs to be evaluations provided by the employees of their supervisor. Supervisors also need to be held accountable for making changes stated by the employees. Supervisors need to be properly vetted before taking over (not looking at social connections, who they know, years of service, etc.). HR needs to take reports made by employees seriously, too many times a slap on the wrist or a warning is given then the supervisor just finds a way to treat employees the same and covers their paper trail, all while the employee is not receiving retaliation for speaking up.
- Train supervisors appropriately and give them time to learn especially for sick coverage/critical staffing purposes. Hire more people for that specific lacking position to help as well.
- upgrades
- We would like to have the equipment (laptops, etc.) and the option to work from home. Personally, I would like a more private place to make and receive work-related phone calls, so that my conversations with the public do not disturb all other employees working in the cubicles and surrounding area.

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## Open-Ended Comments

### Public Works

- I am an [REDACTED] plus year employee I feel I have been treated good to fair from my supervisors throughout my time here due to my efforts and hard work I put forward to the City of Tempe.

[REDACTED] I was proud to see her bloom through her stages of her career due to her drive. When she was promoted she was praised and loved by her then supervisor whom which told me personally how much she was liked and the goals she had set for her, what a proud moment that was for me. But that has all changed due to manager, supervisor changes and now she's treated like [REDACTED] I feel terrible for her and am not happy about [REDACTED] being treated in that manner. I feel hurt and disappointed in the agency that I have been a part of for so long. I don't feel know what this can do to remedy her situation but hopefully it can at least be looked at.
- With the department that I am currently in there had/has been a lot of issues that have arisen since I have started. 1. There is a new sampling program that had been introduced to two separate work groups and has shown to be a health hazard and [REDACTED]. Employees have been physically ill from the work of this new program and [REDACTED] continuously reiterate on how that this new program is beneficial for everyone which is not true. This program is disliked by the employees in both groups that are involved. With the program and how it used to be, it was better for everyone regarding health hazard wise as well as time and not being an inconvenience to other groups that are a part of our department 2. There is a lot of favoritism that is shown within the department that I am a part of, and I had noticed that if you are not one of these favorite employees then you are faced with continuous backlash and are not receiving the support that you need. This is not only seen with general employees, but also with supervisors. An example is that my supervisor in my opinion is one of the best supervisors that I have come across in a long time, though with the way that the office works he is not supported and with whatever opinion that he has or any input that he needs to speak about he is not supported and will receive backlash and criticism for comments and opinions that are valid. It is saddening to see that not only that there is this issue with employees but with supervisors as well. My immediate supervisor is the most knowledgeable supervisor I have met and frankly in the department that I am a part of, and for some odd reason no one wants to listen to his opinions and belittles him on any input that he has for any situation. 3. Regarding supervisors [REDACTED] is leaving the city within the next year and there have already been talks on who might replace him if they hire within the city. One Person that they have in mind for this position or rather a name that had come up that they are interested is a [REDACTED]. After seeing the amount of knowledge that you need to know for this job you need to have it is not an easy task. When [REDACTED] leaves it will be a huge hit for the city and it seems that no one in this department is understanding of that specific aspect.
- A supervisor/manager could be a nice person, but ""nice"" alone does not make a supervisor/manager, nor does ""nice"" alone get work done. When it comes to leadership skills, they

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## Open-Ended Comments

are rather incompetent. Supervisors/managers have taken the Tempe Supervisor Academy series and the AGTS Supervisor Academy in the past, yet they fail to utilize the skills, even the basic skills, that were taught. It is quite apparent to those of us that also took those classes. 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 chase down and very frequently remind supervisors/managers that their help is needed, especially when it is a project related task, time-sensitive and approval is required in order to move forward. When promoting 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 have the employees rate their supervisor/manager on several different skills. Poor job performance was either ignored or simply not dealt with in a timely manner, or if at all. There was a serious lack of backbone and the ability or desire of some supervisors/managers to speak up to upper managers when needed. This was complete failure when a supervisor/manager was 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 leadership, management skills and the work done in our section. Let's hope the with the reorganization in March 2024, the newly assigned Director and Deputy Director in the department are able to rebuild a competent and effective workgroups.

- All these questions about immediate supervisor are hard to answer as they keep rotating this position and not filling it with a permanent person.
- At times, it appears that supervisors sometimes have favorites. This is not a job at anyone, and sometimes is human nature for sure. However, I do feel there are sometimes cliques that form during certain shifts and some people are occasionally treated a little better than others, and I have seen some people get a dressing down from their supervisors in front of other people....a touch unprofessional perhaps.
- Believe supervisors should check and make sure all employees are doing their job roles. This way no one feels they are doing more work for the same job position as another.
- better pay
- Consistently encourage managers of all levels to maintain open communications with staff.
- Don't bring in new hires that will be doing the same job a seasoned staff for 15K more than the seasoned staff. And then have the seasoned staff train the new employee. This is not good. I was told everyone comes in at the bottom of the scale because that is what is fair (Tempe Values). That's what I signed up for and I was lied to.
- Hire supervisors that have experience and understand their roles in mentoring staff. They should have the skill set to be able to handle conflict, manage day to day operations, and work with others.
- How to make interpersonal relationship with employees for growth.
- I believe it starts with the top. I don't think the upper management listens to employees. They have a tendency/attitude of I am the boss and you will listen to me and do what I say. There is no listening to

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## Open-Ended Comments

employees and I think that is why a lot of employees are leaving the city. No compromise or listening. My way or the highway attitude. Employees are choosing the highway.

- I believe that in our section. That the supervisors are hand tied when it comes to holding co- workers accountable. I believe that the people that do the bare minimum should be held accountable, and it makes it hard for the ones that work really hard.
- I do not see that managers recognize exceptional job. Maybe they should find a way to do it to motivate staff to improve performance.
- I would like better supervisor training for providing good feedback and coaching for my direct reports.
- In my current role as Supervisor I have a better understanding of the management team. I have only been in this position no more than 6 months and I am going continue to excel and grow in proficiency.
- In my role I can see that my immediate supervisor is not treated with the same respect as some of the other supervisors in the department. My supervisor tries to do what is best for our team but is generally shot down when he makes suggestions to his manager, this could be about worker safety, fairness among work load and productivity. Additionally, my team feels that they are always placed under a microscope while others are able to go about their day with little oversight. Our building seems to be judged based on perception and not by the results we produce. If you perform more than the goals provided to you, there is no ""reward or good job"" mentioned to you, so employees are doing the minimum that is asked. The office does not seem to be playing for the same ""team"", there are little clicks within the office and they are out to gossip about others and what they are doing. It is my opinion that the leadership in my building needs to come together and have a talk about the morale within the building. Our section manager could be more open to the employees within and get to know them more and provide a feeling of comradery. Then work with the supervisors he oversees and get them to work together to achieve our goals, currently it seems that there are supervisor(s) that are always watching what the others are doing to see if they can make the other look bad. This has resulted in a trickle down effect to their subordinates. Our section manager could have quarterly meetings and provide feedback to the teams and recognize the work that the staff is doing while discussing future plans. This happens about once a year currently and feels forced.
- listen to the employees!
- Look at the work load some supervisors have compared to others. Some supervisors are overwhelmed due to staff shortages
- Managers and director need to be involved within the department to know the work environment. They also must have common knowledge of the work function to know how to improve it
- My department has excellent supervision and work environment.
- Open communication would help.
- Our department is awesome!
- Promote team building throughout the departments

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- Public Works is in need of new leadership. They do not exude any of the leadership qualities that we learn about in professional development classes. There are some truly amazing city staff members that would do a much better job of running Public Works.
- Put supervisors in place that were good employees and good workers. You cant expect the employees to respect a supervisor if they were not good employees themselves.
- Questions 24, 25 & 26 do not apply to me.
- Remember IQIP? That was a cool initiative that went nowhere. The City has a really bad habit of starting new and exciting training programs and then dropping them within 2 years. These don't mean anything to longtime employees once they've seen the third failed reboot of citywide training initiatives. Tempe needs to commit to something and stick with it, working out kinks in the program.
- Safety recognition program
- Safety recognition programs
- stop letting bad workers get easy work and then making the good/hard workers do all the "heavy lifting"
- The City could be more clear and consistent with directions for employees, with respect to daily, frequent and infrequent duties and responsibilities. The City should then make sure they hire bright and resourceful employees to carryout this direction. Then provide the employees, supervisors, managers, etc. with solid resources to succeed in their jobs. If the City serves and trains their employees with honesty, intelligence, and dedication, their employees will serve the City with this same honesty, intelligence, and dedication.
- The city needs three items drastically. #1 An established employee recognition program to allow supervisors to rewards staff for exceptional work. #2 An attendance policy with very specific guidelines and standards that employees would be measured against. The current review and look for patterns process is a very weak guideline. A Policy needs to be clear, defined and have a measurable component in that removes all grey area and personal interpretations of the policy. #3 A performance management program that has supervisor-initiated goals, with penalties for not meeting the set goals. a performance management guide should be tied to not only performance, but attendance, employee development, teamwork and career growth and planning. failure to meet standards should result in fioriture of an annual wage increase or some other tangible item to encourage employees to take the program seriously.
- The work environment could be better by making sure that we have a set time in the week to clean the workspace. The environment is very dirty and the people that have been recently hired to not contribute to the cleaning of the workspace, rather worsen the condition. Just by enforcing cleaning organization of the work area it could improve so many things and the attitude in the shop.
- There are many issues such as attendance and performance which are not dealt with properly. We need an attendance policy and more support when dealing with difficult employees. Not all teaching lessons are conducive to employee performance. If supervisor decisions are going to get shot down, at least guide them to a positive result.
- To actual encourage the behaviors that

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- Try to understand every employee is different.
- Uniformity in expectations among employees.
- Way to many , leads , coordinators, supervisor. Save money cut back in supervision

### ***Transportation and Sustainability***

- Leadership in Sustainability & Transportation are exceptional...Eric Iwersen and Shelly Seyler!
- fine the way it is
- Going out and seeing the work being done and conditions which work is being completed.
- I don't have any recommendations at this time. My supervisor is doing a great job.
- I don't know about other supervisor but mine is doing a great job
- I have nothing to add here.
- I wish that our team utilized the IQIP process more effectively. We no longer have regularly scheduled 1:1s with our direct supervisor, so I a quarterly/bi-annual check-in like the IQIP provides would be helpful. I don't currently feel like I have a good work-life balance, and I think it would be easier to discuss/address if I was able to have regular check-ins.
- Our director doesn't understand us or our job tasks. I wish they would just come sit with our department and try to make happen the things they are asking us for, so they see what is involved.
- Pay employees a fair wage that actually keeps up with the market. The market study only moves us back to the bottom of our pay range every 2 years. The cost of living has gone through the roof and wages remain stagnant. In order for the market study to be meaningful staff should move at the same rate the market moves. Performance and compensation have no correlation. Employees should be evaluated on performance and exceptional employees should be rewarded for their work.
- Stay on top of changes
- Stop promoting people who have no problem solving skills and no people skills
- Thorough training and expectations of conduct and professionalism.
- We've had to many turnovers with Supervisors & Managers in my department. This has caused many delays on items & topics.

### ***Not Provided***

- At the risk of breaching anonymity, I will note that I am a contract worker in the Parks and Recreation department. This past January saw a shift in how contract workers were supervised, moving from a single coordinator to a supervisor at each site of employment. The questions about supervision above are difficult to answer since I am not able to answer for one person, but need to " average " my experience [REDACTED]. [REDACTED] is exceptional, [REDACTED] is very good [REDACTED] is very ill-prepared to do [REDACTED] job. It is disappointing that the [REDACTED] made such a significant change without consulting all constituents or preparing supervisors for their new role. At least that would have enabled a smooth transition for all involved. In the many years I have lived and worked in Tempe, I have witnessed top-down decision-making at its worst. It often winds up in waste

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and inefficiency. Perhaps the city needs to require managers and supervisors to get feedback from the staff BEFORE decision-making.

- The City has gotten too top heavy. So many up top making big money and just going to meetings, passing the work along. Those actually doing the work are not listened to, respected, or compensated fairly. Long ago it was the "good ole boys club" and [REDACTED]. Can't get a fair shake in this city. It prides itself on being a great place to work, but it's only average now. Average benefits and average pay. Unless you are at the top of the heap. And it isn't always how good you are - but who likes you.
- \*\*Improving Supervision and Work Environment for Employees in the City of Tempe\*\*** To enhance supervision and the overall work environment for employees, the City of Tempe could consider implementing the following strategies:

  - \*\*Structured Performance Evaluations\*\***: - **\*\*Regular Assessments\*\***: Establish a regular performance evaluation process to provide ongoing feedback, set clear expectations, and identify areas for improvement. This ensures that employees know how they are performing and where they can improve. - **\*\*Career Development Plans\*\***: Incorporate career development discussions into performance evaluations to help employees understand their growth opportunities and how to achieve their career goals.
  - \*\*Training and Development Programs\*\***: - **\*\*Mandatory Certification\*\***: Require all IT staff to obtain and maintain relevant certifications, such as CompTIA A+, to ensure they possess the foundational knowledge necessary for their roles. - **\*\*Ongoing Learning\*\***: Offer continuous training opportunities to keep employees updated on the latest industry trends and skills. Encourage participation in workshops, seminars, and professional development courses.
  - \*\*Cultural Sensitivity and Inclusion Training\*\***: - **\*\*Compulsory Programs\*\***: Develop and implement compulsory training programs focusing on cultural sensitivity, professional behavior, and inclusion, especially for long-term employees and senior staff. These programs should address and eliminate inappropriate, racist, and discriminatory behaviors. - **\*\*Support Systems\*\***: Establish support systems for employees who experience discrimination or harassment, ensuring a safe and inclusive work environment.
  - \*\*Improved Communication and Feedback\*\***: - **\*\*Open Dialogue\*\***: Foster an open dialogue between supervisors and employees, encouraging regular check-ins and feedback sessions. This helps supervisors stay informed about their team's needs and concerns. - **\*\*Anonymous Feedback\*\***: Implement anonymous feedback mechanisms to allow employees to voice concerns about supervision and the work environment without fear of retaliation.
  - \*\*Effective Time Management\*\***: - **\*\*Task Allocation\*\***: Ensure that supervisors effectively manage and allocate tasks, making good use of employees' time by aligning duties with their skills and capabilities. This prevents unnecessary or redundant work and enhances productivity. - **\*\*Balanced Workload\*\***: Address workload imbalances by redistributing tasks more equitably among team members. Ensure that all employees have a fair share of responsibilities, preventing burnout and improving job satisfaction.
  - \*\*Mentorship and Support\*\***: - **\*\*Mentorship Programs\*\***: Establish mentorship programs where experienced employees can guide and support newer staff in their professional development. - **\*\*Career Counseling\*\***: Offer career counseling services to help

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employees navigate their career paths and identify opportunities for growth within the organization.

7. **\*\*Leadership Training for Supervisors\*\***: - **\*\*Management Skills\*\***: Provide leadership training for supervisors to enhance their management skills, focusing on communication, team building, conflict resolution, and employee engagement. - **\*\*Evaluation and Accountability\*\***: Hold supervisors accountable for their performance in managing their teams, ensuring they are meeting the standards for effective supervision. By implementing these strategies, the City of Tempe can improve supervision and create a more supportive and productive work environment for all employees. This will not only enhance job satisfaction and morale but also drive better organizational performance.

Continual Learning Opportunities: Promote a culture of continuous learning by offering regular workshops, training sessions, and seminars on the latest IT trends and skills. Encourage employees to participate in these opportunities to stay updated with industry developments. By implementing these measures, the City of Tempe can create a more supportive and progressive environment, fostering professional growth and career mobility for all employees.

- After leaving the position unfilled for months, management skipped the procedures and appointed a new Director over more qualified current staff. The Director of our Department came into our department determined to remake the department completely even if it did not need to be. Though understaffed, we needed to do things faster. If market conditions delayed projects and raised prices, it was our fault that they did not get done quicker or cheaper. The CIP budget is chronically underfunded. Telecommuting worked during COVID, but staff had to be taught a lesson and it was canceled for all. Even our moral building events committee was canceled, can't have happy employees. BTW the span of control is ridiculous.
- Although a "refresh" is being done on our floor, the ceiling tiles, and what comes from the space behind the ceiling tiles has affected my asthma. When I inquired about when the ceiling tiles would be replaced, the response was not for another two years - after the HVAC work is done.
- Be more transparent and better communication.
- City needs evaluate each department carefully as the amount of work to the amount of work hours is not adequate.
- Come in and get to know me. Don't ask my coworkers.
- Create an environment where it is about the work and the job not about friendships and nepotism
- Focus on the employee and long term progression
- Get rid of deputies, they are a waste of line of command. Usually are only messengers to the director and cannot solve their own problems within their division assigned.
- Have managers / deputies hold employee accountable for missing deliverables, unprofessionalism and lack of job performance.
- Hire from within. Staff needs supervisors that know the job and can answer all questions. Hiring from the outside even if they meet the minimum qualifications on paper doesn't mean they are a good fit for the job. Some people are not great at interviews but know the job and have spent years with the city to be passed over because they done fit in the checklist for the interview even when the ones administering the interview knows you possess the skills and abilities it takes to do the job.



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- I am not naive enough to believe that anything I put here will even be read, nonetheless acted on. What I see from my supervisor is unending expectations, zero praise, zero recognition, and a grossly uneven distribution of work. The reward for being good at your job is that you get to do everyone else's job. I have never seen lower performing employees be dealt with, but an unusual amount of praise given to them as they underperform on their dramatically reduced workload. High performers are treated, so, so poorly.
- I have complained many times and Noone listens!
- I'd like more training on how to be a good supervisor. Give good feedback, be supportive.
- It would be really helpful to staff if we could have a security guard present to help with hostile guests. It is very stressful for our staff to have to figure out ways to protect themselves as well as our other guests in the facility. This would be the number one thing our staff stresses about and unfortunately without resources to aid us we have to rely on the calling the police and hoping we can calm the guest down enough so they don't hurt anyone. Hearing that a security guard isn't in the budget when our directors and city managers are getting raises really creates a lot of tension and distrust.
- My current supervisor is excellent, however the standard amongst supervisors is inconsistent thus having some supervisors who are excellent and others who should not be supervising anyone. More attention needs to be paid to supervisors who are slacking and exhibiting poor leadership instead of receiving preferential treatment because of who they know.
- My immediate supervisor is AWESOME. He listens to what I have to say...even if he doesn't implement my ideas, I truly feel as though I have been heard and I'm OK with that. Now I do believe that my supervisors (a few of them) don't give him the same "ear" that he gives us.
- Highlight the work we, the custodians of the city of Tempe, do
- Remote work is not handled fairly. I can work remotely but it's only offered to certain positions. That is not fair.
- Supervisory roles need to be better vetted. There are people in supervisory roles who have little to no supervisory experience/ability and it's impacting the city productivity as a whole. There are many people in the city who are wonderful leaders, but often times they are overlooked or given less resources.
- The city needs to hire competent and professional leaders throughout our city. The leadership sets the tone for an organization. If we cannot trust our leaders, it affects everyone below them.
- they are all doing a wonderful job at what they do for everyone at the areas as well so no complains about anyone at all.
- We have 1 meeting with our manger in 4 years. He/she like to isolate from anyone but supervisors.

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## Open-Ended Comments

### COMPENSATION AND BENEFITS

#### Q4a. How could the City improve compensation and benefits for employees?

##### *City Attorney's Office*

- Accurately reflect true inflation prices in raises. 3-5% is not keeping up with rising costs.
- Better pay for staff who are over worked and who work in an understaffed office.
- Deferred compensation: if as a new employee the match could be increased from \$25. Better information provided on how to negotiate salary, especially for promotional opportunities. Equity for tenured employees with experience, especially when hiring from the outside with similar experience and similar job duties for the tenured employee.
- Ensure that job descriptions aligns with duties performed.
- HDHP with city paid HSA from an actual insurance company, not a knock off.
- I think the City's compensation and benefits structure lags behind other cities in the Valley. For instance, other cities consider professional employees as middle managers and provide additional benefits to the middle managers, such as deferred compensation, a car allowance, and a technology (cell phone) allowance.
- More support for employees with children. Help with child care costs, sick leave for children, etc.
- The City needs to address compression in salaries, so that experienced employees are not pushed to the bottom of pay ranges while less experienced employees receive significant increases based on the market study increases to pay ranges.

##### *City Court*

- 1. Increase the amount the City contributes, resulting in a lower cost for Employees 2. Remove the few 3-paycheck months of Medical/Dental deductions (This should be a Free deduction paycheck)
- No out of pocket costs for employees.
- Tempe pay is WAY low! Tempe cannot keep employees because the pay is so low. People leave all the time for better paying jobs, it's very sad. Also, health insurance is very expensive.
- Twice a year when there is an "extra" pay day in the month, it would be nice to not take out money for benefits. Raises are very small and the percentage that goes into retirement is very high. I would like to see more money in my take home pay. New hires make more money than I do because they are starting at a higher pay rate.
- Workload should equal pay compensation. Most employees are over worked in my department and under paid. That makes the work environment and the employees morale stay at a low level. Which can transfer to our customers in various ways.

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### ***City Manager's Office: Communications and Marketing, 311, Office of Diversity Equity & Inclusion, Government Relations, Mayor, and City Council Staff***

- I'm a [REDACTED] and work the same duties as my co-workers, who all perform the same functions. They all receive higher pay and benefits. I would say that an improvement would be to compensate me in the same manner, especially since the intention is to retain the position that I fill.
- As a 25 year employee, it's frustrating that a person working here only two years makes nearly the same yearly salary as me. If we had position levels reinstated, there would be more fair compensation.
- Cigna has been dropped by many providers and pharmacies which has caused me to have to change providers.
- Continue offering a range of choices
- First of all, current compensation levels are not aligned with the rising cost of living and inflation. This has resulted in many employees needing to work multiple jobs to make ends meet, which is unsustainable. Additionally, many employees are unable to afford to live near their place of work and face significant financial strain unless they earn a six-figure salary. For those who must travel over 30 minutes each day to work, there should be appropriate compensation for their commuting efforts. Furthermore, many employees were hired under the premise of telecommuting. When telecommuting options are revoked, there should be compensation for the increased use of personal vehicles, especially for those now required to work full-time onsite. Finally, while telecommuting options are often mentioned as available during the hiring process, it has become increasingly rare to see these options honored. Clear and consistent communication regarding telecommuting policies is crucial.
- I am looking forward to the cost and comp study results for a lot of reasons, but particularly for the hope that it addresses pay compression. Right now, my office's organizational structure is flat and we have no sort of step raises or built in pay increases, meaning that if I want to be compensated for my growing experience, education and skills, I must leave Tempe for a promotion elsewhere. Additionally, there is no mechanism for adjusting salaries to account for pay compression. When I started in Tempe, Tempe determined that my masters degree warranted a bump in starting pay, which was great and I felt my additional skills and education gained from my masters degree were valued. Then, at the city's next market study, the city determined that my position's starting pay should be increased, which placed me back at the bottom of my position's starting salary. I asked HR if there was anyway I could have my master's degree reconsidered to insure I get a fair increase in relation to this new salary range, and I was told no. So essentially, I now make the same salary as an entry level employee in my department, with a masters degree and multiple more years of experience. Why does Tempe value my extra degree upon hire but not when market studies are completed? I don't think this is consistent logic and it is compressing my pay.
- I appreciate the Class and Comp study the City is undertaking.
- In the current role, we are handling the duties of two different positions.

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- They are working on improving pay and we are very glad the plan is in place!

### ***Community Development***

- Cigna is increasingly not accepted by dentists and health providers across the Valley. My wife was unable to find [REDACTED] covered by Cigna within our area, and many specifically stated that they had stopped accepted Cigna within the past year, and the cost of several major procedures were higher with Cigna than they were under a health insurance provider with another municipality. Likewise, my primary dentist of several years no longer accepts Cigna. Meanwhile, the cost of healthcare benefits has increased despite inferior coverage compared to similar organizations. The City of Tempe is also much worse than comparable organizations with respect to parental leave for new employees, and recent changes to the Personnel Rules codified additional restrictions related to Supplemental FMLA for parental leave for new employees. If the City wishes to attract new young talent, it should consider improvements to this area specifically.
- It is also notable and important to consider current market place studies regarding adequate compensation. But, equally significant is the relation between regional cost of living in accordance to yearly tax increases. My question is, What is proper compensation if it does not fit, in conformity with current / real time living?
- It would be nice to add a lump sum amount to the Nationwide plan during different times of the year instead of having to change the monthly deduction from the check.
- Nationwide has been inactive about providing seminars or reaching out to employees for appointments. I would like to see more seminars from them. HR doesn't do a good job about explaining the medical account provided at 10 years and it would be nice to have a presentation or video at least once a year.
- One of the things that I loved so much about the City of Tempe when Covid happened and the years that followed was the ability that we got to work from home. I was fine with the pay that I was receiving in that manor because there was less wear and tear on my personal vehicle, and I didn't have to deal with the toxic work environment. Now that I am in the office more, I regret my job choices and have been doing everything in my power to move departments. However, this can be fixed by relaxing the ability to work from home to 3 days a week. I am more productive at home because I am not dealing with the manager always stopping by my desk and doing small talk but really are there to see what I may be doing. I understand checking in on a person but there is also a point where the managers are hovering because they have some free time and want to look busy by helping me do my job that they really don't know how to complete the task that asked for themselves.
- Our medical program does not cover treatments and there are often large out of pocket expenses when getting tests done, treatments, etc. Dental and vision is also lacking - I could receive better vision coverage often times if I didn't have our vision coverage.
- Provide training to better understand the Medical Flex Spending option and what/how to submit backup documents. This is a very cumbersome process.

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

- See if there is a way for us to offer some type of benefits to temp staff.
- Stay competitive with local municipalities.
- The city as a whole manage to find the funds to pay the top management more than other cities, yet most of the front line workers are making less than other cities and there is always an excuse of why they cant find the funds for the frontline.
- The city does offer good compensation for their employees however I believe improvement can be made by taking a closer look at the cost of living next to compensation after deductions. Although the deductions are necessary, they still may take a toll financially. It would certainly benefit to take a closer look and perhaps see if there could be a better balance.
- The compensation study will hopefully fix the problems with salary compression that have been plaguing City staff for years. I felt demoralized last year when I learned that I would lose my middle position in my pay bracket and would be paid the same amount (admittedly more than I was making) as employees who have not been in the same position for as long as I have.

### ***Community Health and Human Services***

- I don't know if it is a thing, but medical support for menopause (like benefit-supported hormone replacement therapy) would be appreciated. 100% of the treatments ██████████ for menopause are 100% paid for out of my pocket.
- I have ██████████ and the amount of money that is NOT covered every, single month is awful. Between my ██████████...just awful.
- Based on my knowledge and years of experience, I believe the pay should be higher. The pay is higher at some Housing Authorities for the same work I perform. Also, the pay is not keeping up with the inflation rate.
- Classify employees correctly with appropriate titles that correlate with professional credentials/degree requirements.
- Compensation has not kept up with inflation or with the expanding expectations of staff duties and roles.
- EAP for temp employees
- Equality for regular and temporary employees. If not, then offer temporary employees comparative benefits after a certain period of time employed by the City.
- Expand to temporary employees things like optical insurance, PTO, more sick time, etc. that humanize temporary employees past a job.
- Got a good raise still underpaid for the amount of work and dedication I have to the city but this is for all employees. We should all be making more
- I am a "temporary hourly" employee with other people in the same position doing the same job as me but they are salaried with all associated benefits. I'm grateful I able to finally afford to put my children on my healthcare plan and for the minimal sick days, as single mother, I woke up with

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## Open-Ended Comments

anxiety this morning because we still don't have dental care and I don't have any vacation days to negotiate our lives with.

- I can't figure out Mediflex, no matter how many times I try. It is very confusing to know when it is okay to send in a request for reimbursement. Trying to figure out if something has already been processed by insurance is pretty frustrating, and they make it really hard to find that information. I am always afraid to submit a bill I paid because I don't know if I am going to get a reimbursement from my doctor's office for overpaying after insurance processes. It would be nice to have step-by-step guidance for this process, beyond what is listed on the Mediflex reimbursement sheet. The insurance and health industry is really difficult for many people to understand. I feel like the guides and processes the City currently has explain things in a way that might be easy to understand if you are a person who works in the insurance industry or if you work for the employee benefits division, but it is not easy to understand if you are a layperson.
- I think it would be important for the City to truly value employees by paying them reasonable pay. Stop using temp employees to cut corners. If staff felt valued through compensation and benefits, there wouldn't be so much turnover or vacancies. It would probably save the City money to invest in competitive pay/benefits/retention in permanent employees vs ALL of the time/money wasted to go through the hiring/training process that happens far too often here. Depending on how the comp survey turns out, I believe there could be a mass exodus happening since it wasn't written fairly for my workgroup. I want it to come out favorable because I envisioned retiring with the COT when I started. Everyone in my workgroup has started looking into other employment opportunities because there isn't much faith unfortunately.
- I think the class and comp study is a good start, but I don't think jobs are paid correctly across departments.
- If possible, City covers part of the ASRS cost for retirement 12% being taken from our pay checks and any amount will be helpful. Other states DHS pays 8% for employees at each paycheck and match the amount at retirement, and employees only save and pay through defer comp. The cost of living is too high, and our yearly increase of 1-2% is very low, usually 4-5% is the amount we should receive yearly. Thank you for your consideration.
- Increase the amount of the yearly raise and provide a consistent cost of living increase adjustment. Take the class and compensation study more seriously, I filled one out and was denied, despite the correctly filling it out, to have an accurate and objective review of the adjustment I was proposing.
- Long term Temp employees could use dental benefits. and regular cost of living raises.
- Making temporary employees full time, especially if they perform the exact same duties as a PCN.
- Many people have taken up the slack of other jobs, especially since COVID or hiring freezes over the years. Fairly, some positions need to be reclassified as the positions were not refilled or became standard operating procedure, but are more extensive than others doing the same/similar position within the city. The exception in the job description "other duties as assigned" have become more of the norm.

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## Open-Ended Comments

- More money is always nice, but I would like to see us aim for leading edge benefits packages, particularly with insurance and vacation leave.
- Offering additional pay for temporary employees.
- PAY IS NOT KEEPING UP WITH INFLATION. I HAVE TO HOLD DOWN A SECOND JOB IN ORDER TO KEEP UP.
- Provide benefits to all employees, temporary and permanent.
- Re-evaluate job descriptions. Some positions are doing far more than required and adding additional tasks, responsibilities and skills that are not being compensated for.
- Staff that are doing the jobs of 2 or 3 people continue to be paid the same as the 1 position they were hired for.
- Stop using temporary employees as a way to avoid paying for benefits.
- Temporary employees work as hard as permanent ones, but yet the only benefit is sick day. Temporary employees only get \$200 as a Christmas bonus, while permanent employees get 1k. If you are Temporary you are missing out. The city mass email everyone regarding benefits and Temporary employees just read what are the missing out. Sad but true!
- The amount I pay for medical is too high. I believe the amount paid for my medical could be lowered. Perhaps, looking into another provider that would bring the cost down. For the work that I perform, I feel the pay could be increased. With 30 years of experience, I believe the pay could be increased for the type of work that I perform. Also, as a temp employee, I do not receive the option of have holidays off. I must make up the time when there is a holiday. I will usually work on that particular holiday in order to make up the hours. I also do not receive vacation time. Even though I am a temp employee, my job performance is excellent, and I feel I should be given these benefits.
- The city is looking at a class and comp study. I am concerned about the results of this as I believe this will not be evaluated fairly. Mostly because the chain of command does not adequately understand the work that is being done. This is as a result of constant conversations and a lack of understanding or unwillingness to understand the work. Decisions have been made without a full knowledge or understanding of the work and my concern is that this will be reflected in the class and comp study as the chain of command is part of the review/approval process.
- The reclass and comp. study is a huge first step. Still waiting on results to have an opinion if it is effective in making sure staff are fairly and adequately placed in the right position and paid appropriately for the work they do, but I appreciate the effort.
- Treat temporary long-term full-time employees the same as full time PCN positions. We are doing the same work as PCN positions and some of us have been here for years that's not temporary.
- Update job descriptions; compensate employees for job they do. Many employees are doing the job of several. The City increases have not been enough and most of our jobs are no longer competitive with other cities. Eliminate wage compaction.
- Yearly mediflex given in one lump sum.

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## Open-Ended Comments

### Community Services

- I am glad that the city has decided to undergo the Class and Comp study. I am interested to see the results. It is frustrating to know that while staff have been calling for this for years. We have been told for too long that our "benefits" make up for private sector pay but then to see a Market study drive wages up in most areas by over 10% proved what we have been saying for a long time. It is also disheartening and frustrating to be restricted for so long on salary negotiations and seeing small increases each year but the [REDACTED].
- I have experienced burnout multiple times after being asked to present my work to both my past and current supervisors, leading to a heavy workload. I consulted with several colleagues, both within and outside of my workplace, and they all agreed that the workload was unmanageable and unsafe. It was not uncommon for me to arrive at 8am and leave at 10pm or 11pm, only to repeat this schedule the following day. When I raised these concerns to my supervisors, I was met with the response that I should find a better work-life balance to avoid burnout, which I found insulting. I have taken on a significant amount of responsibility, including tasks that would typically fall under a [REDACTED] role, while I was still in a [REDACTED] position. When I was appointed as an [REDACTED], my current supervisor acknowledged that I was handling more responsibilities and suggested an increase in pay to reflect the additional workload compared to when I was in the [REDACTED] role. I believe the city should establish clear guidelines to help supervisors recognize when [REDACTED] are performing duties that align with those of a [REDACTED] and provide appropriate compensation for such work.
- There are so many organizations public and private who have been able to fully subsidize at least basic health coverage. While the wellness plan discount is cool, it cannot be that difficult to give bare minimum coverage at no cost to the families that make this city organization possible to sustain. Also, I am "lucky" to have [REDACTED] and access to FMLA/ADA additional time off but I have never had more than 12 hours of sick time during any given pay cycle since becoming full time with the city.
- Annual cost of living increases that keep up with inflation, Increase the City's contribution to deferred compensation, Retention pay/productivity pay based on time in grade/position, Increases to post employment health plan to keep up with health cost increases, A system to improve pay parity across the organization.
- allow part-time/temp employees to enroll in paperless billing, after a certain amount of hours, part-time employees could accrue more benefits (PSLF, 401k...)
- Annual cost of living increases that actually keep up with inflation instead of increases that are so small they amount to a pay cut. Provide pay based on time/productivity in an employees position. If I'm doing a great job, I should be rewarded with more money. Increase the city's contribution to deferred compensation. The current match is too low. Pay better compared to surrounding cities. When pay scales are adjusted the city needs to also adjust the employees pay accordingly. Again, I'm at the bottom of the range after over 5 years because my range got changed but my pay didn't.



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## Open-Ended Comments

- Benefits are okay for me. Compensation is questionable at best. Wanting to employ the best in the industry requires more than a few percentage points above minimum wage. Again, being graded on a system every year (to advance) that has nothing to do with the work I do is meaningless. I complete the task that will get me to the next level, forget it and move on to my real job.
- Better pay. I am making what I did in a community that cost 1/3 of what it does to live here. I need multiple jobs to cover my bills alone.
- Classes and Comps study that the City is implementing.
- Compensation should be tiered so that there is some incentive for tenure. For example, as a newer employee in the last 7 years, I've received several increases. However, with those increases, it's consistently kept me at the bottom of the range and I'm making the same as someone who will start today, for example, even though I've been in this role for over 5 years. When increases are implemented, everyone in the range should get the percentage of however much the lowest person was increased, this way the salaries are tiered and there's incentive for tenure.
- Cost of living here has sky rocketed. Unfortunately salaries have not kept up with inflation and have made it hard to live here. Mortgage on a 3 bedroom home in a safe neighborhood is over 3k which would nearly be my whole paycheck for a month. These circumstances makes it very difficult to have any upward mobility. Also, vacation time for newer employees is terrible. There are so many other counties in the world that offer more time off than Tempe. I know Tempe has the ability to be a leader in this and do better.
- Currently, the USA is dealing with major inflation and a lack of livable wages. As a city employee, I do make more than many others in my field, but I still feel like the government of all places should be able to support the staff to have livable wages instead of living paycheck to paycheck.
- fair evaluations ,quit letting supervisors sign off on competency sheets for people they favor, let others evaluate the friends and family members of direct supervisors
- find a way to help the part time employee for retention
- For all exempt positions, consider the amount of work/time needed to perform at a high level and meet the expectations of leadership and the community. Several higher level exempt positions are paid a high hourly rate, but when considering the number of hours they have to work to accomplish everything expected by the community, they sometimes essentially make less per hour than direct reports.
- For me as a former Electrical contractor bringing my professional expertise to the city of Tempe pay should be brought up to private standards at a minimum and possibly pay for our benefits. By improving pay and benefits would bring more qualified people to the table.
- Give better raises & colas, maybe bonuses, compete with private sector.
- Give temporary employees full benefits and pay all employees at least \$25 / hour
- I appreciate the benefit fairs that are sometimes held by the City as I feel like it is taking many times to understand the large scope of benefits I receive in this role. Overall, I think the compensation and benefits are great compared to the national standard! If there was some way to have more

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personalized info-meetings for just our work group or department, that would help me be able to ask specific questions and get the info I feel like I'm missing.

- I feel everything is fine
- I realize there is a classification and compensation study happening. However, there have been positions handed out for certain division needs that do not match the tasks and responsibility that are actually performed. Personally, the FT position I hold has been under-classed since its creation in 2016. I've read job descriptions for other positions that are a far better fit to the work I do, and the salary is \$15-20K/year higher than what I make. Also, it is insulting that the market study does not offer a pay raise to people who have held a position for years. A brand-new hire to the same job type I hold now makes only a few hundred dollars less per year than I do. It's demeaning to put so much effort into making myself valuable to my division through knowledge and relationships across the city only to find a new hire receives essentially the same pay I do.
- I think the amount of time off does not meet the needs of employees. Working with the public every day- many of us get sick every single month. The amount of people that have complained about not being able to take off for illness because we are out of sick or vacation time is unacceptable. It is even worse that no one is able to work remotely even for medical reasons. Also, underpaid compared to the cities around us.
- I think the pay is fair and appreciate the benefits, but I also appreciate the compensation studies being done to continue to improve.
- I would like to know more about health insurance /benefits and if there are any offered for part-time employees!
- If a gap of found before the JDQ is finished and it is sought to remedy that gap, it should be allowed.
- Include part time employees a lot more
- Increase the deferred comp contribution paid by the city. The current amount is laughable.
- Hopefully the current comp study will reveal inequities in pay - now just that we are paid what a similar job pays in the rest of the area, but if we are doing more than the job assigned, we receive additional pay for that.
- Informative conversations with HR
- It would be beneficial if Full-Time Temporary Employees were eligible for vacation time and paid time off - holiday pay, etc. It is difficult to attain working 40 hours per week when one doesn't have the same (mental health) benefits as other employees.
- It would be great after 10 years to have a bump in pay.
- It would be great if the city offered an HSA plan, in addition to the FSA plan. This was a primary deciding factor whether to go on my spouse's company insurance or with the city, and we chose to go with his medical insurance because it offered an HSA option.
- it would benefit more employees if they knew all of the benefits they truly have. Going in person to answer questions and give examples would help.
- Just by considering the work and labor of each person and compensating them accordingly

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## Open-Ended Comments

- Keep up with inflation. I am making "less" now than when I started thanks to inflation and not being compensated to negate that.
- Limit incoming new employees from getting paid in the upper ranges of the pay scale or adjust current employees' salaries accordingly in conjunction of salaries paid to new employees.
- Make it easier to see what exactly your benefits are and understand them.
- Offer benefits to part time employees even if they have to pay for them
- Our vision plan isn't very good - I feel like no real doctors accept it, just cheesy places like Walmart. My family usually ends up paying out of pocket so we can see an eye doctor we trust.
- Parental Leave, more extensive medical/medication coverage, better base compensation and growth.
- Provide more funding to employee for retirement healthcare and retirement benefits. The retirement benefits have been changed and benefits reduced over the past years.
- Provide tuition help for working college students.
- Recognize that the actual cost of living has greatly outpaced our wage increases and don't wait for the class and comp study to finalize before giving us some real relief. I honestly don't know that my financial well-being will survive another year, even with the merit raise and 1% COLA we've been granted. I have used up all of my savings, I cannot afford to maintain, let alone repair, my vehicle or home, I skip more meals than I eat so my child doesn't go hungry, my debt is growing and am I at risk of having to file bankruptcy in the event of even a minor crisis. This is not the standard of living the people who have helped secure Tempe's top tier rankings should be subjected to. The stress of living so close to the edge is impacting my family's health and mental well-being.
- Retention pay/productivity pay based on time in grade/position should increase when market study increases take place
- Sick leave transferred over every year. Signing bonus for returning employees (tiers for experience)
- Support temporary employees with health insurance resources, etc. if position offers no benefits.
- Talk about it more, didn't even know I had benefits
- Temporary employees should be made into permanent employees or receive the same benefits for the same work. I would feel more secure in my job if I have PTO. Our job is very stressful at times, and I cannot take a day off to destress with my family unless I want to lose pay for the day and this is not equitable as my coworkers who are permanent don't have to worry about this.
- temporary part time employees do not even get annual raises, in over 5 years with the city I have received two \$1 raises, and only when I complained that I never get a raise.
- The city has awesome health care. Probably the best I have ever had. However, as a full time, temporary employee, I do not receive PTO/vacation time, and only receive 5 sick days for the entire year. I also do not get paid for any of the holidays the city has off. Basically, I am forced to take the day off without pay, while most employees get paid for it. I have been full time, temporary for well over a year, which is when most companies and cities when make their employees permanent so that they can receive the benefits other employees receive. I think this is very unfair because I feel I do as much work, if not more than some full time, permanent employees. I do not feel valued for my work.

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- The city of Phoenix offers full time employees 40 extra hours of time on top of regular vacation and sick time. It would be great if Tempe could do this as well. In our salary ranges we should have salary steps to move up if we perform at or above standard.
- The City should consider increasing benefits for temporary full-time employees. I understand that we cannot have the same benefits as permanent full-time employees, but I have been in my current position for a couple years now and I work hard. I feel like I deserve a little PTO and paid City holidays like other full-time staff. The museum is very supportive and willing to work with me when I want to take time off, but because of City policies, it comes to a detriment to my finances (no PTO). Similarly, City holidays often fall on Mondays, and since I work full time Tuesday-Saturday, I rarely get to enjoy having an extra day off. When I do, it isn't paid. The City should also consider doing more work to educate temporary full-time employees on their benefits. We don't get to participate in the City-ran new employee orientations, so information on our benefits and opportunities can only be found online.
- The City's compensation and benefits for employees has always been good and competitive in the government sector.
- The class/comp study is critically overdue.
- The health benefits for those with dependents seems to be increasing each year while salaries do not meet the cost of health care.
- The workload is unbalanced and compensation should be considered.
- We used to have so much better insurance benefits. It was one of the appealing benefits of working for a Government Employer. But it's not much better than anyone else seems to get at private companies any longer. And we don't get raises based on performance. So the benefits of working for the City are much less appealing than they used to be.
- While I agreed with questions about compensation, those answers only apply to the very recent past. Until this year I would have strongly disagreed, and was actually weeks from resigning.
- While I feel that the vacation accrual rate is fair, at the same time, it feels like I am required to be strategic about when I take time off. This is largely because it accrues slowly, so if I have a week long trip or event that I am saving for, then I am not able to take time off leading up to it. It is a struggle to accrue a bank of time to rely on. The personal day and two exempt days I rely on a lot since they refresh each year. It would be great if some of our vacation time could accrue ahead of time in some way.
- With rising inflation, compensation can always be higher. It is genuinely tough to make ends meet with most jobs. The City should be a leader in good pay. Speaking as a part time/temporary employee, being employed part time should be able to pay for the basic expenses of living in Tempe, and currently that is not the case. The disparity between pay and cost of living is one that the City should lead in by example and in so doing, create solutions for others. It is not currently possible to live in Tempe, rent a single room in a house (much less a whole apartment) and pay for very basic expenses on a part-time (20hrs) job (with the city or elsewhere). I don't know how University students are able to get by without financial help from family, or loans, which is just not an equitable

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or accessible situation. The rate of wages needs to be based on the cost of rent and living, and it needs to be livable (no more than 50% of income should go to expenses, no more than 30% spent on housing).

- You need a minor degree in HR to understand the benefits guide. Its partly the culture we live in, where there are so many complicated options and sub-details to understand and consider in order to get your head around what should really be quite simple. I don't think we are going to change that easily, because its so linked to various laws and interconnected businesses who supply these benefits services.

### ***Economic Development, Strategic Management and Innovation Office, Internal Audit, Municipal Budget Office, City Clerk***

- All employees should be offered the same benefits. What's the reason for different matches on deferred comp? No one should receive less than \$1 per hour raise. If they are not doing a good job, deal with them. If they are they should be rewarded for it. Bonus time, bonus money, recognition, not just bonus assignments because you can be depended on.
- I do not know what the deferred compensation is. The city does not do a good job actually educating the employees what their benefits are. You also have employees who are expected to do the work of 2-3 people and not paying them well, it is very frustrating.
- Increased match for deferred compensation
- Provide health benefits that are equal to ours currently with less out of pocket costs
- put people who were topped out in their jobs back at the top. I have been in my position for over 13 years and was topped out for the majority of it. After the last market study came out I am now back to the middle of the range but am expected to perform like I was before, at the top, both by training others and by covering issues that arise.

### ***Financial Services***

- Cigna does not have a lot of good Dr's in network. My specialist do not take this health insurance. I have to pay out of pocket to get seen by them.
- Compensation is important to us. A new employee can find that if compensation isn't enough but you love your job, and department, you still come to a conclusion that the paying wage isn't enough and you leave the city to work elsewhere.
- Consider the price of inflation, but also the actual cost of living for the average person living in our county. To rent a two bedroom home in Mesa and Tempe is far more than what I can afford and I'm on a supervisors budget.
- Higher raises now. High pay based on performance or skills. Allow for more TD pay to work in other areas to assist.
- I am so happy that city leadership has commissioned the comp and class study. This is something that should have happened years ago and hopefully the study will incorporate a more fair and representative group of organizations to compare salaries too versus our traditional short list of

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comparison entities. I do think that City staff in general are behind other comparable organizations with the level of pay we are receiving in today's market. The City expects a lot of its employees and our pay should be commensurate with that high expectation. Why is it ok for us to be at the 75 percentile. Why are we not leading the way with salary levels. Why is it ok to always be behind others in our short list of comparison cites when we do quite a lot more and have greater expectations than most other comparison cities. I don't mind at all regarding the high expectations of employees - we should be the best. But our current salary compensation model is not at that same philosophical level. I think there should also be a bump to the monthly employee health benefit account. The current amount should be adjusted for inflationary pressures. It has not moved much since original inception. I am happy to be employed by Tempe - just trying to convey some ideas and thoughts for improvement. thank you

- I believe the compensation study conducted by HR is bias and unfair. Very little consideration is given to departments that appeal the job comparisons to the other local agencies. Departments definitely know their duties better and are the subject matter experts but it's quickly dismissed by HR staff. For example, an entry level position for Tempe can vary greatly from cities that are much larger and have more levels within their departments. When reviewing the comparisons for HR positions to other Cities it is a completely different and take. Comps are definitely based upon what is most beneficial to the employees and less about what is considered for all other departments. Perhaps HR shouldn't be permitted to do their own comp study because there is a huge conflict of interest there. Internal Audit should comp Human Resources Positions. For example, over the past few comp studies, HR positions have been compared regularly with positions at other cities, but last year, instead of comparing those positions to the same jobs as in the past, the positions were instead tied to an internal position which resulted in the positions getting a higher increase. It's not right. I'm happy an outside firm was brought in but fear that the HR will influence the contractor to continue to conduct the process the same unfair way it has been conducted for years. Why can't the outside firm, conduct the study unbiased every year and leave HR out of it completely?!
- I FEEL WAGES ARE VERY LOW FOR THE EDUCATION AND EXPERIENCE THAT IS REQUIRED FOR THE POSITION.
- I hope that the compensation study returns good results. The cost of living these days has risen much higher than the average persons pay. I love working for the city and consider it a great job but I do feel the pay should be considered great as well. We lose good employee's for the simple fact they need to make more money than what's available in our current job roles.
- I would prefer to have a health account that is put on a credit card to be used for co-pays vs having to submit explanation of benefits for approval. I did not like the process of going through Allegiance and having them deny hundreds of dollars in claims. Not a good process.
- instead of only meeting the 75th % in class and comp, why not be the benchmark others are aiming for. In turn, this will lower turnover rates and improve quality of work.
- Many cities in the valley have completed and implemented their classification and compensation studies. It feels like Tempe is falling behind on this. I would like to see us be a leader on this, even if

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the results of the study show that Tempe is leading in compensation and benefits compared to other valley cities and towns. These are good things to communicate to our employees.

- offer training on benefits and how deductibles work. I think a majority of employees do not understand so it would be helpful to set up some kind of training.
- Take into account current cost of living. For example. Base pay allowing to be able to qualify for rent requirements of 2.5 or 3 times monthly income or where more than half gross income isn't towards rent
- The City has taken steps by using a 3rd party company to evaluate the job performance and tasks for each position and I am looking forward to those results
- those who came to the COT with prior experience should have been given a higher starting wage that the minimum that applicants without any experience get started at. when the bottom of my jons pay range was recently raised by almost \$3.00 per hour it didn't take into consideration those of us that had been her 3 years and only made 25 cents an hour more than the new minimum so we got nothing. so now I basically make the exact same as the new person.
- We need more tiers of insurance benefits. There needs to be a more robust wellness program for pregnancy, there are not enough private areas where a woman can pump when back at work. This should be an accommodation that Human Resources offers. If you need a good example of what other agencies are doing look into City of Scottsdale benefits. Mom pods or private pods are common in other government agencies and Tempe is definitely behind on all this.
- yearly accrual for vacation versus every 5 years.

### ***Fire Medical Rescue***

- Allow more vacation days for the amount of personnel staffed in our city/fire department. We are far below other cities of similar size for allowed vacation days per working personnel per day. Another topic would be to payout 100% of sick leave upon separation/retirement instead of 60%.
- annual cost of living increases that keep up with inflation. increased deferred comp, retention pay and/or pay step increases that support moving through the pay scale at a more reasonable pace, currently it would take 15 years for me to reach the top of my pay scale.
- As before ASARS Paramedic's and EMTs don't have 401A nor the same death benefits if we die in duty because we aren't "sworn" because we don't have a 15 week fire academy. And that equals no 401 a and no promotional opportunities or SPECops. Gilbert is an example of that making no difference for the 401 a benefit
- Be compensated to adjust to current inflation. Inflation continues to go up yet compensation has slowly gone up. Certain departments within city have been able to work from home since covid and continue to get pay increases why other departments such as fire and PD are asked to come in for work everyday and more and compensated as other departments are adjusting.
- Better pay, more accrued vacation and sick hours.
- Better retiree health care program
- Bring back retiree health care!!!!

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

- City wide health care for life like the City of Mesa. Start tapping into the savings of preventative health care
- Compensation- In my current position, almost verbatim, I carry the same responsibilities and perform the same job function as the City warehouse supervisor ( other than supervise one employee), but the compensation is nearly doubled for that position. Minimum qualifications, essential job function, physical demands and work environment, and competencies are the same for both positions. My current position is not classified appropriately and is drastically underpaid. Benefits- Premiums are expensive compared to my compensation and co pays and out of pocket costs are excessive. Coverage isn't enough for denial, medical, and optical. I pay out of pocket at every office visit for myself and my dependents.
- Compensation is low compared to other cities with the same position. Deferred comp and paid time off are low for the position and compared to the same position in other cities or states.
- Firefighters receive just over 12 hours per month of sick leave. Working 24-hour shifts, it takes 2 months to accrue 1 sick day. Over a 25-year career, firefighters are exposed to hazardous conditions and emergency scenes that affect a member's overall mental health. Firefighters need time to focus on mental health and they will continue to work if they do not have the available leave accrual.
- Get paid better. we are so far behind inflation that's it's ridiculous.
- Hopefully with the JDQ process there will be better changes in compensation for all. We deserve better pay.
- I am not enrolled in the City sponsored healthcare plan because they do not offer an HSA plan which is ideal for my situation. The City should consider adding an HSA plan as an option to employees.
- I feel that the benefits are amazing, but the pay could use some improvement.
- It would be nice to get a cost of living increase for pension payments with the increase in inflation. It also would be an improvement to have healthcare copays more affordable
- It's great
- Keep up the good work
- Maybe keep up with inflation? Or at least try? Yeah we upped tuition by \$500. Neato. That's a drop in the bucket. Has anyone even looked at what education costs are doing now? How about healthcare? Has anyone looked at those costs? We are getting raises and still making less. Shouldn't that be computed?
- More Money
- More vacation days, better pay. Support of the city! We say we are the best but each year we are number 3. Number 3 isn't the best
- My issue is with the Military Leave. I don't understand to 30 days in a rolling 2 year period. If it was 30 days per year, I would have enough leave. Often, however, because of operational tempo and my senior rank, I can go through that amount in the 1st year and not have MI available for the second year.
- Need to have more vacation slots available in the fire service



# 2024 City of Tempe Employee Survey

## Open-Ended Comments

- Not sure I am on the Tempe Fire Medical Rescue dept health plan.
- Pay more
- Pay the fair hourly wage that the private sector is paying there employees.
- Please fix the wellness program, the app and syncing are not great. Also is there any way to get a better vision plan? Avesis only pays for the cheapest materials.
- Provide an HSA for the employees
- Several cities are beginning to offer lifetime health care to their firefighters (and maybe all city employees. I don't know). To improve recruiting and retention.
- The assistant chief positions in the fire department are feeling a great deal of compression from the deputy chief level. This position lacks incentive for internal deputy chief candidates to apply for due to its falling short in benefits and pay.
- The city has great benefits, I would like to see more information on legal things such as starting a family trust and other legal opportunities.
- The employees are accumulating paid vacation, but can never use the paid vacation during the year due to the policy.
- The fire dept market study format, as part of a recognized MOU, is an appropriate method of compensation in comparison to outside municipalities.
- Wages need to increase with cost of living increases
- While I believe we are pretty fairly compensated it is difficult to see low skillset positions catching up in pay to my own.

### ***Human Resources***

- But giving temporary, please, full benefits and to get better plans that not just cover needs
- Have a 4 day work week!! Better work life balance
- There could be a higher level of reimbursement specifically for out of network counseling services provided to employees as many therapists do not take insurance and the costs can add up for those seeking therapeutic / self-care counseling services. The ability for an employee to adequately address their mental health needs should not be out of reach for the general employee population due to the cost associated with on-going treatment, beyond the short-term services offered by the EAP, particularly in an organization that provides sliding scale counseling services to their constituents.
- We don't pay well. We don't reward good work. Mediocrity and time is celebrated over any quality work. People just stay in jobs to get more pension and everyone else is just stuck. The Benefits isn't user friendly. It's always a handoff to a PDF. It'd be nice if the team actually described a benefit but when you call up they just refer you to a PDF--Not helpful.

### ***Information Technology***

- Our division suffers critically from salary compression, inability to recruit talent, difficulty retaining employees, and pay inequities within the workgroup. These have been exacerbated by [REDACTED].

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

- 3.5% increase per year is not nearly enough compared to the inflation we have been going through
- Actually keep pace with inflation rather than 1% and fix compression issues with salaries
- I recently transferred to my current position. Up until this recent transfer I have been severely underpaid for the work I was doing. I have been with the City for 10 years, and the last 2 months in my new position has been the first time in my tenure that I feel adequately compensated. My last 8 years with the City have been fighting to become adequately compensated within my positions and being shut-down every single time. I understand public sector salaries are lower than private sector, however without the salary of my husband to supplement my income I would have not been able to fully afford to support myself on my own salary alone. I would have been 40 years old with a roommate and possibly a 2nd job to live comfortably. I have 3 college degrees and no student loans. I also do not have a car payment and have zero-to-small credit card debt that can be paid off each month. Even though I am an educated and skilled worker, I was making terrible money with the ASRS deduction taking a significant portion of my paycheck each month. My total compensation was showing one thing, but my actual take home pay that I was using to survive was \$30K for years. I understand the importance of a pension for my later years, if I'm able to make it to that point, but also being able to fully support yourself on your current salary is important as well. The cost of living over the last 10 years I've been with the City has changed dramatically and employees need help.
- I struggle with the out of pocket health costs. If I made more salary, like in private sector, I could handle the higher healthcare. But I work for lower wages in this government entity. The high option seems like a manageable plan but is way to costly.
- It would be nice if the city went with a modern approach and rolled sick days and vacation days together. So many other businesses do so now I don't see why we couldn't.
- Keep up with inflation and maintain or "up" the cost-of-living adjustment for employees. Increase the city's contribution to our retirement deferred compensation benefits. (pennies to the dollar does not help with future inflation when we retire)
- My department is the only department in IT that is not receiving comp time or payment for the overtime we are putting in. Every single other member of any other IT department received something in return (comp time or overtime pay)
- Opportunity for employees to increase there Salary along with Market adjustments. For example my staff receive an annual increate of 3%-5%, while as the same time the Salary range has increased by 10%-13% over the past 4 years. This leads an employee seeing their pay decrease compared to the salary range over time, and is extremely demotivating. I hope this is addressed and resolved as part of the Comp and Class project.
- Our group has seen a really disappointing trend and it has destroyed so much trust. We have seen external candidates be hired above existing employees, inability to recruit talked due to pay, difficulty retaining employees due to compensation, and pretty dramatic pay inequities within the workgroup. We have been told to wait for the market study but its speed, and likely efficacy will be too late.

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

- Our Health Insurance has way too much out of pocket. The City could put everyone on the High plan and cover the difference. We are working for lower wages than our private counterparts, our health insurance needs to be better.
- Provide alternative health care providers that allow employees to select the level of coverage they need. Improve the process to find providers (the existing site is poor). Reduce total out of pocket costs / monthly premiums.
- Some of the job descriptions in the city are way too broad and don't accurately reflect the work we do.
- The benefits are great for me. THANK YOU!
- The City must consider the following to improve compensation: - Allow for benchmarking against private sector. Benchmarking against lower paying valley cities is a waste of time. Also, what is JIMS even for if we're only taking 20% of its participating cities into account?
- The City's compensation plans have not kept pace with inflation or increases in ASRS contribution rates and healthcare premiums leading to a decline in living standards for employees. As part of comp and class the city should adopt a more holistic approach to compensation and also include a serious incentive structure to both motivate employee performance and compete with the job market. For benefits the healthcare plan is extremely lacking there a large number of exclusion categories that are covered by other employers like fertility and weight management. Additionally after every medical visit I receive numerous and often large bills for in network covered health issues.
- The deferred compensation plan needs to be reevaluated, a 25/40/60 dollar match I feel is insufficient with the rising cost of living\inflation, I would like the city to put meaningful contributions for deferred comp match to 50/100/150 or something more in line with the value of the dollar today. It is also very concerning that individual who were hired at the bottom of the salary range for their position are never able to increase their salary above the normal 3% increases each year. This has created situations where incoming outside individuals who negotiate a salary in the middle or upper reaches of the pay are often making more than a longtime experienced employee. In some cases the incoming individual is making for than the lead\senior member of that department. I hope that this comment is not brushed aside in lieu of the compensation study. Immediate action is required to keep talented individuals from leaving the city for new employment. I hope the city will reevaluate ways to increase pay of it's top performers in the department who may be paid less than others who have less experience and a lower job title.
- The extra medical bills are hard surprises after. Not having surprise bills would help a lot. The retirement plans need more of a match so I would want to contribute more. Our pay keeps falling behind the general market and life costs more I feel like I am falling behind.
- The level of responsibility and complexity carried by Senior Technical staff is vastly different than the rest of the team members. However, the responsibility and complexity difference is not reflected in the compensation. Team members responsible for a lot less are paid almost the same. The difference in pay is negligible and yet the skills and expectations are tremendously different. As there is

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

compression difference between supervisors and highest paid report to, same should be apply to seniors and other team members

- With the recent market adjustment, newer staff members with significantly less experience in the field now make the same amount that I do. This is frustrating and demoralizing, and does not account for the difference in years with the city or of work experience.

### **Police**

- Cigna is not being accepted as widely as other health plans. My wife is having issues finding [REDACTED] because of cigna
- The healthcare industry has identified certain drugs that safely support [REDACTED], even though those drugs may be used for other conditions. Unfortunately, our benefits do not cover those drugs. My doctors at [REDACTED] continue to prescribe drugs that cost \$1000 per month because our insurance offers nothing towards those drugs. Exercise is indeed an option, but not when you are dealing with physical restrictions.
- 401K and 457b Match are lacking and would be nice to see a better match
- Any suggestions, such as having defined tiers or steps of seniority that make it practical to 'top out' within a 10 year period of employment, are likely to be addressed in the Class & Comp study.
- Be competitive and reasonable.
- better insurance less price better pay and special assignment pay
- Better insurance that is accepted everywhere that has not such high deductibles
- Better match on 401k
- Bring back post-retirement healthcare that was promised when I was hired. That was one of the reasons I came to work for the City of Tempe. Just doesn't right to promise one thing to get people in the door and then make a switch that greatly affects the same people down the road.
- By giving more effective COLA adjustments and adequate pay raises to employees who work in hazardous duty areas and conditions.
- By providing a work environment that truly embraces employee health and wellness. The current environment is toxic to the point of being harmful to physical and mental health.
- City seniority/benefits (I.e.: retention pay, etc.) should be based on total time with the city for those who have transitioned from a civilian role to a sworn role, as it would for any other city employee who has transitioned between various civilian positions.
- Compensation and benefits are fair for my needs now, but as the years have gone on and with the constant economic changes, it won't be long before it eventually isn't. I strongly feel the city is behind compared to others and their compensation/ benefits in reflection to the economy and the increasing taxes overall.
- Deferred compensation paid by the city is not competitive compared to private sector.
- For PD: bring back lifetime medical and/or DROP for officers. This is a long and tough career both physically and mentally and there should be a road for assistance afterwards.

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

- Fulfill your promise of lifetime medical instead of stealing it from the employees. At least grandfather those of us that were promised lifetime medical when we were hired and missed some arbitrary date by a few months.
- Get back to being there for your employees. Prior to 2010, the city took care of all its employees from the top down. Now it's politics, now it's what will benefit the decision maker so they make more money or help them move to bigger or better things.
- Get us in a real union such as the TOA
- Given the current economic climate, an increase in compensation can help employees afford increasing expenses. Other forms of compensation could be to lower the amount employees pay for health care benefits.
- Having a larger network of urgent care providers.
- I acknowledge the City is addressing compensation issues with the ongoing compensation study. I am very vested to see those results and how the implementation will be. There are many pay scale and 'compression' issues that need to be addressed.
- I believe that compensation can always be improved when necessary as that is the largest signal of advanced performance and incentivizes employee retention. I am currently satisfied with my pay scale, however, the communication from other staff members signals that the pay scale and lack of retention bonus may not be to total satisfaction.
- I feel that the deferred compensation match from the city is very low compared to other employers.
- I know that the City is working on right-sizing compensation, but that is a massive problem at the moment. I have a degree and have been in my position for 6 years, and am barely in the middle of my range, which is also barely a livable wage in the state of Arizona right now as a single person.
- I know the city is working on a compensation and classification study. It is my sincere hope that this study will result in an actual change in how the city compensates employees. Especially employees that are tenured and have chosen to stay with Tempe for many, many years.
- I think it's good!
- I understand this is a hard sell, but bringing back the lifetime health care benefits that were given to all employees who were employed by the city before 2009. Many employees who retire from Police and Fire tend to have to get new employment since the health care benefit costs in retirement are too high.
- I work in the jail, in Detention, at the Police Department. Recently, after a study, the Detention Officer salary range was changed. The beginning salary was adjusted from \$22.00 per hour up to \$26.00 per hour, so all the brand new employees who had just been hired, received a four dollar an hour raise due to the new beginning salary adjustment. For the employees that are already topped out, there was no immediate boost in pay at all. The salary range ceiling range was raised, but no movement up the pay scale was given to the tenured employees. So now, a brand new employee is making within 2 dollars an hour of a topped out employee. The wage compression should have been addressed before the raises were provided, instead of favoring new employees and showing disregard for tenured topped out employees. It was a slap in the face to all the senior employees in the jail.

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

- Increase 401K matching
- Increase comp time banks, and I have always found it insulting that employees over 20 years are not getting additional leave time for their years of service. Especially after 25+ years. And only earning 8 hours of sick leave for 25+ years of service is not appreciated. You would think that would have changed and increased over time. Especially to recognize employees who have been around for 20+ years.
- Increase the city's contribution amount to the 401K.. Additionally, bring back medical coverage for retirement for employees who work for the city for 25 years.
- It's very frustrating to be working for the city for 8 years now and only make \$0.31 more an hour than someone who just got hired. The market study keeps increasing the base pay and the maximum pay but for those of us in the middle there is no movement. What's the point of staying with the city if they are unwilling to compensate for loyalty and hard work.
- life time medical for public safety employees
- Lower the overall cost, lower the out of pocket cost.
- Mediflex is too difficult to access, I would prefer direct compensation instead of this plan. The wellness program incentive requires too much effort, the incentive should be easier to obtain if employees qualify. Participation in the wellness program steals too much time from employees. It should be simpler, data should be collected by the employer, not burdened on the employee to report.
- Mental Health Benefits could be improved upon
- more benefits for temp employees (dental), vacation time for temp employees, holiday pay for temp employees
- more cost effective, either better benefits for what we pay, or cheaper cost for the benefits we presently have
- More pay, better/more adorable healthcare options
- Move to a COLA vs Market study based pay increase system. The "market study" doesn't keep up with cost of living increases and inflation.
- My wife has different benefits I utilize as the city is unable to match them
- Not allowing internal candidates to negotiate their salaries when they promote is a shame. Many internal candidates are exceptionally qualified for positions that they have been diligently waiting to become available, sometimes for years . These employees have shown exceptional dedication and loyalty to the City and their workgroups and are not rewarded for the historical knowledge they possess or their loyalty and dedication. Often time these employees are working at a higher level than other employees in their current classification without recognition or pay for years while waiting for the opening. This drives these great employees to leave the City in a lot of cases.
- Other City groups aren't expected to work the amount of overtime we are in the PD. We work long hours away from family and are now expected to be on standby for additional time. This impacts

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

family time and free time immensely. The compensation package for standby time needs to be put more in line with other agencies.

- Our Vision coverage is horrible. I have been kicked out of two doctors because they will not take Avesis. Its unacceptable.
- Pay employees the correct wages, it has been shown that there are positions within the city that have the same job descriptions but have severe discrepancies in their pay. While the study is attempting to acknowledge the pay gap with the class and comp study, it cannot even be confirmed that the city will make the recommended changes. The city still has the ability to decline any changes they do not want to pay. Based on the city's history, I can not even trust that they will care about the class and comp results. The city can not expect employees to work in below average environments without receiving average pay
- Please set up in-person meetings with the deferred compensation representative. Bring them on-site once or twice a year to meet for a 20-30 minute appointment to discuss any changes, go over the plan, etc. It is much easier for some to meet with a person to discuss finances rather than scheduling a Teams meeting. As a full-time employee, I do not receive enough sick hours each month to cover one work day. I am encouraged by the compensation studies, but it doesn't do much for those who are already employed with the City. It raises the top out and starting pay, so a new hire is only making a few thousand dollars less than an employee that has been working for XX amount of years. I am hoping the Classification & Compensation Study will reduce some of the salary compression affecting current employees.
- Police Department employees promised lifetime health benefits ought to have that benefit honored.
- Post employment health care plans, contribute more to city HSA
- post-retirement benefits
- Provide better insurance options to participate in wellness modalities such as acupuncture, massage, other alternative "therapies"
- reevaluate sick time for first responder employees. by only earning 8 hours a month, it takes two months for a first responder employee to earn a single sick day as we have 10 hour work days
- retention bonuses and addressing wage compression
- RETENTION BONUSES AND MORE COMPETITVE PAY, INCLUDING CONSIDERATION AND RESPECT FOR WAGE COMPRESSION. VETERAN EMPLOYEES WERE LEFT WITHOUT ANY PAY INCREASES THIS PAST JANUARY, YET BRAND NEW EMPLOYEES RECEIVED A \$10,000/YEAR PAY INCREASE! ABSOLUTELY RIDICLOUS.
- return the lifetime healthcare plan that I was promised when hired by the city of Tempe
- Seeking better insurance coverage
- Sick time accrual per month should be increased from 8 hours to 10. Most schedules are 4/10 or 9/80. I do believe we have pretty decent benefits, I just wish it wasn't with Cigna

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

- Stand-by pay has not changed since before 2008. It is \$3.20 per hour (minus taxes and such). This is far lower than surrounding agencies and does not adequately reflect the value of giving up time with family where attending these family functions would violate the provisions of being on call.
- Step programs for years of service.
- The city could look at employees years of service and increase the pay accordingly when there are market increases. For example you have an employee that's been with the city for 8 years and doesn't even make a quarter more than someone coming in with zero experience. Also when an employee is expected to perform more than other employees they should be compensated for it. Benefits are good confusing but there is always communication going out about how we can get the most out of our benefits.
- The city should implement a wage step system that will allow an employee to reach top of range pay in a reasonable amount of time (7-10 years) regardless of wage floor adjustments. Senior employees that reach top of range should be able to stay at top of range and avoid wage compaction.
- The City's vision provider is a struggling company in their field that is poorly run and the coverage offered to City of Tempe employees reflects that. We need a new provider
- The employees who were originally hired with the City, and were promised lifetime insurance, should have that benefit reinstated. It should not have been taken from those employees who believed this was a benefit that swayed their decision to agree to work for the City because of that benefit!
- The plan is too expensive for what the benefits themselves cover. The benefits are not that good compared to other agencies for what we pay. I am scared to go to the ER or take my kid to the ER or urgent care because the out of pocket bill I will end up having.
- Wage compression for the jail is non-existent. I have been here for 13 years, and new employees with NO Experience are making a dollar less than I am. This is unacceptable and needs to change and soon. We are losing good employees to other agencies and/or other departments within the city due to poor work conditions and not being paid what we deserve based on the people we deal with every day!
- Wage compression is a big problem for tenured employees.
- When I was hired, I was hired at top step. Why would I not continue to remain at top step? My level of work has not changed just the market study compensation.
- With the new pay raise me with 27 years' experience in corrections and two master's degrees am paid the exact same starting wage as those with no experience. I was originally given \$4.00 over starting wage. This should have been reflected in the pay raise. Anyone with comparable experience would make more than me. A wage compression should be initiated.
- Yearly Increases due to inflation. Merit raises

### **Public Works**

- ...pay us more? I don't know how to answer this without being obtuse. Look, I get the issue management is running into. A once-in-a-lifetime pandemic drove up inflation and if you actually kept up with it you would be spending millions if not tens of millions more in wages each year. But every



# 2024 City of Tempe Employee Survey

## Open-Ended Comments

vendor we have has raised prices due to inflation and we sign those checks, so why not make sure the labor your employees provide is fairly compensated as well? Yes, you may have to raise property taxes or service fees. There will be difficult conversations with residents. But the argument you can very easily make is the importance of employee retention to the success of our City and the quality of services. I dunno. It feels like all the key decisionmakers make \$100k+ and are divorced from the material needs of our employees.

- Annual cost of living increases that keep up with inflation, Increase the City's contribution to deferred compensation, Retention pay/productivity pay based on time in grade/position, Increases to post employment health plan to keep up with health cost increases, A system to improve pay parity across the organization
- As an engineer, private compensation is typically higher. Other cities (Phoenix and Chandler I believe) provide significant contributions to employee non-pension deferred benefit accounts (i.e. 6.5% of salary to 401a). Paid parental leave would also be a great benefit. Another week of PTO at base would also be great.
- Better eye insurance and eye glass coverage.
- Beyond the obvious pay them more, stop expecting them to do more with less. Get staffing to where it should be so that people are not consistently doing 1.5, 2, 3 jobs. As a city, we keep trying to provide services with less and less people and all that happens is services get dropped. It is expensive to run a quality city, we can't keep trying to deny that.
- Compensate senior employees and not just new employees. Compensate on merit and work performance.
- Cost Of Living Raises (COLA) should at least match the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W).
- Currently the City is undergoing a market study run by Segal and the hope is this will fix compensation issues. Last year the City performed a market study and I was happy to see that my role had a positive movement, however with the new pay scale I am about \$0.10 over the minimum and new employees are coming in new to this niche field and getting a HAM (Hire above minimum) and being compensated more than me. It is a shame that when the scale moves that the employee's pay does not shift with the scale especially when in the State of AZ we are seeing high rates of inflation. It tells me that the City would rather invest in new talent and hope that they will stay longer than investing in their current employees and fairly compensating them. When my team requested adjustments to the market study performed last year we were met with what felt like frustration from the HR representative who knows nothing about the amount of work that our job performs. We were told that since one of the job descriptions did not match completely they would not move forward with that comparison, but yet our job roles were far more expansive than the one we requested to be compared to. Lastly, we requested to have one of the titles be switched to the senior inspector role instead of the role below that, which the City of Tempe had used on the prior market study. We were told no they would not switch it to the prior role because it was not listed when they performed the study even though when the study was released to us for review it was an open

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

position. It has made my team have a feeling that HR is not here to assist employees but rather save money for the City of Tempe.

- During market studies, if it is found that your position is moving up 15 percent, the employees in that position should move up 15 percent, not just have the top and bottom moved.
- For the compensation, the city is currently doing a new study though when that study is completed, they will not be raising the pay of the current employees, but they will only be bringing in new hires at the new rate. I feel that this is an unjust practice due to the currently employees having a possibility on bringing in new employees with lesser experience at a higher pay.
- Give senior employees the same compensation as new employees
- health was much when friends working for the city, now it not o great.
- Higher matching 401K amount
- Hoping the class and comp study improves compensation and benefits for the employees. it's a good start
- HSA options
- I am a currently enrolled with Tempe health care plan. I pay around 400\$ per month to keep myself and my Family on HEALTH CARE insurance. I know I will never see that money back but hopefully in the near future It would be beneficial to have Tempe Health program be Provided free of Charge especially for the individuals that are Living healthy. It should be a better choice giving back to the individual.
- I believe that a Statewide compensation study could be achieved to compare and contrast compensation and benefits against multiple municipalities in Arizona, and then to cross reference them with current City of Tempe initiatives, and finally, make adjustments as needed to promote uniformity across the board.
- I don't want to throw rocks at my employer, but it sometimes feels like the City is playing games with concerns to pay. I understand that there are different funds that are used for different purposes, but the optics are poor when the City seems to have enough money to replace perfectly good bricks with colored ones on Mill Avenue, or when the City Management receives a raise in pay that the general City employee population does not. In my department, we have held interviews for 5-6 people and have yet to actually get new people from the outside hired. That tells all of us that the wages are not keeping up with inflation. I think the City was careless in only giving raises to lower rung of the pay scales recently, and it damaged morale throughout the entire City. I understand that has always been an issue, but the City should have found a way to give everyone something, even on a sliding scale. It sent a damaging message to the City staff that their loyalty and experience is not really appreciated. While I am quite sure that was not the intent, that was definitely the result.
- I feel I am lucky to have what is given to me.
- I feel that the city should increase the amount of paid vacation more than the 2 days when you reach 20 years with the City. This is the current paid vacation schedule for Tempe: 0-5 years 14 days per year, 5-10 years 17 days per year, 10-15 years 20 days per year, 15-20 years 25 days per year, 20 plus years 27 days per year. Also, there is no additional vacation time acquired after the 25 or 30 year

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

mark. I have been compensated unfairly by the City of Tempe since 2010. I am paid about 60-65% of what other local cities pay their AZ licensed Land Surveyor. I have been trying to get this issue resolved going on 15 years now and it keeps falling on deaf ears. This is unacceptable! If the private party market study does not address this issue and create a FAIR pay range for my position of an AZ licensed Land Surveyor I will most likely leave the city. I feel that 14 years is MORE than enough time to fix this issue what I have brought to the City's attention many, many times over the years!!

- I strongly disagree with how the city compensates their employees. The fact that you are on a pay scale that pays you the same is not fair. Especially to the ones that work really hard. It only benefits the ones that really do the bare minimum, and slide by.
- I think after a certain period, temporary employees should start qualifying for paid leave other than sick leave.
- I'd love to one day be eligible for the City's health plans, but my position is only part time. If more full time positions would be made available, it would be fantastic.
- implement a step raise program based on satisfactory performance of an established performance management tool. provide more comprehensive coverage on medical insurance such as labs, imaging and durable medical equipment. provide part of employee pay increases to be supplemented to the differed compensation program to assist employees to safe for their future. complete the salary compensation study to bring Tempe into the 95% window and not the 75% window as current.
- Implement performance-based bonuses and incentives to recognize and reward exceptional work and productivity.
- Increase 401K matching
- Increase compensation for long term employees not just new hires. address wage compression
- Increase pay to match the current increases in cost of living.
- Increase the City's contribution to deferred compensation
- Increase the numbers of vacation days or promote more flex schedules for a better work life balance
- Increasing PTO compensation would be wonderful.
- Increasing their salaries. Many municipalities already did it just after COVID. The City of Tempe developed a study then request to fill a survey, but since COVID to today anybody see a substantial increment of salary similar to other Cities. Many good employees already left the City because of this reason, and many will continue.
- Inflation adjustments and market changes should apply to current employee salaries, not just the ranges of the position. My job range increased by a very large 20% which is amazing. But, where I was in a solid middle-ground for my range with my experience and skills, I am now at the minimum dollar value for my position which is frustrating and disheartening. Others that have come in with less experience and skill are making the same dollar amount as me. The fact I started with the city at a mid-range, and after several years and a market adjustment puts me at the very bottom of the range, leads me to believe I have been underpaid for this position from the beginning, certainly for the new current market value.

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## Open-Ended Comments

- It would be great to provide performance pay for employees that accrue sufficient medical leave. It would be good if promotion pay could be negotiated just like external candidates and executive leadership. It would be idea to provide a % increase for employees after market studies to ensure that seasoned employees are not left at the bottom of a range. Increase the post-employment health account annual contribution to keep in line with inflation. Increase Exempt Leave to more than 16 hours for supervisors.
- It would be wonderful if the City cared about long term employees. New hires are being hired WAY over minimum but NOTHING has been done to compensate long term employees. The miniscule step-increase on July 1 and bogus 1% COLA coming in August do nothing to help employees deal with inflation or to feel valued. The claim that the classification and compensation study will improve things is just more gaslighting from upper management.
- Lifetime healthcare
- Make salaries within the same position fair.
- more pay for the jobs that actually need it, instead of all departments and all positions getting raises. We get more time off than we really need so a trade off for higher pay or lower insurance cost would help both sides
- Offer a choice providers.
- Pay 100% of sick leave at separation from employment.
- Pay for new employees shouldn't be the same for senior employees. When raises are disgust, the city is great at spending all ( buying property, housing for the poor ) then say we have no money. Negotiate raises 1at. Then spend excess money
- Pay more the cost of living is insane
- Pay the employees fairly based on what other local cities pay their employees with the same professional license requirements. Not make excuses why your position doesn't match
- other cities with the same license requirements and job duties.
- Reduce retirement contribution, increase vacation time.
- Review work performance and give raise according to the performance and results
- stop making it so hard to understand, easier to contact staff and get a response..
- Supervisors in the middle of range need more to compensate against others and new employees. More EL time.
- The biggest improvement here would be to get rid of the market studies or keep the market studies, but then actually give employees raise in the amount adjusted by the study. As opposed to just raising the range.
- The city I believe is behind in compensation compared to other cities. I personally know of at least 3 people that left over money, other cities would pay them more for the exact same job. I think the city has an attitude of oh well, good bye and good luck we will get someone else to fill your position for lower pay, we will bring them in at the bottom of the pay range. The city seems to be forcing long term employees out for newer employees and lower pay.

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

- 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 the City of Tempe. It seems that the City of Tempe wants to be a leader in the Valley, 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, or even competent employees. The City does a poor job of informing employees about the Group 3 healthcare account, how it works and where to find information on that program. Whether it be good or bad, share the information and have it posted so employees can refer back to the program information during their 10-year waiting period. 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 others hired after.
- The City's healthcare plans (medical, vision, dental) are average at best (low end if we're being honest) in terms of premium/coverage/co-pays, and the employee pays a significant sum to support these plans. The deferred compensation (401k/457) matching is on the low end of most private employers; and further, some employees pay over 12% of their pay toward their ASRS pensions, but other employees pay 0% of their pay toward their ASRS pension. To divide the employees up so much and then pit them against each other during negotiations in terms of compensation and benefits is manipulation in my opinion...and this does not promote unity, comradery, or equality, as it only divides employees into the haves and the have-nots. We need fairness, honesty, and transparency. To improve compensation and benefits, I suggest the City devise/develop a clear method of researching and comparing industry-wide pay scales (with a real system of appeals that goes up to City Manager and merit board). Equalize benefits to all employees. Demonstrate to employees that they matter by being intelligent, transparent, and honest. Encourage employees to develop their crafts to best serve the City and then reward them by increasing their pay every year win a stepped system like the Fire Department folks get. Encourage employees to save for retirement and increase deferred compensation to something meaningful. Also, I suggest reaching out to both the employees and the Employee unions to put forth the best ideas for bettering benefits to employees.
- The class and comp study is good step towards improving compensation for the employees.
- The health care providers we use are not good. Switched them. That is why I am not in rolled
- Try a little harder to come close to private sector pay
- We are not compensated well enough for the work we do. Removing things like skill-based pay, flexible classification positions, and hiring new and less experienced employees at higher salaries and pay rates than individuals currently in the same positions is a serious problem. Skill based pay used to allow employees to very quickly improve their standard and quality of living, while also creating a multi-tooled and cross-trained workforce. Now employees are tied to whatever annual percentage raises we are given by the city/union, which recently has been inconsistent with inflation, and has left many employees unable to live comfortably - such as myself. I make, what 5 years ago would have been considered good money. In 2024 I am barely able to make ends meet. Other municipalities offer

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## Open-Ended Comments

5%, 7%, even up to 10% ANNUALLY in raises. The City of Tempe says they want to be competitive and be the "Employer of Choice in the Valley", but they do not provide annual raises that are consistent with inflation to their employees.

- when your on a 10 hour shift you should accrue 10 hours of sick time instead of 8 hours make it enough time to cover a full days of work.
- wish we had better health care providers or more places to choice from for mail order prescriptions. feel like my family struggles with our provider way more then they should

### ***Transportation and Sustainability***

- all procedures are good
- bigger pay increase to keep up with current admin running country
- Bonus checks and performance based incentives
- City Of Tempe pay is still far behind compared to other cities.
- conduct study on fair pay and benefits
- Health care needs to include coverage for some alternative and preventative health benefits such as covering supplements or holistic/naturopathic services. Additionally, in my division, I have large job duties but am not in the job classification I should be. Perhaps the class and comp study will address but there is no transparency about how the study will be "phased."
- I appreciate the employee benefits. I think the vacation time allowance is fair, but I feel sometimes that my workload does not allow me to take my vacation time.
- I think once the class and comp study is complete, I will be better able to answer this question.
- I wish the coverage for vision was higher. \$150 is not sufficient to cover much for new glasses or a year supply of contacts. I am also stuck in the in wage compression group. Working for the City during the 5 years with no raises and rewarded by people who get newly hired getting paid more.
- In my profession, general take-home pay is much lower at a public agency than a private firm. I have had offers in the past month of about 5K more per year than I am making now. I stay here because I'm passionate about this work and the good I can do here. I wish there was a way to tactfully remind people of that when I'm accused of not caring or not doing enough.
- It's great
- Let requests for increases be reviewed by someone other than the "busy" HR analyst
- More flexibility in the market study. Remain competitive with other cities and be open to exploring private sector comparisons. Market study change requests should be responded to in a timely manner. Class & Comp study is good idea but takes a long time
- Pay employees a fair wage that actually keeps up with the market. The market study only moves us back to the bottom of our pay range every 2 years. The cost of living has gone through the roof and wages remain stagnant. In order for the market study to be meaningful staff should move at the same rate the market moves.

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## Open-Ended Comments

- Performance and compensation have no correlation. Employees should be evaluated on performance and exceptional employees should be rewarded for their work
- People in the wage compression group have not been compensated for the time they continued to work with no raises. They are getting paid less than the people who just recently started.
- Reevaluate new hires compensation after 6 month probationary period. If new hire is exceeding or working above job title requirements. Give option to increase compensation by 10%.
- similar to vacation accrual now going off of ASRS, reward that same full time equivalent time with all other accruals such as 401k contributions. IE although employed by COT as temporary full-time for 2 years, that time is NOT counted toward anything (years of service) beyond vacation. Offer fertility benefits. Hopefully class and comp appropriately addresses other compensation factors such as pay compression and offering opportunities for pay growth such as through years of service, merit. Reward loyalty and high performance
- Stop paying employees that don't have the experience top pay and pay the employees that have been here for years and have the experience to do the job and make less than the new employees. I make the same pay as new employees and have to train them on how to do the job.
- the city needs to give us better raises
- The city needs to look at current wages paid with experience and years of knowledge of the job (in & outside) & duties!!!!!!!!!!

### **Not Provided**

- I have to say I find this question comical. Over the years I've noticed that the City has implemented new programs, creating new positions, new divisions, etc. Although this is good for the City and constituents, it is not carefully looked at on how it impacts all departments. New programs create new suppliers, creating new contracts and services, creating more invoices, etc. An example is payroll, 70 new positions in fiscal year 22/23 (I could be off a year :) ) and payroll continues to only have 2 fulltime employees. When the City can bring in three temporary employees to replace the position of one, hire new incoming employees at top salary range, has one of states [REDACTED], brings back retired employees at higher salaries and yet some departments don't even get winked at, the City obviously knows how to improve compensation and benefits, it just picks and chooses the where and with who. Honestly, compensating with more pay will not alleviate the amount of extra hours that is needed during a work week to slightly stay afloat.
- I was topped out and for the last three years a 2.5% bonus with no cost of living caused me to lose buying power each of the last three years. It is very tone deaf of City Management and Council to start the [REDACTED] and regular employees can't begin to keep up with the cost of living. My pension has not risen at all which means I can buy less in retirement now than I would have 3 years ago. The pension should have a small cost of living adjustment each year which the City of Tempe could push for.
- Annual cost of living increases that keep up with inflation, Increase the City's contribution to deferred compensation, Retention pay/productivity pay based on time in grade/position, Increases to post

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## Open-Ended Comments

employment health plan to keep up with health cost increases, A system to improve pay parity across the organization.

- 401k matching or at least some sort of contribution.
- After COVID many staff of my level in other municipalities received a significant raise that have not seen in City of Tempe. There was a study and a survey to address this issue. Please provide a follow up on this matter.
- Better matching contribution for deferred comp plans
- City should have a plan that does not cost a monthly fee like the City of Mesa does.
- Compensate without comparing us to other cities that are cheaper to live in. The 5 cities used do not compare to the cost of living in Tempe, so why compare that compensation with them? Tempe is one of the most expensive cities to live in yet, we are not compensated to fit that cost of living forcing a lot of employees to live outside of Tempe and having to commute.
- Employees that worked throughout covid day and day out she have a high raise than Employees that were able to work from home and still work from home.
- Eye glass coverage could be better.
- Find out where money is being wasted or overspent. Look at the building processes and find out how we can be more efficient and cost effective to ensure the longevity of our buildings and projects so we can utilize the Cities money differently. Also firing people that are not doing their jobs and costing the city money on a large scale. If we can eliminate wasting money, we can use it to give employees raises.
- Higher pay for police officers who are working under short staffing conditions, in extreme temperatures, and cleaning up all of the cities problems beyond the scope of our roles at officers.
- I am eligible for a promotion. I meet the requirements, in fact, I exceeded the requirements. HR keeps shooting it down.
- I don't believe the pay and leave are comparable to the private sector. I also don't think the pay and benefits meet the rising costs of living and inflation.
- I feel like our pay is not much due to our retirement takes so much of our pay
- I think our benefits and pay compensation do not meet the risings costs of living. I am currently topped out at my pay range and have not had a raise in many years. I receive a very small yearly "bonus" that does nothing to put a dent in bills or living costs. When I hit my 15 year anniversary, I received a \$150 appreciation bonus that seemed almost insulting for the amount of years I've dedicated to the city - \$10 for every year. Not to mention that it was taxed. I think the City could do better to recognize and retain it's long tern employees.
- Improve the mental health portion of the plan. Why does the staff have to pay so much for mental health care versus other health services? The EAP and in-system providers aren't the best and are few and far between. Wages, which theoretically could improve with the new study, have been stagnant for years. Particularly if you are at the top of the range. How about adjusting the ranges with the inflation or the cost of living? HR's wage study never reflected the market for professional staff.



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The Council seems to be spending a lot of money on a lot of priorities, but staff doesn't seem to be one.

- In my department we suffer greatly from wage compaction. We have essentially entry level employees, with a miniscule level of responsibility being paid the same as seniors with unending levels of responsibilities. We also have new employees getting hired at higher rates than long serving employees of the same or higher job class.
- It would be nice if vacation was to top out at 20 hours per month versus 18 hours. This would result in 3 more days of VA per year. A large percentage of employees are within 10 years of retirement, and it would be great if the matching of DC would also increase.
- More affordable and lower copays.
- More time off for work/life balance would be appreciated.
- Not all non-supervisory job roles have actual oversight from a supervisor. The City needs to recognize that some non-supervisory roles are being managed and executed independently, without a supervisor providing direction. In many cases, supervisors are very hands-off, either due to time constraints that prevent them from supervising their team or because they lack the necessary knowledge and understanding of the specific tasks. This autonomy in non-supervisory roles should be acknowledged and valued. Compensation needs to reflect the level of responsibility and independence these roles entail, so that employees are fairly rewarded for their self-management and contributions.
- On-Call Compensation: On-Call Pay: Introduce a specific on-call pay rate for employees who are required to be available 24/7 during their on-call week. This could be a flat weekly rate or an hourly premium for the hours spent on a call. Overtime Pay: Ensure that any hours worked during on-call periods, especially those outside of regular working hours, are compensated at an overtime rate. Weekend and Holiday Compensation: Weekend and Holiday Premiums: Implement additional pay premiums for work performed on weekends, federal holidays, and during the middle of the night. This acknowledges the inconvenience and disruption to personal time. Compensatory Time Off: Provide compensatory time off for employees who work during weekends and holidays, allowing them to take equivalent time off later.
- Pay employee's what they deserve!
- Pay market value relative to other Cities in Phoenix-Metro, and other regional areas. The lack of paying market value to staff is the very reason why we cannot hire qualified staff, as positions are either left open, or the people we hire barely meet the minimum qualifications. We will start to lose more good people if this is not promptly addressed.
- Pay should match total pay in the market, most jobs have a performance incentive of up to 50% above base pay.
- First, either pay us or adjust our pay as other cities do, and put us on par with them. In other words, pay us better and recognize that the city of Tempe has grown incredibly, with hotels, restaurants, condominiums, etc. It's obvious that they are making money, but in this department, we are the least supported. They prefer to invest in unnecessary things like expensive equipment or supporting the

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## Open-Ended Comments

creation of shelters for the homeless, and they manage to silence us by giving us a measly 4% each year, less than 75 cents, which they claim is a fair rate. For me, with 18 years dedicated to this job, it's an insult. For example, an employee at In-N-Out Burger earns more.

- Provide annual increases to keep up with inflation separate from merit increase. The City provides a very low contribution to deferred compensation. Deferred compensation match should be increased. The group 3 post retirement healthcare plan should have an increase tied to increases in inflation/healthcare costs.
- Providing examples and rationale for increased compensation falls on deaf ears. HR is quick to get to a final "no" response.
- Raises due to the high inflation.
- Return to pay scale, equitable pay rather than equal pay to employees.
- Right now, the City is not compensating me at market rates for my job, this is especially true that there is no consideration for the need to purchase health insurance independently.
- Shift some of the fiscal priorities from sidewalks, streetcar and increasing the salaries of high-level staff to focusing on the city's most important resource: The employees. Leadership is completely out of touch with how the Cost of Living Adjustments don't even keep up with inflation. We lose money the longer we stay.
- Some employees work for years as part time and never given the opportunity to advance into a "full time" city positions. Some health or discounts for part time employees would be great to those who may not have a lot of financial support.
- Supervisors in all departments should be compensated equally.
- Take a realistic sample of departments around the valley high compensation
- The ability to telework greatly increases my compensation and well being. This is what compensates for the lower than avg. salary and low DCP match.
- The base pay for all positions, part time, full time, temp and not needs to start at \$25/hr.
- The class & comp study should help, but comparing pay not only to public sector positions, but also private positions with similar duties
- There are employees that are trained and used in many capacities that go well above their job duties. And these people make just above starting because of the minimum wage increase yet employees with years of service do not move on the scale and make significantly less for the work they complete.
- There needs to be active conversation about this in a more compelling platform. The employee benefits fair is passive communication and it is not entirely educational. No one tells you directly what anything is.
- they did a good on my benefits when I started doing full time,
- TSA Employees have a higher benefit vs UAEA employees. I am not sure why the company match is different from supervisor and their direct reports. Should it be the same across the board?

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## Open-Ended Comments

- United Healthcare or Anthem Blue cross is a much better health care insurance. City should match my 457b at least 3% not a 401k. Life time medical when retired needs to be on our list of benefits to be competitive with other departments
- Vision plan is extremely lacking and AVESIS is a trainwreck of a provider

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

### **EMPLOYEE ENGAGEMENT**

#### **Q5a. How could the City improve employee engagement?**

##### ***City Attorney's Office***

No comments were provided for this question by employees from City Attorney's Office

##### ***City Court***

- leadership coming into our offices showing that we have support from them. emails can only do so much but seeing leadership in person shows the effort.
- The higher ups are going to do what they think sounds good, even if it is not good for everyone involved

##### ***City Manager's Office: Communications and Marketing, 311, Office of Diversity Equity & Inclusion, Government Relations, Mayor, and City Council Staff***

- I believe that we can improve approachability in regards to concerns within the department.
- I feel my opinion is valued and requested.
- I feel that my immediate supervisors are invested in myself and the rest of the team, balancing expectations and allowing for individual methods to meet those expectations. I feel very supported by my immediate supervisors as well. Beyond my immediate supervisors, however, I do not always feel the expectations are always realistic, nor even considered when making process changes. There have been several changes this year that appear to have been made without any consideration of the actual mechanics for how those changes would work afterwards.
- To foster a more inclusive and respectful workplace, it is important to encourage open engagement rather than fostering an environment that damages relationships. Gossip and unfounded rumors about employees are detrimental and often spread without a true understanding of the individuals involved.

##### ***Community Development***

- Employees should feel comfortable enough to express their concerns, frustrations, and issues freely especially those that have many years with the City.
- I find communication lines within my department to be good, though internal SOP's and best practices are poorly documented and stored for future use, though there are efforts to address those issues. Communication lines to other divisions is extremely poor, and oftentimes I feel as though I need to address conflicts between processes and procedures.
- It would be good to receive communication from one central source instead of having to rely on supervisors who are too busy with meeting
- Provide employees with the opportunity to participate in the decision making process.
- There are a lot of committees formed for different activates that the city manager wants to get done however the committees are made up of management level employees only. There should be a way

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that if a labor employee wanted to be involved in these committees they can volunteer and put their name on a list. In which the Director of the department can pick from instead of always going to a manager. Sometimes when these opportunities come up the person of diversity is not even considered because they are not in a management position so their point of view on something is not being taken into effect which is why there is not a lot of diversity in the City of Tempe especially in the upper management areas.

- We are discouraged from giving our ideas for improvement of processes and procedures. We are never asked our opinion, we are only told what we are doing, without any explanation. If you question anything, the upper management ignores you and will then tell your supervisor to tell you to not question the process.
- While the City generally practices the City values, it falls short on ""Respect."" The expectations for working after hours can be onerous and I don't think staff who are required to put in 40+ per week are given enough appreciation. On a related note, the City needs to be more encouraging of remote work. It seems that too many managers are under the mistaken impression that remote work will lead employees to be less productive, when the opposite is typically true. Last year, my department actually reduced the number of days per week that each employee can work from home. This indicates a lack of trust in staff and also makes it harder for the City to reach its sustainability goals.

### ***Community Health and Human Services***

- Again love my work group and I am incredibly proud of the work we do
- Allow more freedom to communicate directly with different areas of the City without having to go through so many levels in my department especially after receiving the initial approval for the project/activity. It slows things WAAY down and some things were not able to happen because items got lost on people's desks.
- By making space for employee engagement a consistent and regular effort, and the actively implement what is being requested from those engagement interactions.
- Director/Chief and Deputy Directors/Assistant Chiefs shadowing the work of everyone under their department.
- Engage "lower lever" employees instead of only supervisors or managers in discussions. Also, no differentiation between regular and temporary employees.
- First, I think providing positive feedback to employees is an important thing that sometimes gets overlooked in all the hustle and bustle. I'm glad Rosa does this in her weekly email, but I feel like Department Directors could incorporate some creative practices to provide positive feedback, or even just encouragement, to staff. Creating this type of empowered environment could go a long way in improving employee engagement. For instance, the only interaction I have really ever had with my department director made me feel insignificant. I do not believe the action on their part was intentional, but it occurred in front of a group of fellow staff members and it was embarrassing. I do not feel, nor have I ever felt, comfortable addressing this. It was not anything unethical or inappropriate, but it was something that would have made me as a staff member feel like I was

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included, but instead I felt excluded. I feel my department director is focused on numbers and outcomes (which I do not deny are extremely important and should be one of the main focuses). They have not shown as much interest in the staff and it was clear to me on the day when I felt a little let down by their actions. Maybe some people feel differently, but that is just my experience. My immediate supervisor and my boss above them have been great in helping me stay engaged. It just seems to be an issue with upper management.

- Have directors hear from the staff that do the work on the front line every day.
- Hire supervisors/directors who stand behind "open door policy" and who value input from employees without calling us subordinates.
- I am barely in the office as my job is out on the field. So I do not have the everyday information that happens within my department. I sometimes just hear about it through my colleagues as a passerby comment.
- I have had little to know engagement from other people in my department who work on other projects, so I know very little about my department as a whole. There is a large department meeting coming up that might change that, but so far, I have not met many people in my department other than the people I work directly with.
- I hesitate to speak directly with the department director about workplace concerns in that it would result in retaliation from direct supervisor(s).
- I wish our division was included in the overall Human Services Department Meetings. Seems more applicable to our area.
- people who are supervisors need to fully engage with the employees from the ground up. There needs to be a full understanding and appreciation of what work is being done. Concerns which are brought up need to be taken seriously and not dismissed. This is taught in NEO but it is not in practice.
- Respect and value the work of the employees, improve communication. Employees in my work unit are amazing, but often stifled by leadership/supervisor's lack of communication, value of their work and expertise, and input to achieve goals from leadership/supervisor. There is a broad understanding that it does not feel safe to address a leadership issue.
- Seek feedback on our leaders, just as you are doing here and dig deeper into the results of the survey.
- Upper level directors be more involved to actually see the work that we do day in and day out.

### **Community Services**

- Reward employees better. Money goes a long way. Better communication is needed. Again, my supervisor and direct supervisor leave me at an advantage by never communicating things directly. I constantly have to find out things from other people in our department. [REDACTED] focuses on things that make no sense and doesn't take input from employees into their decisions.
- I am aware that the City SAYS that it values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity). However that is not evident in action

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- Actively listen and implement suggestion instead of the charade of " we care about your input, and we'll take it into account".
- Can we get the coordinator meetings back. It is fine that supervisors and managers meet, however coordinators hear different things and have to take it upon themselves to find out accurate information. There was a benefit to the semi annual meetings in a room together.
- City of Tempe meet and greet / mixer / party day! It would be great to hear something from each department, or at least have a fair that talks about each different division. I feel very disconnected from certain departments and am not even sure of all that exist.
- Communication is key! We are blind in our department due to lack of communication
- Could actually listen and implement employee concerns/recommendations. Deputy directors/directors could spend a day working the front desk at centers and see what is actually going on and the struggles we deal with day to day to gain some perspective.
- Have deputy director communicate with staff, take feedback, communicate with staff about possible changes.
- I feel I am left out of some conversations to which I could add needed or useful information.
- I feel like the supervisors need to be more involved when it comes to the employees training and trying to get them encouraged to be more enthusiastic about their job
- I feel very encouraged and supported to accomplish my work.
- I have a career goal and the department are aware but I had not given a chance after all the professional trainings and 7 attempts on applying full time position.
- I think the more you do the less people are going to work?
- In my department it is valued. We are heard by our supervisor
- in person interactions
- Let members of the department develop their own graphic content to boost morale among the department. Don't force them to just accept what someone completely unaffiliated with the department forces them to use. Vehicle Graphics can boost morale, and the people on the street doing the job know what the wrong graphics can do to job performance as well as making their job harder in some cases.
- Make full time, temporary employees permanent after a year.
- Making the departments accountable for the same standards the city sets for itself and ensuring those are being maintained appropriately.
- More opportunities for employees to gather and get together.
- Not sure of how to accomplish this.
- Offer lunch/speaker engagements with complimentary refreshments and food.
- Our workgroup is not given opportunities to engage in positive ways with one another across departments. There are a lot of individually healthy relationships between staff but open interdepartmental comradery can often be met with snark or outright derision.

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## Open-Ended Comments

- Overall, my direct manager and other leadership are very supportive, trust my decisions, and encourage development and professional growth. As stated previously, there is some area for improvement regarding accountability and consistency, but overall, I am very satisfied with my leadership team.
- Posting schedule 2+ weeks in advance
- quit leaving people they deem undesirable out of the loop
- Reduce management turn over.
- Respond to feedback and make changes that are requested. An example would be discontinuing the IQIP as many people actively dislike the program and it doesn't adequately measure performance nor is there value to doing it.
- Reward systems...?
- The city can improve employee engagement by taking their own values seriously. Many colleagues are feeling completely burnt out because of the high turnover rate – 22 people have left since the reopening, and 6 have left this year. I've been an Interim twice this fiscal year, and I find it deeply concerning. Personally, I'm losing faith in the City and the workplace. Although I love my colleagues, the leadership is extremely toxic and is pushing people to their breaking point. Many coworkers who left said they came to the city because of its values, but are leaving because there's no respect, openness, quality of life, integrity, or creativity in the department. If the city wants to address its massive turnover issue, it should start by focusing on its values because that speaks volumes.
- The City could learn from more enlightened private businesses and other European models when it comes to vacation leave. Often employees in the first years of employment are under the most stress in learning their new roles, yet receive the least vacation. The limited vacation in your first years really is not acceptable, despite it being normalized. Every employee, regardless of length of service, should have a minimum of 3 weeks vacation leave per year. Studies consistently show that you end up with a more productive and ultimately more committed and effective workforce.
- The city/departments put on a facade for the public, but every department I have ever talked to feels unsupported, and is dealing with so much turmoil.
- The city's values seem only for non-supervisory positions, I wish that wasn't the case and that each level up came with a higher adherence and practice of the values.
- The department heads need to listen to their employee's concerns. I feel they either don't care or don't want to hear anyone's opinions that do not agree with theirs.
- They only listen to and communicate with supervisors and above.
- Training
- traveling to other sites
- Unfortunately, my department has a lot of turnover in management, each new manager seems to start over with their way of encouraging employee engagement. We don't have a lot of consistency.
- Value people that work as much as you do the people that have escaped it, into management.



# 2024 City of Tempe Employee Survey

## Open-Ended Comments

- We do have some employees who need additional skills and abilities to be more effective at their jobs, but are not utilizing resources provided. Without consistent progress evaluation this makes it difficult to build competency.
- What level of engagement? We have not had a work group/division meeting in well over a year. We get different information at different times depending on what my boss is scared of or who they are scared of at that moment. I know for a fact my supervisor has been given information then is selective about the information then given to me. I do not trust no believe that my boss understands what is going on or can adequately explain it to me. Our only staff meeting in 15 months was a reading out loud of an agenda from their bosses' meeting. No discussion no explanation. The city can be involved with the teams to know what is going on. Don't ask us how to improve things and then do nothing. Staff in my work group actively bully and make fun of employees to their faces and it goes ignored. Employees are not motivated when employees who hold themselves to a lower standard are treated as equals. What is the point? Nothing will change. Staff at the same level are treated so differently across the divisions with inequity in WFH policies. One staff member hasn't been seen in person in months yet my WFH application for one day a week took months for approval. Where is the fairness. Deputies look the other way.
- When staff is asked for input, it is disregarded and not used.
- While city council members resemble the diverse cultures in our community I've noticed many of my colleagues do not resemble that same diversity, especially in middle management. I wish the city would do more to actively diversify their employee pools and provide city materials in multiple languages in public spaces like the museum, library, ET.

### ***Economic Development, Strategic Management and Innovation Office, Internal Audit, Municipal Budget Office, City Clerk***

- I've been informed by colleagues outside of my department that there is a lack of communication from the director level to line staff in other departments. Increased transparency within departments would help employees feel more engaged.
- scratch the departments and start all over again. we were close in 2009/2010 by cutting the fat in many departments bit by last year I believe ewe ser top heavy again with management positions
- Seek out different ways to seek input from employees and communicate expectations for departments to participate in established City procedures other than only by email messages.
- Work with department directors and supervisors to actually improve employee engagement, not claim that the city cares about employee engagement but not actually take our concerns seriously.

### ***Financial Services***

- [REDACTED] walks past my office everyday and never acknowledges me.
- employee motivation and engagement can wane if they do not feel respected or encouraged. Being respectful, and encouraging (through one on one discussions, etc.), or giving praise on things big or small.

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- I appreciate Tempe's hybrid work model and I believe it gives us a competitive advantage in recruiting and retaining employees. With that in mind, I think that there needs to be a balance with in-person/face to face interactions to build relationships and engage employees. I think it's difficult to do that in a virtual setting.
- If an issue arises, we can come up with solutions by creating a poll if need be. It saves on time and might not need a follow up.
- Share information in a clear and effective manner. Easy to understand expectations. Keeping employees well informed.
- Upper management could reach out and show up more often.

### ***Fire Medical Rescue***

- Questions 9, 10, 11. Strongly agree about Acting Chief Duty and all the Assistant Chiefs. Strongly disagree about [REDACTED] What do you expect? You have [REDACTED] harassing brand new employees and yelling at them in the parking behind 271. Whenever we have a communication meeting everyone agrees ahead of time to not talk to [REDACTED] because [REDACTED] will just start berating you "Well where is the money gonna come from? Do you know how hard my job is? I did your job you've never done mine." Don't ask for input and then do crap like that. At least be honest. You don't want to hear from us. You don't care what we have to say. You're going to do what you want no matter how it affects the people doing the actual work. And by the way, [REDACTED] so don't pretend like [REDACTED] has any authority.
- [REDACTED] lead with a highly authoritative style, often disregarding the opinions and ideas of their subordinates. They tend to focus more on identifying faults and enforcing discipline rather than recognizing and rewarding positive contributions. Their leadership approach is notably rigid, and they are reluctant to consider advice from other members of the department.
- [REDACTED] of my department does not take input from employees to make decisions and does what his boss tells him to do because [REDACTED]. When the [REDACTED], the department hoped for some improvement in the way things were done and thus an improvement in morale. This did not occur because [REDACTED]. [REDACTED] used to hold semi-annual communication meetings with the members of the department and [REDACTED]. The [REDACTED] has done more to reach out to members in the field that the [REDACTED] does which used to be 50/50 between [REDACTED].
- Diversity for the sake of diversity is not always a good choice.
- Be more open to opinions and suggestions from the members. Don't just shut them out or say they are "complaining" when they have ideas
- By listening
- Engage all people, all backgrounds, veterans, non-veterans, not just specific DEI groups. The city makes extra efforts for some groups and not others. I believe the city manager does an excellent job

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recognizes those when she can. I'd love to see the council show support for all affinity groups so that this could be equal or not at all.

- firefighters need to be neutral. no politics, no race wars, no gay pride, black pride, white pride just firefighters helping the community. the only flag that matters in the us is the American flag.
- I came from the State, where none of these matters are taken into consideration. I believe the City of Tempe does a great job in this area! Thank you!
- In response to dealing with other divisions within a department is difficult because though we have a common goal of serving the citizens we collectively feel the needs of our divisions are the most important needs for purchasing, implementing etc...
- increasing pay/benefits would help with retention. High turnover impacts the workforce by increasing workload during the vacancy and repetitive training each time positions are filled. adequate staffing would also help alleviate these same issues.
- It's imperative we move on from the toxic leadership we have dealt with for the last decade. The narrow-minded non-inclusive approach to heavy handed authoritarian leadership must be ditched in favor of open minded forward thinking leadership.
- Listen to the requests of our department for health and safety in our job, such as station shoes instead of uniform boots inside stations, possible 48/96 schedule.
- Mixers or events, I don't know that I have ever been informed of a city event.
- More money
- Need room for movement
- See other comments
- Stand by your words and promises
- Stop the bullying and start listening. We have plenty of problems and we say we hire the best but the amount of micromanaging and bullying is ridiculous and this starts at the top!
- The City can improve employee engagement by being transparent, actually listening and applying feedback, and allowing members to make decisions to create ownership. It has been common practice for members to provide feedback only to have it ignored. It would help to develop committees that involve members from all departments on all levels to work on projects.
- We in the Fire, Medical, Rescue Department provide (or at least should provide) a service based on measurable and observable facts, which are politically neutral and stand on their own merit, regardless of optics and emotion. We just want to be given the tools to effectively deliver this service without being subjected to the political whims--which are based on optics and emotions--of managers and administrators several layers removed from actual service delivery. We would like to be empowered to speak basic truths and inject common sense into situations (believe it or not, it is actually possible to do this without being mean and unprofessional, and we are quite good at it) without fear of retribution for not submissively indulging someone's irrational emotions or ideologies.
- We receive a good amount

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### *Human Resources*

- Give us a actual office to speak to clients
- It's such a huge separation between the heads of departments and employees. There is such a profound lack of solicitation of ideas and input. Decisions are made in such a silo and then just passed down. The new logo is such a perfect example. WHY? Why wasn't it communicated more in advance? just ordered more material with the now outdated logo. Meetings are just things that should have been emails. There isn't actual conversation or dialogue. Just the head of an area reporting information that they know but haven't shared yet--often without any advance notice for employees to actually think or contribute ideas. Such a waste of time.
- Specific survey on engagement like the Gallup 12.

### *Information Technology*

- HR should privately interview all of IT and ask if we are allowed an opinion. Also ask what happens if we offer our opinion, especially if it differs from [REDACTED] opinions. The City of Tempe is incredible and really proves they practices the City Values, unfortunately parts if IT do not. [REDACTED] finds a way to actively oppose most of the values.
- I am a bit stunned by this one. [REDACTED] has not exhibited any desire engage [REDACTED], I don't believe [REDACTED] would even recognize me in person, nor am I sure if [REDACTED] even knows my name. I don't believe I have had a conversation with [REDACTED] over a single minute. Maybe what I am trying to say is that I don't feel, and this has started [REDACTED], that there is any gratitude, respect, or care for the people who work in this department. I simply do not believe that Tempe cares about the PEOPLE. I am never recognized for doing exceptional work. My reward for doing work is being assigned a dramatic disproportioned amount of work and responsibilities. And my reward for being a [REDACTED] doing everyone else work. And my reward for being an expectational employee has been retribution, bullying, unending expectations, and a profound lack of gratitude.
- I continually feel disrespected by immediate [REDACTED]. I have never been in a team that is so demotivated or less proud of their work, and they can entirely get away with it.
- In the IT department [REDACTED] is making decisions before consulting the engineers or subject matter experts and setting expectations for that work that are unrealistic because they do not have the technical knowledge to understand the complexities of the systems in place. [REDACTED] is highly unaware of the issues and work taking place in on the operations side of the department and is also unaware of the key players that keep the systems running each and every day. This has lead to hundreds of thousands of dollars lost over paying licensing fee's from failed audits, supporting expired or old hardware, and no clear vision on the future plans for the operations department. [REDACTED] has also made several hiring decisions without consultation from experts with the technical knowledge to truly evaluate the

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candidates that has been hired. This has lead to a number of new hires that are incapable of providing value to the departments success.

- Better communication throughout everywhere in the city and there needs to be ACCOUNTABILITY FOR EMPLOYEES LACK OF WORK
- By ensuring that supervisors and Directors actually practice the city values. If you had a supervisor regularly lying to you, and a director who knew about it but didn't do anything, and they both refused to listen to and implement anyone else's ideas, would you be engaged? I don't know if you can force someone to practice city values, but ensuring they follow them would sure be a start to fixing the employee engagement issue.
- Employees are often disincentivized to take on and complete new work since it then becomes yet another overhead item to take care of for perpetuity.
- I think when it comes to communication a good test would be a brief survey to ask pointed questions about important things that should need to be shared. For example, a brief question could be "Where you aware of the PeopleSoft Financials Maintenance Downtime on 6/13/24?". Then a follow up could be "How did you hear about it?". That way communication is measured.
- Inter-departmental team collaboration is very limited, as each team likes to do work in silos and resist taking ownership.
- Since I have only been in my new position for 7 weeks, I answered this question based off my experience in other departments I've worked in within the City. I have not yet been able to gauge how communication is within my new department. In the other departments I've worked in, communication within and outside of the departments is terrible. Communication about changes to your work/position are communicated with short notice and without employee input. I have been in 4 departments now and it has been the same in 3 of them. I will have to wait and see how things are in this 4th.
- Supervisors should be more engaged and have a better understanding of employees work and have input.
- The city's values are not practiced by upper management
- The workgroups in our department do not communicate well with each other. I feel like many times we need to go around the supervisors to get our daily work done. I don't feel that, overall, the supervisors care about their employees, only how they look to others. Nothing is done about people who refuse to follow the processes or do their jobs, which creates more work for others and a lot of disharmony in our department.
- To start, practice the city values, not just talk about them.
- We need the supervisors to state what the mission and goals of our department is, and how we're going to accomplish these things. We also need them to give us monthly updates on how the goals are getting accomplished and which of them are changing priority.

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### Police

- Encourage supervisors to not just listen to employees but actively seek their input when making changes that affect their work. If something is going to effect how I do my job who better to get input from then someone who's been doing the job [REDACTED] verses the [REDACTED] who's only been doing the job [REDACTED] and refuses to learn the job.
- Accountability for Directors/Deputy Directors to ensure that employees are being heard - or at least feel like we have a forum to express our needs and ideas.
- Actually have dialogue and conversations with the employees. Seek employee input and educate employees with the issues so they are better informed and can better effectively work to resolve issues. Instead, what is happening is leadership is having conversations with employees that work outside of our area in order to make decisions about our work area. Crazy!
- As a city, they should not promote values and beliefs that a government has no place in publicly showing. Allow the members in the departments have their own beliefs and support the city employees, but don't over prioritize one belief over an other.
- As stated before we had an open meeting with our Chief to discuss things on our mind. People were pulled aside after the meeting and had "talking to" by higher ups. People's opinions and concerns were voiced but then not cared about.
- By not engaging into this new "woke" ideology and be firmer in punishments to those citizens that break the law in the city who are repeat offenders.
- Committees that foster honest feedback with no recourse
- Enhance leadership by conducting direct inquiries with working units, bureaus, and divisions, instead of relying solely on filtered information from Police Command Staff meetings.
- Favoritism is strong amongst the supervisors and employees. As mentioned prior, a standard of accountability needs to be established before any growth or improvements are to be seen. A majority of supervisors refuse to hold employees or themselves accountable when it comes to taking time off, sick leave, vacation leave, comp leave, family death leave, or even with day-to-day job requirements. Some do all, and some do none, and that seems to be the "norm". Numbers don't lie, and if you look at any of our stats you can see who those employees and supervisors are. How could the city improve employee engagement? Start holding the employees that don't care to the same standard as the ones that do and reward the ones that do and continue to do so. To not reward the ones that don't care by letting them continue to take advantage of the city.
- Focus less on diversity and more quality.
- I have enjoyed my time with Tempe PD, however, have noticed that certain issues that have been brought to management are not dealt with in a timely or conducive manner that shows support to employees.
- I'm not sure.
- In my department if you speak out, you will be made an example of. Such as work shifts not available and outright hostilely.

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- its good
- Leaders fail to engage with the lower level employees. They have one or two meetings a year with a certain group and play it off as if they're on the ground making things happen base off the opinions of all employees when in fact it's only a small group (that are hand chosen by them purposely to get the answer they want).
- Many times minor items that could dramatically improve working conditions, or increase employee morale, are not implemented due to cost, the work to implement the idea, or simply because it was not "the bosses idea". I have been in many meetings where "Low hanging fruit" that could have positively impacted employee morale was not picked.
- Once again, holding people accountable for their actions is severely lacking in my department. The Supervisors (most of them) seem afraid of conflict and therefore, some officers see that as an opportunity to run rampant and do what they want.
- Our area displays these values but it doesn't feel like they follow through on them fully. Communications and appropriate training of the job could be better.
- Reference question 9. I can express my opinion but know nothing will change. Reference question 11. They will ask for input but will follow up.
- The Director/Chief has done an adequate job of expressing his values and expectations and of trying to engage employees. The Deputy Directors/Assistant Chiefs and Administrators have failed to listen to suggestions from our work unit. They are not accessible and ignore our input and opinions. We have offered simple solutions to streamline processes, to make work products more accessible, and suggestions to guide operations only to be provided with no feedback and an unwillingness to consider the input. There is a high level of frustration that Police Data Analysts have been under-utilized by the City and City Manager in decision making and creating public-facing products.
- There is an expectation that supervisors must be the one presenting work, and speaking for their whole group. The supervisor then does not even acknowledge the employee who produced the presented project. All meetings with any member of the chain of command leads to a politically correct response of basically I hear you but I'm not going to do anything because I do not care and you are not a priority. The only time creativity is pushed for is when it will benefit and promote those above you and keep you at the bottom to be a work-horse.
- There is no openness from command to line level in the police department
- There should not be retaliation for employee's who make suggestions on how to improve situations and a better work environment
- Unless its a tour no one comes down to the jail just because.
- We need more avenues to give constructive feedback to our supervisors and managers. We receive evaluations only from those above us, but line level people are the ones most affected and most aware of the quality of the supervision and management they are experiencing. Why not have annual reviews of superiors? Why not have anonymous reviews available for any employee in the department? The fear of retaliation is real because we have seen it happen to our peers, so we need to address the poorly-suited employees in a way where retaliation is less likely.

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- Within my department they like to make it appear as though there is active involvement but it is non-existent. There have been many issues brought to the attention of the upper management but nothing has been done and the same patterns of non-engagement continues.
- work on solving the issues brought up by employees and give updates on what is being done to solve them. This would allow the employees to see that the Director/Chief and Deputy Directors/ Assistant Chiefs are taking the inputs from employees seriously.

### **Public Works**

- Thank you for getting rid of [REDACTED]
- Hire individuals who care about other people other than putting themselves first. To many time our [REDACTED] only care about their own quality of life and only react to situations and then they show concerns when they have to answer to negative situations.
- I think there are several divisions and departments within the City that do an outstanding job of reflecting the City values. Unfortunately, Public Works as a whole is not one of them and Solid Waste in particular, does an atrocious job of espousing any of the City's values. Unethical behavior is ignored and even heralded by [REDACTED]. I came to work for the City of Tempe because I deemed it as progressive and innovative. My experience in Solid Waste has shown me quite the opposite.
- In my department, there has been an odd management situation where we [REDACTED]. This was a very damaging maneuver to our department. [REDACTED] was not an expert in our operations, and over time, lost interest in our operation. As a result, we haven't had many regular meetings. These are crucial if the City wants to solicit employee engagement. We are in the process of getting a new manager, so hopefully these types of meetings will become more the norm than the exception.
- Being consistent.
- Directors and managers be more aware and involved with department issues.
- discipline the bad employees instead of having a meeting with the whole department, telling us all to not do the thing that only that one employee does
- Earlier I the survey I had mentioned that there is no good communication and that my supervisor is not backed on the decisions that he makes. There is a strong discourse between supervisors at my specific office due to prior issues that had happened many years ago. It is very taxing on hearing how other people dislike your supervisor for non-valid reasons.
- Fairness in job duties and pay.
- Have a social party for employee recognition. I.e. rent out castles and coasters for COT families only one night.
- I believe the city is doing a great job in engaging with employees and responding to feedback in a professional manner.



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- I believe upper management needs to listen to their employees more, they may come and visit and hold meetings but it is more for show than actually making changes. They don't compromise or really listen.
- I touched on this earlier in the survey, but my department does not seem to be working together as a team. Currently, "base level" employees are doing the bare minimum because morale is not great because people seem to be out to get each other. A culture change is needed, but I am not an expert in that type of field. I suggest that it start with the Director and work its way down to "base level" employees. Unfortunately gossip/perception is so ingrained into the employees within this office that it will take some time to get out of that mindset. I don't know if starting with quarterly meetings/luncheons and discussing how the "team" is doing will help but it would be something that has not really been done before since it started.
- It would be good for the City to allow for the departments or divisions to network with each other. Many of us have no idea what individuals in other departments/divisions are responsible for. Nor are we able to put names to faces. It would be nice to have a day in the year where a presentation could be given on the jurisdictions of each department, along with best ways to contact the responsible parties if we require their assistance.
- Many employees are highly self-motivated, so they are the most likely employees that make the most beneficial impact. Other employees that have no self-motivation are extremely difficult to motivate. Annual merit raises based on an employee's 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 in our division 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, do not know what to do, or simply choses to look the other way when it comes to problem employees.
- more engagement.
- Set department goals and provide guidance to reach the set goals.
- Social activities sponsored by the city like we had before Covid
- Super hard to have engagement when there is no communication and less trust between line-level and management.
- The city could actually make an environment where employees are not afraid to give their opinions out of fear of retaliation.
- The City is doing a great job with employee engagement. Keep up the great work.
- The city needs to recognize employees in a better manner. There is not recognition program to reward employees and encourage increased engagement. Additionally, it appears the city as a whole is more

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concerned with citizen engagement, than employee engagement. A balance between the two is needed. Employee retention can be directly connected to engagement.

- There is good engagement.

### **Transportation and Sustainability**

- All employees should take the Connect classes so that they know how to treat their fellow workers
- all procedures are good
- Currently, I do not have any recommendations at this time.
- fine already
- Hear the difficult decisions that need to be made to move Tempe in right direction.
- I have nothing to add here.
- meet with departments quarterly
- Stop seeking our input if it is just for show

### **Not Provided**

- Employee engagement isn't necessarily a problem within the department. [REDACTED] [REDACTED] don't value the knowledge and experience of staff when making decisions and when responding to scrutiny from the public.
- #9 I feel as though we can't say anything outside what ""we normally do"" without being branded as a ""complainer or a troublemaker. #10 It depends who the employees are. See answer to #9. I feel if you think outside of what ""we normally do"" causes conflict with the department head #11 see answer #9 and #10"
- **\*\*Improving Employee Engagement in the City of Tempe\*\*** 1. **\*\*Enhanced Communication\*\***: - Facilitate open and transparent communication channels between employees and management to ensure everyone is informed and can voice their opinions. 2. **\*\*Regular Feedback\*\***: - Implement regular feedback sessions and performance evaluations to help employees understand their progress and areas for improvement. 3. **\*\*Professional Development\*\***: - Offer continuous learning and development opportunities, including training programs, workshops, and certifications, to help employees grow in their careers. 4. **\*\*Recognition Programs\*\***: - Establish recognition programs to reward employees for their hard work and achievements, fostering a culture of appreciation. 5. **\*\*Employee Involvement\*\***: - Involve employees in decision-making processes, especially those affecting their work, to give them a sense of ownership and influence. 6. **\*\*Work-Life Balance\*\***: - Promote work-life balance through flexible scheduling, remote work options, and wellness programs to enhance overall job satisfaction.
- City should stay out of social issues and maintain a neutral business plan without favoring any belief system. Example, City flag poles should not display belief systems that are a social construct and do not align with all employee beliefs, i.e.. PRIDE flags, religious flags, or any other display of social issues. American and Arizona flags only.

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- Have the manager meet with his/her work group at least 2 times per year. In my case it has been once on over 4 years. Haven't seen our Director in months.
- Hold more open forums. Implement a “suggestion box” for officer to submit to command staff
- How about valuing People, Integrity, Respect, Openness, Creativity, Quality and Diversity? Value our expertise not the misguided opinions of others. We lost high-level people to early retirement due to the Council and upper management playing politics, and fast and loose with the rules.
- I cant think of anything
- It would be nice to have quarterly meetings with Recreation Coordinators in the City again. The lack of meetings creates a separation in the areas about knowing what goes on at each facility.
- Need better communication when new employees start or old ones leave, many times we don't know who the new folks are or who to call because of all the changes. An org chart with photos of staff might help.
- Practice what you preach. Deputies and above lack in integrity. They are not trusted.
- Simply take them into account and give more recognition to the cleaning department, not overlook or undervalue them.
- The values are in writing but not in practice
- Treat every employee as a valuable part of the organization, no matter how small our role is.

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### PEER RELATIONSHIPS

#### Q6a. How could the City improve peer relationships among employees?

##### *City Attorney's Office*

No comments were provided for this question by employees from City Attorney's Office

##### *City Court*

- making sure we attend classes that will up relationships within the work place
- More internal Work relationship classes during Staff Meetings [for example]

##### *City Manager's Office: Communications and Marketing, 311, Office of Diversity Equity & Inclusion, Government Relations, Mayor, and City Council Staff*

- Encouraging employees to engage with one another is crucial for building strong relationships and fostering a sense of teamwork. Employees should be supported in their efforts to collaborate and connect, rather than being reprimanded/ yelled at for doing so.
- I think in-person interactions are very valuable, though I'm not certain how to accomplish those and still function in our duties.

##### *Community Development*

- On the whole, I am impressed by the collegiality of City staff. The only real exception is a person who works in the City Attorney's Office, who no one seems to like and who seems to have had run-ins with numerous people. This individual is adversarial, likes to hear themselves talk, and talks over others during disagreements. Rather than seeking to help staff find solutions, they seem content to merely identify what they perceive as problems in a very condescending and pedantic way. It's unfortunate that this person's behavior is tolerated. It's not clear why. My only guess is that anyone who could do something about it is too afraid to confront [REDACTED]. The problem is that this employee creates conflict--unnecessarily--when collaboration would be possible and far more productive.
- Make sure that all employees treat each other with common courtesy and respect.
- offer more staff focused activities

##### *Community Health and Human Services*

- Employees in our area resolve our own conflicts which rarely happen.
- I was warned before taking a job here that Tempe employees are "mean". This has been my experience and this is a culture across several departments I interact with. This probably explains the turnover rates at some departments and workgroups. Supervisors are either unable or unwilling to address these problem behaviors and some seem to be scared to address problem behavior because of the formal or informal relationships these employees have within the organization.

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- It can be challenging when an individual is not doing their part to improve another relationship, especially when I observe the second person making a full, intentional effort to improve the work relationship. My hope is that the conflictual / disengaged / passive behaviors of that individual are noticed, and the positive efforts made by the other individual are seen.
- More opportunities for meaningful connection. For instance, the Summer Games Challenge is great.
- Peer relationships a broader reflection of the culture of the city. The city should work to improve its broader culture on a citywide level and within departments.
- Peers have expressed concerns with how HR has addressed disagreements or disputes in the past.
- The majority of City peer employees, especially in my work unit, have nearly always been incredible, cohesive and supportive, generally support from other employees outside of work unit are also appreciated.
- There are frequent derogatory comments by individuals in my work environment towards those of differing political beliefs- conservatives, and religion- Christians, mostly.
- This team has it's own dynamic and they self-regulate any internal issues that they might have.
- We do not have allocated time for team building activities and would appreciate a day we can be out of service or have coverage to do an activity.
- We have had no team-building activities, which I feel like has impacted our ability to work well together and resolve conflicts. Additionally, our supervisor is not excellent at dealing with conflict. I think a more involved supervisor and team-building activities just after hiring would be beneficial.

### ***Community Services***

- By making the employees responsible for there actions and not making excuses for why they doing something wrong
- Continue the socialization events.
- During hiring process: hire for attitude as much as for skill and experience.
- Having a better system for addressing inappropriate work behavior. Some of the more tenured staff often make others uncomfortable and operate counter to best practices. This leaves other staff feeling helpless in being subject to these inappropriate work behaviors, knowing that certain departments value tenure over productive communication and work.
- Having some sort of actual mediary party where they do not have an agenda should be available. Currently, people are afraid to come forward with their issues with other staff members because they are nervous it will impact them and feel like there is no middle man who will not have their own opinion that will impact the work/jobs in the space.
- Hire the correct people to supervise others. When supervisors constantly babysit and second guess everything an employee does this slows down the work being done. When supervisors remove autonomy from their employees, what's the point? I was hired for my experience but my experience is not trusted. Everyone knows how bad this supervisor is and just laughs about it. Yet my work group has to deal with it because we are good at our jobs and they won't disrupt us too much.

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- I am thankful to be in a team that has low conflict and great communication. It was definitely beneficial to take the Crucial Conversations class, so maybe encouraging more City staff members to participate in that offering.
- I don't have an issue; but I could see conflict resolution classes being beneficial in any capacity
- I don't think that's the city's job.
- I feel we all get along in our facility.
- I love the level of communication and support I have received while working in COT.
- Improve leadership. Leadership has been woefully ineffective at resolving conflict between co-workers. Leadership often does nothing or makes the conflict worse.
- inter group gatherings that have no agenda other than to get to know each other as it used to be.
- It seems like some employees are allowed to operate and do less work or are not held accountable due to relationships with Deputy Directors. I have also seen instances where higher up staff members don't deal with people because they don't want to upset those people or just don't want to deal with the problem so they pretend it's not happening. Staff should be held accountable and everything should be equal across the board.
- Monthly pizza parties in every department
- More group events
- More opportunities for cross-departmental collaborative work.
- More team building activities across work groups. Managers do a good job of building chemistry within their own teams, but we don't do a lot among the overall department and when we do, groups are still very segmented, interacting primarily with those just within their work group. I've been building relationships across some other work groups on my own due to programs at multiple locations or assisting with training and as I've been doing that, people are making comments about how they don't know what xxx person does at this place or yyy person does at that place because they don't interact much outside of their own work group. More interaction among the overall department will help build better relationships, which in turn will also make it easier to work with others.
- More time devoted to celebrating and building relationships between staff. More employee events - bring back the employee picnic.
- More trainings
- My peers are my favorite people and the reason I come to work. My supervisors sometimes complicate timely resolution.
- Not shy away from trying to improve them. I feel that a lot of higher up managers don't want to deal with long term solutions for troubled peer relationships
- Not sure because any suggestions are met with resistance.
- Not sure. Career day or week, invite employees to visit other departments to see how they work. Possibly spark interest in a career change.
- offer breaks for them to mingle, either a event or a little break at work

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

- Resolving issues quickly and taking decisive actions such as suspension
- See above about values. I'm lucky. My peers see me and know they can count on me. However, there are people I work with that I know that when I work with them I need receipts or hold them accountable because they won't. Sometimes its because they are ""favorites"" to the higher ups and can do no wrong. Other times they just don't care and care only when they are in a situation. Values need to start at the top and then team members will follow.
- setting goals and characters that apply to work
- Since there are many departments within our department, I have seen all my coworkers a couple of times. It would be nice to see all my coworkers more often.
- Support and fairness. The works loads vary from identical position to identical position. It goes ignored. Its not ok to have employees that are known to be jerks and it is passed off as funny. Hold people accountable.
- Teamwork development where staff go on outings and create relationships in a relaxed environment
- Tempe needs to stop being so risk averse when addressing employees who exhibit disrespectful/unprofessional/retaliatory behavior to co-workers or who don't perform their job at a minimum level.
- The employees all have good relationships with each others and mostly get along with each others
- There is less likelihood of conflict, if employees are not overworked. If you are always understaffed, tempers fray, and by the end of summer there are bad feelings.
- Treat us with respect. Some employees have no respect for peers or their job. There is no self initiative to work and no repercussions for them. we have some overworked employees in the department because they don't want to get the job done and they wait for the rest of the crew to complete the task
- We have Division, and Work Group social activities but there are always supervisory/management personnel in attendance. This has a cooling effect on the interactions between the peer groups beneath them. I believe it is important for supervisors/management to attend these events as well, to break down the barriers often felt by subordinates, but more peer focused events without leadership in the room would go further in developing those relationships

### ***Economic Development, Strategic Management and Innovation Office, Internal Audit, Municipal Budget Office, City Clerk***

- Provide more team building activities to departments and city-wide staff. Also provide the time for employees to do this work, as employees are way too busy to even think about taking the time to improve peer relationships.
- The City engages in a significant amount of onboarding training for new employees. This does not translate at the department level and it presents an opportunities to help new employees feel engaged and invested within their departments.

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

### **Financial Services**

- More city sponsored team building events.
- More social events and recognition awards
- Peer relationships improve by creating a family like environment. We have to get together for something other than a meeting. Where all of our minds are not focused on work.
- We all work in a more solitary environment. Getting the teams together monthly even if it's just to have lunch and talk about life could be helpful

### **Fire Medical Rescue**

- The captains of the department, along with a few deputy chiefs and the assistant chiefs, are the key figures sustaining the department's operations. Without their dedication, as well as the commitment of the subordinate personnel, the leadership style of [REDACTED] would likely undermine public and city trust, resulting in a depleted and empty fire department.
- Better morale would be a great start
- Ensure equal pay and benefits, and employees are appreciated.
- More money
- Open comms
- The fire department employees do an amazing job with our peers.
- There is a clear lack of understanding and respect between employee groups. I do not have a solution for that. I believe support from upper supervisors between groups would be a good start.

### **Human Resources**

- The city could actually have moments of collaboration

### **Information Technology**

- I mentioned this above, but my experience with HR has been laughable. They illustrated that they were not there for me, supported the toxic work environment that was occurring. I frequently experience bullying, not from my manager, but [REDACTED] - I have heard many times that they are [REDACTED]. I don't feel like working with [REDACTED] about this is safe because I has seen and experienced retribution at the [REDACTED] I especially do not trust that going to the [REDACTED] - as I have also seen retribution from there as well.
- One team member [REDACTED] and nothing seemed to happen and the team it self was never addressed about the issue by our supervisor. They just swept it under the rug. Sounds like fixing issues like that would be a start. The relationships cant improve though supervisor intervention though, if the employees don't respect the supervisor or feel that [REDACTED] has their best interests at heart.



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## Open-Ended Comments

- 2 out of the 4 departments I've worked in there has been issues within workgroups. People gang up on one person or attitudes are just terrible. I don't think managers deal well with this. I don't know why. Maybe they need more training or need to have someone to call to discuss how things should be handled. When the person/people who are acting out have been able to do so for so many years without consequence and a manager tries to take action, it's almost like it makes it worse for everyone so it's easier to just grin and bare it. Sucks for the people who come to work to do their job and don't want any issues.
- Employees should be treated with respect equally.
- It would be good to reward hard working fast workers right now they just get more work and no extra money.
- Resolve conflicting priorities at the management level. In ability to evenly prioritize projects\tasks\& issues between divisions in the IT department creates an every shifting priority list that results in very little completion of any project\task\issue. The inability to set priorities and keep them in place creates an environment where the workers are routinely pulled in different directions and pitted against each other for what should be worked on.
- Team building exercises are needed. If I felt like I had a voice, I would be happy to offer suggestions for our team.
- There are some co-workers that feel they know what my role should be and that I don't fulfill those roles and rather than help they would like to resist collaboration.
- Think less "Seniority matters" and appreciate the experience people bring from outside as well.
- We have some really great folks working for IT and Tempe.
- We need counseling for our employees so they can air their grievances and call out behaviors of those that cause them stress.

### ***Police***

- Accountability.
- Allowing and promoting for team building activities and co-op trainings. Implications and perceptions of 'already being a great team' to deny these opportunities.
- Bad employees are not dealt with, they are left to continue being cancerous
- By being honest and resolving issues that have been discussed at the lowest level possible.
- Have BETTER more ENGAGING city activities
- I love wringing with the colleagues within my same department but I do not feel the same love working with anyone outside of it. Building community culture as a whole city rather than just my immediate work groups.
- I think peer-level relationships are better than any other.
- If a concern is brought to the attention of a supervisor, it should be addressed, not disregarded.
- I'm not sure

# 2024 City of Tempe Employee Survey

## Open-Ended Comments

- Peer relationships in my work area are the one mainstay of the bureau. This is one of few areas where we do not suffer.
- Please look into how corporate offices handle peer relationships. There are many teamwork outings, volunteer opportunities, potlucks, and fun team competitions with incentives.
- Promote LEADERS and not the "TEST TAKERS". Many times the candidate that tests the best is not, and will not be, the best leader. Leaders foster peer relationships through trust and collaborative leadership.
- Supervisors need to treat everyone the same. Detention has a bad record of this. Certain employees get more of a pass than others (time off requests, work load, discipline, etc.).
- Team building activities and/or exercises with one another to gain teamwork feelings instead of weird shift changes that are awkward.
- The city does an excellent job at providing space for healthy peer relationships. The issues exist when leadership is unaware that there are issues amongst peers, therefore they are not reasonably responsible for resolving conflict in those areas. You cannot fix what you do not know is broken.
- There should be more mediation when there is conflict. Many times it's one sided and then discipline is handed down.

### ***Public Works***

- A system to improve pay parity across the organization
- Again, it is imperative that the supervisors try to treat everyone as similar as possible. Any favoritism will be detrimental to the workgroup as a whole and will foster cliques. Also regular communication such as shift meetings and 360 meeting will be beneficial.
- At this time my teammates seem to all be working together to help each other out. We do have times when we do not see eye to eye but we are able to work through those differences. To improve the morale within the team, I think our supervisor would just need to provide an even amount of workload to each other and be held to the same standards professionally, which includes use of vacation, sick time and our on call responsibilities.
- Best Relationships among co workers is communication with one another.
- cook outs..
- create mandatory inclusive training programs, ethics programs, and any other program that teaches staff to understand each other's differences and bolster an era of teamwork and mutual support for each other.
- Currently workgroups form cliques with leadership and those employees are promoted and given better opportunities. Change that.
- Do not hire a specific supervisor for the position that will open up when my supervisor leaves. Most of the work group has stated that they will look for other jobs elsewhere due to these probabilities.
- Employee levels are not the concern.
- Encourage gathering at the different sites

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## Open-Ended Comments

- Events to encourage strong relationships like how we had the big surf event before Covid
- Fairness in job duties and pay.
- Fortunately, I have strong relationships with all but a couple of my peers. However, two of these peers, in addition to management, create a bulk of the problems. Solid Waste could be an amazing section with the right leadership.
- Have a COT sponsored charity motorcycle event.
- hold the bad employees accountable
- I have never seen any conflicts between co-workers !
- I think our department creates enough group gatherings to increase relationships amongst peers. It would be nice to see the Employee Recognition Program return.
- I'm not sure the city can improve peer relationships, they can offer classes but it really is an individual thing. I think each person has to take responsibility for who they are and how they act and want to change to get along with people.
- Managers must appropriately address and resolve an issue when it occurs rather than ignoring an issue or simply thinking it will pass and be forgotten.
- More information and have supervisors keep employees informed.
- More social events
- No accountability for bad employees. Good employees lose motivation to be good workers in water utilities. Bad management
- Pay senior employees more
- team building activities
- That is not for the city to do. That's between the employees
- The people are the best part of Tempe!

### ***Transportation and Sustainability***

- continued education on expectations and conduct in the work place.
- Currently, I do not have any recommendations.
- don't see a need for change.
- I have nothing to add here.
- monthly meetings
- we have a good group of guys

### ***Not Provided***

- 1. Team Building Activities: - Organize regular team-building activities and events to foster camaraderie and trust among employees. Activities can range from workshops and retreats to social events and sports. 2. Collaboration Opportunities: - Encourage cross-departmental projects and collaborations to allow employees to work together, share knowledge, and build relationships outside their immediate teams. 3. Peer Recognition Programs: - Implement peer recognition programs where

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employees can acknowledge and appreciate the efforts and contributions of their colleagues. This can help create a positive and supportive work environment. 4. Mentorship Programs: - Establish mentorship programs that pair experienced employees with newer staff. This not only helps in knowledge transfer but also fosters strong, supportive relationships. 5. Open Communication Channels: - Promote open and transparent communication channels where employees feel comfortable sharing ideas, providing feedback, and discussing concerns with their peers 6. Inclusive Work Environment: - Create an inclusive work environment that values diversity and encourages respect and understanding among all employees. Training in cultural sensitivity and inclusivity can help in this regard. Conflict Resolution Mechanisms: - Establish clear conflict resolution mechanisms to address and resolve any interpersonal issues quickly and effectively, ensuring a harmonious work environment.

- Because the City is a hierarchical organization, some employees in managerial positions often interact and communicate with lower-level employees in a hierarchical manner. It seems that people prioritize the hierarchical structure over the City's values. It's important to understand that each department functions differently, which means some non-managerial positions may hold more decision-making responsibilities than others. And that some non-managerial roles in one department may have the same level of decision-making authority as managerial roles in another department. It's important to recognize these variations will help employees of all levels feel more included and valued.
- Don't disregard senior works. I recently applied for a lateral transfer in my department. I had the most experience, education by far. The supervisor told me I did fine on the interview but would not be getting a second interview. One of the persons advanced to a second interview had zero experience in the job NONE. He was given a second interview. It was blatant example of age discrimination. I thought of filing a lawsuit as I've gone to the EOC. This has happened to me over and over.
- don't have any issues with my coworkers they all treat me pretty well so far
- Hold people accountable and maintain equal standards across the board. Most peer issues stem from people not doing their jobs and not being held responsible for doing their jobs.
- Hold people accountable for their lack in job performance. Stop overworking short staffed employees.
- More integrity and respect from management.
- More team building opportunities
- My peers are incredible, best group of people I have ever worked with.
- Networking opportunities. Also travelling for trainings or conferences would be helpful.
- Better prepare supervisors on how to address and handle employee conflicts and work toward the best goals to resolve these differences among employees. Peacefully and with respect

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## Open-Ended Comments

### **ADDITIONAL COMMENTS**

**Q23. If you have any additional comments/recommendations that would improve City operations, please write them in the space below.**

#### ***City Attorney's Office***

- Quite often the workload hinders participation because we don't have adequate coverage on the office.

#### ***City Court***

No comments were provided for this question by employees from City Court

#### ***City Manager's Office: Communications and Marketing, 311, Office of Diversity Equity & Inclusion, Government Relations, Mayor, and City Council Staff***

- Ensuring a safe work environment is essential. Currently, I do not feel safe at my job due to the lack of security protocols to address serious situations that may occur inside the facility or nearby. Additionally, the building I work in has conditions that make me ill. Despite the presence of toxic fumes, leadership does not permit staff to work from home or from a different office, causing concern among employees about potential long-term health risks. Also, please consider the complaints made about specific individuals and the high turnover rate within the City, which exceeds that of most other cities. Additionally, the Safe Haven process appears ineffective. During my recent experience, my concerns were discussed publicly and used against me, leaving me feeling invalidated when I sought help. Furthermore, many employees were not offered follow-up support, leaving them without assistance, safety or relief.
- I always like when we get free shirts from the city, especially when they're colorful. I'm not sure if that improves anything but I always enjoy those shirts (and it helps to inform us of what's going on with events!)
- Keep doing what they have been doing this past year!
- More flexibility in work. Offer work from home for those who could benefit positively from the flexibility. The work I perform could be performed remotely and there is no benefit to being in the office other than for meetings. I would argue that it provides access for others to come in and be a distraction.

#### ***Community Development***

- I feel that [REDACTED] do not take the time to hear our side of the situation when dealing with a difficult customer or they do not respond in a way that shows the support. We are here to protect the city and it compromises our values when we have to bend the rules for a loud and disrespectful customer.
- Hold all employees equally accountable for all of the day to day operations within the City.

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## Open-Ended Comments

### ***Community Health and Human Services***

- Stop calling it LatinX, we do not call it that nonsense. That's disrespectful.
- Build a better environment for temporary employees or convert them to PCN's. It is weird being told how important the work is that is done with a temporary job over and over again by city leadership, but then not seeing our positions supported through decision making in the city, which affects job security, benefits, and leave.
- I love being apart of this City and my work group. Compensation should STILL go up higher for everyone I don't think a single person in the city gets paid what they should. I know we are doing work to help this in the future just wish it was at a faster pace.
- I'm relatively new and still learning personalities and expectations as well of the culture. Being housed of campus also creates a bit more of a learning curve to acclimate to City culture.
- Thank you.
- The College Connect Program should be a permanent program with a minimum of 2-3 full time advisors. These advisors are providing incredible support to students of all ages, charter, TUHSD, adult learners and families. This is a needed and necessary service that is now in jeopardy of losing all momentum.
- The culture needs to change. The constant rewarding of bad behavior needs to change. The level of respect for employees and the work they do needs to increase.
- WE NEED BETTER WORK LIFE BALANCE.

### ***Community Services***

- I believe that the City of Tempe should fire [REDACTED].
- please quit having [REDACTED] hire their friends and family members over qualified outside applicants , they continue to favor people related to others and or friends instead of outside applicants, hiring of outside , qualified applicants is highly discouraged within Parks and Recreation department, and has been that way for a very long time. Spend less money on law enforcement and security, also provide 24 hour bathrooms in city facilities and cooling centers so people don't have to [REDACTED] in random places at night. It is unsanitary and worth the investment. Also build more shaded walkways on city property.
- 1. So many people making less than \$100K/year are doing extra work to make up for insufficient staff levels, or their position was not created at a high enough level for the needs of the team. We are stressed and often work more than 40 hours per week to get things completed, then take on second jobs in order to make ends meet. It should not be such a difficult process to acknowledge and rectify these situations so that city staff are ensured a decent work/life balance and are able to cover all their basic monthly bills. 2. Please strive to keep confidential information/surveys actually confidential.
- ask or allow for more input from employees
- Change the name of the new Community Health and Human Services department. It's long, and confusing for residents who don't know if they want CHHS or Community Services.

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## Open-Ended Comments

- Consider a more holistic approach to the supplemental process, when the budget can once again support that. Similar to addressing all the deferred maintenance the Maker's Study identified, the City could take a broader approach to supplementals that would first address existing programs and services before implementing new things. Generally all the new, growth opportunities, are going to compete much better against supplementals for existing programs and services. That process makes it very difficult to address existing gaps and issues that have existed for years, which contributes to some employees continuing to do more with less and impacts morale and contributes to burnout and employee issues. Every time the city grows in personnel numbers, internal services like fleet, facility maintenance, HR, and IT among others are impacted.
- Consider offering employees additional city benefits like discounts to TCA shows, parks and rec classes, camps, boating permits, etc. Offer more staff appreciation events, giveaways, etc. Holiday gatherings where families can join. Partnerships with local businesses for discounts i.e.. zoo, botanical garden, etc.
- Get rid of IQIP. What a waste of time. If it was tied to ANY sort of incentive maybe it would be worth it but I don't get anything out of it so why waste my time? Having a good IQIP means absolutely nothing. There are too many steps and too many e-mails. Get rid of it.
- Give us the employees need to do the job, better raises and colas.
- Higher wages for part time employees
- I am proud to work, live, and play in Tempe! BUT... in a department where the person cutting your numbers moves up, as more work gets piled on less people, does not make me feel respected or valued. I find motivation to do this job despite leadership, not because of it.
- I feel like those people who are good at their jobs and get stuff done in a seamless manner are punished by getting more work with little support because other people are not held accountable. There needs to be away to progress with job titles/classifications or getting compensated for getting more work than their title calls for.
- I have been very happy and fulfilled in both roles I have played in COT. I'd like to advance my career here. I am unhappy with the amount of compensation I am currently receiving. It does not cover my living expenses.
- I know every year I will continue to fill out this survey, every year I will talk to my coworkers about how their survey was negative, and I know every year we will "celebrate" with how amazing everyone's jobs are and all the negative comments will be ignored. It happened 2 years ago, and it will happen again this time.
- I was told that there are many full time employees still hold 2 jobs or their own business. I would like to know how could City's employee make Tempe a great place to work if many full time employees have more than 1 job?
- In the time I have been with the city I have observed significant degradation in the quality of benefits (particularly medical benefits) and of pay relative to cost of living. I have also witnessed a cultural shift in management that goes against the doctrines presented to me when I was first hired. I was under the impression that the City of Tempe prefers to promote from within, but all evidence I've

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seen is to the contrary. I have been passed over for promotion, along with many others in my sphere, only to see less qualified personnel from outside the city not only get offered those positions, but with above minimum wages. I see nepotism and preferential treatment given to people who have outside relationships with their supervisors (sometimes even at odds with interview panel recommendations). I am significantly less enamored of working for the City of Tempe than in my first few years; in all honesty: if I weren't months away from 10 reaching years of continuous service, and less qualified than when I started, I would have quit several times over. At this point, I honestly don't know if I will stay much beyond receiving my 10 year benefits, even with the prospect of the Class and Comp results coming less than 6 months after that.

- Increased transparency in decision-making. Trust in employees doing their best work. Taking public feedback with an open mind instead of assuming failure on the part of department staff.
- Love working for the city of Tempe great place to work .
- PLEASE ditch IQIP.
- Please take these seriously. This and the feedback that is individually brought to supervisors feels so frequently useless. Don't make this feel useless too.
- The City does an overall excellent job and should be applauded for a commitment to continuous improvement.
- There need to be consequences for actions (good & bad). Make sure proper training is in place for the job/task, could save a life! Measure career/job goals i.e. certifications for flexing, etc. are appropriate for the work being performed.
- We have a wellness center at TMOC with no equipment.
- When building city centers and pools, please make sure the a representative from the engineering department is instrumental in monitoring the quality of the projects. Also, veto any project starting construction without 100% plans. Starting construction at 60% plans creates a huge deficit in our project funds as well as multiple different plans being used during construction. A round table with the staff and engineers would be helpful at the end of the project to learn how to better run projects in the future. Please look over the Clark Project and the slide project at Kiwanis pool. A lot of money and time was wasted along with a lot of patron complaints/frustrations that were presented to the staff at the buildings. There needs to be accountability for the engineers that were not present on projects.
- Wish could connect with city departments more directly than having to call 311 to get answers. Some of the operators who answer don't give as much help as others do with living in the city issues.

### ***Economic Development, Strategic Management and Innovation Office, Internal Audit, Municipal Budget Office, City Clerk***

- 1) Why create a telecommuting policy, if city leadership is going to discourage staff from actually taking advantage of the policy? City leadership just wants people to have their butts in seats and working in person. This is not only is confusing to city staff, but also creates anxiety for staff when they actually work from home. Other cities across the valley actually allow telecommuting and



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## Open-Ended Comments

promote people to telecommute and have a work-life balance, but the city claims they care and want people to telecommute when that is not actually what leadership practices. This has gotten worse over the last year and the city needs to understand that telecommuting is a benefit, and it is 2024, people can work from home 1-2 days a week and do their jobs better. 2) Actually, listen to employees in the Class & Comp study (not the supervisors), because most of us are struggling to handle our current workload and do not get paid adequately. 3) So many employees are having to take on more work or the jobs of 2-3 people in the city, which is completely unfair. The city does nothing when there are employees who are slacking or who are not doing their jobs, that the top performers are having to take on that additional workload, this is burning people out and making people bitter and resentful. 4) City leadership is very hypocritical and do not actually practice what they are communicating to staff. A great example is our values, city leadership does not actually practice and live the city values and staff notice. The city does not care about people's mental health (i.e. unsustainable workload, not paying people enough to live, and not allowing people to telecommute). 5) The city puts bullies into leadership positions and rewards people who create toxic work environments. The turnover rates in the past year have to be terrible because of this. 6) Previous employee surveys have led city leaders to request from ETC/CMO's Office the names of staff who have spoken negatively about them. Thus, not actually making employees feel like the survey is anonymous and therefore they do not share their actual opinions and issues with specific staff members.

- raise the pay wages to Mach the cost of living for Tempe. I lived I Tempe for many years and no I couldn't afford to Take care of the people at the bottom. They feel like the organization is adding to the top and not at the bottom. They are working harder with less help while they have more management overseeing them but not producing. Catch people doing something right! Bring the workforce back, have people available, be seen, able to collaborate and be accountable.

### ***Financial Services***

- Continue to have a flexible telecommute schedule available and a 4/10 schedule like neighboring cities
- I drive over an hour to work when I do go into the office because the City of Tempe is that great of place to work. I think the work from home option allows for higher quality candidates to consider Tempe. I know I selected Tempe over a neighbor city that actively pursued me to work for them.
- More of these surveys would be good and even offering discussion forums to city employees so that directors and chiefs can get input from everyone periodically and not just management.
- thank you for allowing our input.
- thanks Tempe for all the hard work you do

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## Open-Ended Comments

### *Fire Medical Rescue*

- The city leadership needs to be dealing with the duly elected (by a landslide) union leadership. [REDACTED]. But, an election that lopsided shows the membership MUST have had some serious issues [REDACTED]. [REDACTED] almost universally did NOT deal with the members who [REDACTED] honorably and in good faith. Mostly just anger, spite, grudge holding and disrespect.

[REDACTED]

[REDACTED]

[REDACTED]
- I first want to say thank you to Rosa, our city manager. The way she has provided positive change and leadership in a short time is noticed, valued, and appreciated. I could t be any happier with what she has and is doing for our city. I love working for this city. The fire dept has its own set of issues, as do most departments. These are matters we will change internally as our leadership changes over the next few years.
- Demonstrate your appreciation for your city employees by giving them what they need to continue to make Tempe great! Your employees go above and beyond without praise, upgrades, or budget increases. Your employee groups continue to operate amazingly on slim budgets without rancor. Unfortunately, all groups lose great employees because surrounding cities off better wages, benefits, and working conditions. The City of Tempe cannot continue to operate on outdated budgets in an economic climate that has far surpassed these standards. Quality of services, events, and experiences will eventually decline if the City does not change with the economic times.
- he fire department's upper management should lead by example rather than adopting a dictatorial approach with the mentality of "I am the boss, do as I say." Effective leadership is characterized by collaboration, respect, and the inclusion of diverse perspectives within the department.
- I wish "EVERYONE" is heard without fear of repercussion
- It shouldn't matter what sex or what race I am for your data
- Just a compliment, I am so very proud of how the City has programs and incentives to retain their employees, this is so refreshing and innovative and I am proud to work for the City of Tempe!
- More money
- Please provide employees with the opportunity to grow within the department. I have nowhere to "move up" to. My position is a dead end position. I would like to see advancement within my position.
- Possible 48/96 work schedule, station shoes, family member ride along so they can see what our job entails, white long sleeve shirts for mountain rescue operations
- Staffing has been a problem for multiple years for the Fire department. We have mandatory staffing regularly where at the drop of a hat at 730 in the morning we can be notified to work at minimum 12 additional hours. I was mandatories twice in a week span fairly recently which I accepted to do my part but it puts hardships on home relationships and planning for anything outside of work where we already spend 1/3 of our lives. We need to go back to the drawing board and consider shift

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## Open-Ended Comments

incentives to get more people to work overtime as all the hospitals practice. Additionally we could consider creating a rover pool of on call part time employees to fill some of the voids we currently are encountering on a regular basis.

- Stop focusing on social programs that you little to know positive outcome for the citizens of Tempe. Focus on PD, fire, streets, Parks. Start putting money back in the programs that help remove the homeless issues in the downtown areas and from all the parks so that the citizens of Tempe can enjoy their community again.
- Stronger Leaders that lead from the front and stand for what is right.
- Would like to be able to use city benefits (FMLA, FD bereavement, and sick leave) without guilt. I feel the particular department I work for makes things difficult for me to take the time I need for family and personal matters.

### ***Human Resources***

- The city really needs to rethink how it compensates and the way people are promoted/recognized. This job first felt like it had an incredible runway, but the longer I'm here the more I realize the city doesn't actually want to innovate and people with great ideas are only recognized and rewarded if they sit at the top of the org chart. Otherwise leadership just finds ways to not let them contribute.

### ***Information Technology***

- Since I have only been in my current position [REDACTED], most of my answers reflect my experience in my previous departments. It has been my experience that when workgroups try to secure more compensation for themselves HR is a huge road block. I understand the Class and Comp study is happening now, and they use that to stop people from making changes until the results are finalized, but prior to that HR has never ever been helpful to employees. They refuse to reclass work groups, they refuse to change the position titles to more accurate titles that would help employees in future market studies. When I accepted my new position and received my offer letter, it was incorrect with a lower salary. I know that everyone makes mistakes, however that is a mistake that should have been caught internally by HR before it made it to me. How many people have just accepted an offer letter that was incorrect because they didn't have the courage to question it like I did? I'd also like to state that the position I just vacated [REDACTED] ago was a good position with a great boss, but it was underpaid. Hopefully some good comes out of the Class & Comp Study that we spent so much time on to give an accurate representation of the work that is actually being done, compared to the out of date, insufficient job description and the terrible job title HR assigned to it. Because that position was underpaid, I chose to accept the new position so that I was able to increase my salary. I had to leave an awesome workgroup and awesome boss in order to make more money to support myself. I transferred to a workgroup in turmoil because of one person who makes everyone uncomfortable and isn't helpful out of bitterness, simply to be able to support myself - and I knew of the turmoil prior to accepting the position. I also left that previous position because work from home privileges were revoked for everyone, and telecommuting is an important benefit to me that the City seems to

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hate, even though it has helped recruit good people to the City. In my previous department every single item they used to recruit me was taken away from me by the time I left after [REDACTED]. All the changes she made happened while I was already in the process with my new, current department, and I was lucky that I was offered my new position, but had I not been I would be looking for employment outside of the City. I'm not sure why all the Directors and City Manager hates work from home so much. I worked more at home then I did when I was forced to go back to the office 5 days a week. I spent mornings going to get coffee with coworkers and the constant interruptions with people stopping by my desk and lunches that ran over really shortened the amount of time I actually spent working in the office. This is a benefit that people are wanting and it has been taken away from most of the City. The City doesn't pay well so they should think about offering work from home opportunities in more than just 2 departments. All benefits are abused, it's human nature. Not everyone who gets the opportunity to work from home is going to do it honestly. Just like not everyone who gets the \$100 gift card from our health insurance gets it honestly. People who get paid overtime aren't always honest about the amount of hours. Tempe says it's innovative, but is it? Council would rather spend money on new photo enforcement stuff that didn't work in the past, and enforcing prevailing wage even though Engineering told them it wasn't a good idea and they were advised the City would be sued if they did. They also felt it was important to rebrand the City a couple years ago to Making Waves in the Desert, which everyone thought was dumb, but they did it anyway and now we are spending money to rebrand again. I don't think it's at all about the employees like they say it is, and that's unfortunate.

- I mentioned this earlier, but within the last 2 years we have seen a dramatic decrease in the quality of working for the City of Tempe. I believe this is primarily caused by 2 things. [REDACTED] - everything about it was wrong. It didn't follow many aspects of existing procedure - [REDACTED], no employee input, and somehow, [REDACTED] above what the MAXIMUM range for [REDACTED] job was. This was astounding to me. It has entirely eroded the trust in any type of management. Now I know that there are 2 rules, one if you are the king, and another if you are not the kings. There is no trust. [REDACTED] - There is no vision for the department, no goals, no priorities, dramatic erosion of IT Governance, just a false sense of urgency in everything that we do. The hires made have not been valuable, with the [REDACTED] a simply abysmal decision. It is chaos that I can no longer recommend working for the city. Wrap all of that up with the fear of retribution, and gross lack of gratitude and care for the employees, I am pretty dumfounded right now.
- In that past few years [REDACTED] has take really bad direction. There is no vision, priority or sense of direction. All issues are reactive and any attempt to improve with proactive innovative work is turned down due to simple management ineffectiveness. Inequity and friction is created with hiring highly not quality and ineffective employees in both Management and Technical staff. Very difunctional and confusing environment is created. Respect for experience and qualifications to reflect you job responsibility has diminished with the hiring of ineffective employees [REDACTED]. Overall, we are ship drifting at sea with no purpose or directions.

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- From what I am seeing, the demands put on the IT department more reflect a commercial environment instead of a government entity, with projects being pushed forward without proper analysis and review. Many solutions/applications are being picked by the council or department heads without any consideration with the IT Department and we are expected to just put the square peg into the round hole.
- Get agreement on large project success criteria, order, employee team, schedule and impact to employee time to maintain before project work starts. Relationships with customers continue to suffer as we repeatedly implement new services without agreement. Supervisors turn concerns we raise about time needed to maintain a service into us having a bad attitude.
- Have seen a decline in overall respect for employees from Sr City Management and Council over the years.
- I don't understand the environment now. There is a large divide between management and employees, and I feel like employees are treated like a second class of employee.
- Take a long good hard look at the IT department as a whole because it's falling apart. It can't sustain it's current load the way it's setup right now. The leadership is ineffective, the dedicated workers who actually want to make things better, are not empowered to do so and are ignored. It's not possible to maintain the workload we have without proper leadership, proper structure, and without implementing new ideas and policies. As a result the department's work life balance doesn't align with the city manager's vision. What's worse, is that IT teams in other cities are learning about the city of Tempe's failings so we are less likely to pick up good new talent. Many of our IT employees are already actively looking to jump the sinking ship and because of the souring reputation of the city, very few are looking to come aboard.
- The continued attack on the work from home opportunities has resulted in a loss of good job candidates and employees. The City could make the opportunity to work remotely more available to those positions that it suits. Technology has enabled us to work from almost anywhere in the world, that advancement opens the potential candidate and retention pool for employees exponentially. It matters to people where they live and the balance of home life, work from home allows employees to love where they live which can play a role in loving where they work. The narrative and evaluation of performance needs to change from "am I present in my seat at my desk in the office, so I must be working\getting things done" to "am I evaluated on the work I am getting done and the quality of that work, no matter were I sit".
- Within IT, we have a toxic leadership issue that needs to be addressed. Please don't take my word for it, go talk to people and ask questions.

### **Police**

- As a temporary employee, I would like to see opportunities for tuition reimbursement. Most temporary employees are stepping foot into a new career and could use support in furthering their education. Also, as a mother I would like to see part time/flexible hours permanent job positions within the police department. Due to childcare, I can no longer work a full 40 hours but can work up

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to 32 as I have to work around my children's school schedule. I would like to apply for a permanent position in the future, but I do not see job listings within police for civilian type positions that have that flexibility.

- As previously mentioned, I would really like to see the City of Tempe fulfill their promise to employees hired around the same time frame that I was in the Police department with the health care benefits promised. I chose Tempe over another city due to this benefit and it was stripped away from us. We will most definitely lose Police officers and candidates to the City of Mesa who is once again offering this benefit to new hires.
- Better maintenance of older facilities. Some have not been updated or maintained for MANY years, while others have.
- For PD: more patrol vehicles and development of a take home vehicle for all officers. Take home vehicles are heavy on the cost upfront, but greatly decrease the wear and tear, maintenance costs over time, and the longevity of each vehicle is increased.
- I am sad to say good employees have been taken advantage of and bad employees have been catered to. Moral in my department is only getting worse since I have started in Tempe. I have dedicated myself to my position for years now and feel it has been a waste of time. I have expressed my concerns all the way to command staff and feel it has fallen on deaf ears.
- I appreciate everything that the City of Tempe has done. I would like to say that when it comes to the disciplinary process and steps are more than fair and have nothing but the utmost respect for those who have been involved with disciplinary issues.
- I can say things are improving but it's a process that requires patience and humility.
- I didn't like this questions... Does the City's working environment and leadership inspire you to go above and beyond the minimum effort that is required for your job? I chose NO because the leadership in the department does not inspire me. I am self-motivated and love the working environment.
- I do not have any recommendations for City operations.
- I feel the city needs to focus on internal advancement. People have experience but they do not have the knowledge it takes to perform some of the jobs in the city. Just because someone looks good on paper doesn't mean they are good for Tempe. When you promote within you have people that believe in the mission and goals of the city.
- I have had several family members who have applied for jobs with the City of Tempe. Many who are highly qualified candidates, yet none have ever received any communication back from the city's HR department. We are told to refer great candidates, family and friends, yet we lack communication one way or another. Disappointing when you are trying to help family/friends as well as the city.
- I think you will have a higher retention rate if we can decrease the 25 year retirement plan to 20 years, and increase the % paid into the pension per check to offset the cost.
- I would say, overall, I am satisfied working with the city of Tempe. I do believe Tempe sets its employees up to retire and provides numerous educational and training resources to further development. I immensely enjoy my peer-to-peer support and the employees I supervise. I do wish

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there was almost mandatory training for anyone in executive leadership mainly a bureau manager or above as I feel there can be instance where leaders in those positions forget how to mentor, support and coach those aspiring to be leaders.

- In my experience Tempe has always operated with minimal employees compared to other Cities of comparable size. The City has worked hard to reward these employees with benefits more so than pay in my opinion. Once a new benefit is introduced there is a faction of the employees that figures out a way to abuse the system to their benefit. This harms the hard working dedicated employees who are left "holding the bag" and are relied on to continually complete the extra work to cover for the abusers. A perfect example of this is the 30 for 30 program. While it sounds nice to give employees 30 days off on the City after they use 30 days of their own time off it negatively impacts other employees. This program entices employees who may have been off for a few weeks to manipulate the system to get the benefit. This program also does nothing to incentivize employees to save their sick time for when they are sick or in case of a health emergency. All these programs really do is negatively impact your most loyal and hardworking employees as there is inadequate abuse monitoring.
- More support, publicly, from City leadership/elected officials outside of the PD of the excellent work the employees in the PD do every day while facing the conditions they face would go a long way.
- Pandering to people that just complain forces good employees to leave the city.
- Probably the largest complaint is the lack of assistance from the IT department. They do not understand what police require to do their job effectively and are not willing to assist when called upon for some IT related issues.
- Records needs assistance in many aspects that there are too much to unravel here. Assistance & listening to people for this area of the department would be appreciated.
- see previous comments
- Stop verbally saying you care about your employees while not following through with it and start showing and saying your care for your employees. We are not just an image we are real people.
- The city needs to get an outside agency (DOJ) to investigate problems and the negative culture within the police department. Racism, sexism and bullying is ever present amongst people employed as officers and leaders within the police department. Bad behavior involving officer who use excessive force against minority citizens is often hidden and sometimes rewarded (people given special assignments). To many leaders within the department who may not be racist or sexist, standby and fail to speak out when they witness know these things are happening. The department is corrupted and need outside help to fix the problem
- The employee parking lot at Tempe Police Hardy Substation, 8201 S. Hardy Drive, Tempe, is poorly managed. There is no shade for employee vehicles or police vehicles. There are no trees in planters. The park immediately outside of the parking lot has beautiful large trees well kept. Inside the parking lot, there is no shade for the parking lot creating extremely hot temperatures that damage city vehicles and employee vehicles. The parking lot is also used to store destroyed wrecked vehicles eliminating some of the only parking spaces with shade. These destroyed vehicles are parked and left

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to waste away with no apparent plan for future use or evidentiary value. The use of the employee parking area to store these vehicles is clear mis-management of City resources.

- Investment must be made to appropriately store wrecked or evidentiary vehicles where they can be preserved without being exposed to employees and without exposing employees to these wrecked and deteriorating vehicles. These vehicles should be stored in a junk yard or be stored in a sheltered area to preserve evidence, but not accessible and visible to employees who work in this parking lot daily. The same problem exists at the Apache Sub-Station.
- Investment must be made to shade city vehicles and employee vehicles at the Hardy Substation. Trees will reduce the heat in this facility and make it more attractive and increase employee satisfaction and wellness. Shade structures for work vehicles will improve the longevity of work vehicles and the equipment inside. Shade will prevent the work vehicles from becoming too hot to operate during summer months and prevent harmful heat exposure to employees. Shade for employee vehicles will show that the City and management care for employees and care that their vehicles are not baking and deteriorating for 40 hours a week in the sun, and give employees the benefit of not walking out to a roasting vehicle at the end of each shift. Growing and maintaining shade trees, building shade structures, and removing destroyed decaying hazardous vehicles will make employees proud of their facility and excited to arrive at work each day.
- Too many details to note here. Consider interviewing line level employees.
- WAGE COMPRESSION AND ACCOUNTABILITY!
- You should look to improve the working conditions for your employees. An example are the mechanics at the city yard. They have been working in my opinion subpar conditions, their facility does not have central air. From my understanding they are getting a new facility, but it's been 24 years they have been working in their current conditions. If you want to understand what they are going through go spend an hour changing the oil in a vehicle in the middle of July or August.
- Another example is the police shooting range. The range only have a swamp cooler which does a poor job of cooling the range during the summer months so when officer want to professional develop their marksmanship skills it is less then inviting for them to come in and train. The city spends a great amount of money improving things within the community which I applaud but you also need to take care of your employees working conditions.

### **Public Works**

- Structure. I have been working in municipal utilities since I was [REDACTED] years old. I am [REDACTED] years old now. I have seen structure in places like [REDACTED], and the structure here does not compare. Although this city is small and ""young"" it still needs to focus on structure. Every other utility I have worked for there has been a maintenance supervisor over the trades (Instrumentation and control, electricians, and mechanics). Here all the burden is on the Plant Superintendents Rivas and Hull (both absolutely great people) but they cannot reach their full potential whilst supervising so many people, projects, and other things. There needs to be room for growth. There needs to be electrician trainees, instrumentation and control trainees, and mechanic





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- Please again. DO NOT spend all the cities money on protection or housing Till you negotiated raises
- Provide incentives for employees living in a different city to move/live in Tempe.
- Q 17) I am American of Mexican descent.
- Tempe needs to be open to a 4/10 work schedule. a 4/10 schedule offers the most work life balance to the workers. All of us are told that we are a very important asset to the City of Tempe, and being open to a schedule that offers the opportunity to enhance employee well-being and morale, boost productivity, and improve overall work/life balance shows that Tempe does care.
- Trust, Honesty, Diversity (male/female) respect, Increase Communications - upper lower, lower upper and side to side and across all levels. Not from top to bottom.
- When promoting 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 other local agencies AND private industry. This is one of the biggest failures of the City of Tempe. It seems the City of Tempe wants to be a leader in the Valley, 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.
- Strategic Management and Innovation should train all managers and supervisors on leadership, strategic planning and coordination skills. There is a serious lack of leadership, 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. There are many employees that are overwhelmed, inexperienced and undertrained with the amount of work, and 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. There are supervisors/managers in our department that had fallen 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. Let's hope with the new management that this will be corrected very soon.
- 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.

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### ***Transportation and Sustainability***

- stop using Latinx
- Continue to do great things.
- I HAVE BEEN WORKING FOR THE CITY FOR TEN YEARS AND FIVE FOR STREETS WHERE I CURRENTLY WORK AND IM GETTING PAID LESS THAN NEW GUYS COMING IN. I THINK THATS DISRESPECTFUL AND NOT FAIR. I COME IN EVERYDAY AND STILL DO MY JOB TO THE BEST OF MY ABILITY AND THAT DOESN'T AFFECT THE WORK I DO BUT I THINK THE CITY SHOULD LOOK IN TO THAT AND GIVE SENIORITY PAY OR SOMETHING SIMILAR TO THAT. THANKS.
- I have nothing to add here.
- My only complaint so far was in the recruiting/hiring process. The way the policies and/or processes are structured forces potential new-hires to disclose to their current manager that they are not only looking but very close to taking a new position at the City of Tempe. This puts people in a tough spot because the offer of employment is contingent on speaking to that manager. Even though my performance and my relationship with that manager were fine, I was not prepared to give notice until an official offer of employment was made. If I had been in an abusive or even just contentious situation at my last job, it would have really put me in a bad spot. Please strongly consider changing this requirement or, if I was wrong, communicate that to your hiring managers.
- Our leaders work hard to hire people with the technical knowledge to do the job well, but then refuse to listen when they don't like our answers. Just hire good people, and then let them work.
- Way more work from home time. Ludacris that employees are forced to be in an office for 40h a week when all it does is destroy their motivation when nearly all tasks can be easily completed working from home. Happy employees = better work product. Its very obvious. This is the best thing you could do for employees apart from 10k raises across the board to match inflation and wage growth stagnation of the past decades. Treat your workers better.

### ***Not Provided***

- 1. **\*\*Implement Regular Training Programs\*\***: - Ensure that all employees, especially those in IT, undergo regular training and certification updates. This will enhance their skills and ensure they are well-equipped to handle their responsibilities efficiently. 2. **\*\*Strengthen Performance Evaluation Processes\*\***: - Introduce a structured and consistent performance evaluation process. Regular feedback and assessments can help identify areas for improvement, set clear career development goals, and provide support for professional growth. 3. **\*\*Enhance Communication and Feedback Mechanisms\*\***: - Foster an environment of open and transparent communication. Implement regular feedback sessions, anonymous suggestion boxes, and town hall meetings to ensure that employees' voices are heard and valued. 4. **\*\*Address Inappropriate Behavior and Promote Inclusivity\*\***: - Develop mandatory training programs focusing on cultural sensitivity, professional behavior, and inclusivity. Address any incidents of inappropriate behavior promptly to maintain a respectful and supportive work environment. 5. **\*\*Improve Compensation for On-Call Duties\*\***: - Provide fair

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compensation for employees required to be on call 24/7, including on-call pay, overtime pay, and compensatory time off. This acknowledges their commitment and ensures they are fairly rewarded for their efforts. 6. **\*\*Encourage Cross-Department Collaboration\*\***: - Facilitate opportunities for cross-departmental projects and collaborations. This can lead to innovative solutions, improved teamwork, and a more cohesive organizational culture. 7. **\*\*Establish Recognition and Reward Programs\*\***: - Implement programs that recognize and reward employees for their hard work and contributions. Regular acknowledgment of achievements can boost morale and motivation. 8. **\*\*Develop Mentorship and Career Support Programs\*\***: - Establish mentorship programs to guide employees in their career development. Provide career counseling services to help employees navigate their career paths and identify growth opportunities within the organization. By implementing these recommendations, the City of Tempe can enhance its operations, improve employee satisfaction, and foster a more productive and inclusive work environment.

- Asking those questions does not make it anonymous.
- At TCA, better signage is needed along Rio Salado in both directions as to where to enter the driveway and where to drop off guests and park. Currently the staff has to put out temporary signs for each event which takes up time that could be spent assisting patrons who are already inside. The signs should be permanent and highly visible just like any standard road sign so that visitors who may come during non events to see the art gallery for instance can easily find the right place.
- Many patrons have told me they find the TCA driveway confusing because of all the metal poles in the middle of it and the lack of clear signage. They also need handicap parking much closer to the entrance. If we want more people to visit then we should make it as easy as possible for them to do that.
- I don't believe that employees should go directly to the City Manager with concerns or issues. This bypasses all the other avenues available to them: the normal chain of command, Human Resources, DEI Office, Safe Haven, their deputy city manager, and their union. The City Manager is the final decision maker for most everything from the proposed annual budget, organizational structure, final appeal for disciplines, etc. Having the City Manager involved at the beginning is not the best use of their time and leap frogs the current processes outlined in the MOUs and Personnel Rules.
- I have none at all
- It's time to audit HR using an independent agency. Unchecked authority is an organization's downfall. HR lacks fairness, communication, a desire to support employees, and a consistent enforcement of its own policies. Remove the Class & Comp study from HR's oversight. HR will not present the best recommendations based on the outcome of the study. The recommendation from HR will be based on what will take the least effort for them to execute. How often have we heard what they can't or won't do because they don't have time? Now the employees are asked to put their full trust in the recommendations coming from that department?
- Make the survey shorter
- Often, departments within the City work in silos, which is not helpful to the organization as a whole. Considering the Performance Measures, while they are housed in individual departments and those

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departments are solely responsible for them, many of these measures require support and contributions from other departments. At the end of the day, we are all working towards providing good quality services to our residents. However territorial behaviors sometimes get in the way, hindering collaboration and overall effectiveness. There are task forces made up of members from different departments for certain top-priority projects, which serve as a great example of how cross-departmental collaboration can be effective. This approach should be trickled down to all levels of the City to encourage a more unified and cooperative work environment.

- Something is drastically wrong when over the last several years you lose or force out the CFO, City Manager, other Executive Management staff, Directors, Deputy Directors, and other management staff. The ones who left on their own left due to a lack of opportunity, bad morale and poor wages. I have been here a long time through ups downs and layoffs, this is by far the worse it has ever been.
- Strongly consider a new building to co-locate the vast majority of staff the way other local cities have.
- Telecommuting - nearly every other city and corp. offer this and encourage it for work life balance. We are actively losing great staff due to lack of working accommodations. There may be a policy in place, but there are so many leaders who personally disagree with this and withhold it from their staff. Many staff cannot even afford to live in Tempe, encouraging flex schedules will not only improve employee engagement and mental health, but also positively impact their financial situations.
- If the city chooses to do another Class & Comp study - do not give the supervisors the opportunity to edit it. So many staff were discouraged from responding honestly or filling it out at all due to lack of faith/relationship with their supervisor (or fear of retaliation). If the goal is to truly support staff as a whole, you need to treat non-supervisory roles with the same respect as supervisory roles. The inequality is large.
- Treat Employees like they're important. You say you do but you don't
- We have some very high ranking leaders in this city that are not competent and are a liability. They have caused some really good people to move to another area or just leave the city altogether. No one seems to be addressing these major issues. We need to get back to basics. We need to hire our leaders based on skills, credentials, and intellect. We need to be able to trust our leadership. In the 10 years I have been here, I have seen trust in leadership plummet. I am happy in my current position but continue to see these leadership issues throughout the city in other areas. There are plenty of warning signs, but they seem to be ignored/not taken seriously. The number of great employees I have seen leave in the last 2 years is alarming. Our rank and file employees keep this city running, and we should be fighting to keep the good people, but no one fights for us. Our leadership needs to be held to a higher standard and needs to be accountable.



# Tabular Data

*In this section, you will find most questions are presented using two tables, 1.) With "don't know," "not applicable," or "not provided" responses and 2.) Excluding "don't know," "not applicable," or "not provided" responses. This deliberate exclusion aims to provide the reader with a clear perspective, showcasing the results solely from respondents who expressed an opinion on each specific item. The City's DirectionFinder Dashboards display the results excluding "don't know" and "N/A" responses."*

**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=1321)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/ NA
Q1-1. I receive training to do my job effectively	33.7%	41.0%	12.9%	9.2%	3.0%	0.2%
Q1-2. There is someone at work who encourages my career development	37.7%	34.4%	15.0%	7.8%	4.4%	0.7%
Q1-3. I have been mentored at work	31.6%	31.9%	19.0%	9.7%	6.2%	1.6%
Q1-4. I have received fair consideration for advancement within City of Tempe when I've applied for a promotion within last 2 years	20.7%	18.5%	17.1%	5.7%	6.9%	31.2%
Q1-5. I am aware of City's educational partnerships, coaching program, & other programs related to professional development & career mobility	32.8%	46.3%	12.3%	4.0%	1.4%	3.3%
Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Employee Development trainings & opportunities, etc., are useful to me	23.5%	35.5%	24.7%	6.0%	3.5%	6.8%
Q1-7. Overall, I am satisfied with professional development opportunities that are available to me by City	27.4%	38.9%	18.9%	7.0%	3.4%	4.3%

**WITHOUT "DON'T KNOW"**

**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=1321)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q1-1. I receive training to do my job effectively	33.8%	41.0%	13.0%	9.2%	3.0%
Q1-2. There is someone at work who encourages my career development	38.0%	34.7%	15.1%	7.9%	4.4%
Q1-3. I have been mentored at work	32.1%	32.5%	19.3%	9.8%	6.3%
Q1-4. I have received fair consideration for advancement within City of Tempe when I've applied for a promotion within last 2 years	30.0%	26.8%	24.9%	8.3%	10.0%
Q1-5. I am aware of City's educational partnerships, coaching program, & other programs related to professional development & career mobility	33.9%	47.8%	12.7%	4.1%	1.5%
Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Employee Development trainings & opportunities, etc., are useful to me	25.3%	38.1%	26.5%	6.4%	3.7%
Q1-7. Overall, I am satisfied with professional development opportunities that are available to me by City	28.6%	40.7%	19.8%	7.4%	3.6%



**Q2. The following programs/services adequately support my needs:**

(N=1321)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/ NA
Q2-1. The wellness program	22.3%	39.1%	20.6%	4.8%	2.4%	10.8%
Q2-2. City mediation services	7.8%	13.3%	30.6%	3.8%	1.8%	42.7%
Q2-3. The Safe Haven process	8.0%	12.2%	29.3%	3.9%	3.4%	43.1%
Q2-4. Tempe Employee View/ Internal Audit reporting programs	8.0%	11.6%	29.7%	4.5%	1.7%	44.5%
Q2-5. The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating the same values that are expected of me	23.6%	31.3%	21.3%	8.6%	7.3%	7.8%
Q2-6. My physical work environment (building) is safe, clean, & maintained in good operating order	31.5%	40.6%	11.6%	10.0%	4.5%	1.8%
Q2-7. The City supports employees with a disability	21.2%	29.8%	17.8%	2.0%	1.2%	28.0%
Q2-8. Overall, I am satisfied with the support that is provided to employees by City of Tempe	25.2%	41.2%	20.1%	6.7%	3.0%	3.8%

**WITHOUT "DON'T KNOW"****Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

(N=1321)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q2-1. The wellness program	25.0%	43.9%	23.1%	5.3%	2.7%
Q2-2. City mediation services	13.6%	23.2%	53.4%	6.6%	3.2%
Q2-3. The Safe Haven process	14.1%	21.4%	51.5%	6.9%	6.0%
Q2-4. Tempe Employee View/Internal Audit reporting programs	14.5%	20.9%	53.5%	8.2%	3.0%
Q2-5. The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating the same values that are expected of me	25.6%	34.0%	23.2%	9.4%	7.9%
Q2-6. My physical work environment (building) is safe, clean, & maintained in good operating order	32.1%	41.3%	11.8%	10.2%	4.6%
Q2-7. The City supports employees with a disability	29.4%	41.4%	24.7%	2.7%	1.7%
Q2-8. Overall, I am satisfied with the support that is provided to employees by City of Tempe	26.2%	42.8%	20.8%	7.0%	3.1%

**Q3. 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=1321)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/ NA
Q3-1. My immediate supervisor treats me with respect	58.9%	28.3%	6.3%	3.1%	2.6%	0.8%
Q3-2. I know what is expected of me at work	49.4%	37.6%	6.9%	3.9%	1.5%	0.7%
Q3-3. I have the materials & equipment I need to do my job effectively	41.2%	38.7%	11.5%	5.8%	1.9%	0.9%
Q3-4. I am comfortable expressing my opinions about work-related issues to my immediate supervisor	46.1%	31.3%	9.7%	6.7%	5.4%	0.8%
Q3-5. I believe my opinions matter at work	33.1%	30.4%	15.1%	10.9%	9.5%	1.0%
Q3-6. My work is appreciated by my immediate supervisor	49.4%	32.9%	9.9%	2.8%	3.8%	1.1%
Q3-7. My immediate supervisor gives me clear expectations for work assignments	44.3%	34.6%	10.7%	5.2%	3.9%	1.2%
Q3-8. My immediate supervisor makes good use of my time	45.8%	33.5%	10.6%	5.2%	3.6%	1.2%
Q3-9. I receive constructive feedback on my job performance from my immediate supervisor	42.2%	32.7%	12.0%	6.7%	4.6%	1.9%
Q3-10. The work I perform is evaluated fairly	41.0%	34.1%	12.6%	5.5%	3.7%	3.1%
Q3-11. My immediate supervisor knows my career/job goals	37.5%	34.9%	13.3%	6.4%	4.6%	3.3%
Q3-12. My immediate supervisor supports me in achieving my career/job goals	40.8%	31.4%	14.8%	4.7%	4.6%	3.6%
Q3-13. Within last 30 days, I have received feedback on my job performance from my supervisor	35.6%	33.1%	12.0%	8.9%	6.5%	4.0%

**Q3. 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
Q3-14. When I request training, my supervisor is open to working with me to ensure I can attend	47.1%	32.5%	10.4%	2.8%	2.0%	5.1%
Q3-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	27.3%	23.7%	21.7%	9.8%	8.8%	8.8%
Q3-16. I believe Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	28.3%	26.6%	22.0%	7.3%	6.2%	9.5%
Q3-17. Conflict in my work area is resolved effectively	24.9%	31.0%	20.0%	9.5%	7.3%	7.3%
Q3-18. I believe assignments in my department are distributed fairly	26.7%	32.9%	16.3%	11.6%	8.6%	3.9%
Q3-19. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	27.6%	31.9%	15.9%	12.6%	8.9%	3.1%
Q3-20. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	18.8%	25.8%	21.8%	14.3%	10.8%	8.5%
Q3-21. I feel physically safe in my work unit	48.6%	37.1%	8.6%	2.8%	1.4%	1.6%
Q3-22. I am able to discuss physical & emotional safety with my supervisor	40.8%	32.8%	11.3%	4.8%	4.5%	5.8%
Q3-23. My immediate supervisor has the skills to deal with conflict	42.2%	31.1%	12.1%	5.5%	5.1%	3.9%
Q3-24. As a supervisor, I am supported when addressing staff issues (If applicable)	18.5%	14.2%	7.9%	2.2%	1.9%	55.4%

**Q3. 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
Q3-25. As a supervisor, my direct reports treat me with respect (If applicable)	21.2%	14.5%	5.4%	1.2%	0.8%	56.9%
Q3-26. As a supervisor, I have been given the training, tools, & resources to lead my work unit (If applicable)	16.2%	15.4%	7.9%	2.2%	1.5%	56.8%
Q3-27. Overall, I am satisfied with the working environment in my department	34.0%	32.6%	15.7%	6.0%	4.9%	6.7%

**WITHOUT "DON'T KNOW"**

**Q3. 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=1321)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q3-1. My immediate supervisor treats me with respect	59.3%	28.5%	6.3%	3.1%	2.7%
Q3-2. I know what is expected of me at work	49.7%	37.9%	6.9%	4.0%	1.5%
Q3-3. I have the materials & equipment I need to do my job effectively	41.6%	39.0%	11.6%	5.9%	1.9%
Q3-4. I am comfortable expressing my opinions about work-related issues to my immediate supervisor	46.5%	31.6%	9.8%	6.7%	5.4%
Q3-5. I believe my opinions matter at work	33.4%	30.7%	15.2%	11.0%	9.6%
Q3-6. My work is appreciated by my immediate supervisor	50.0%	33.3%	10.0%	2.8%	3.8%
Q3-7. My immediate supervisor gives me clear expectations for work assignments	44.8%	35.0%	10.9%	5.3%	4.0%
Q3-8. My immediate supervisor makes good use of my time	46.4%	33.9%	10.7%	5.3%	3.7%
Q3-9. I receive constructive feedback on my job performance from my immediate supervisor	43.0%	33.3%	12.2%	6.8%	4.7%
Q3-10. The work I perform is evaluated fairly	42.3%	35.2%	13.0%	5.7%	3.8%
Q3-11. My immediate supervisor knows my career/job goals	38.8%	36.1%	13.8%	6.6%	4.8%
Q3-12. My immediate supervisor supports me in achieving my career/job goals	42.3%	32.6%	15.4%	4.9%	4.8%

**Q3. 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
Q3-13. Within last 30 days, I have received feedback on my job performance from my supervisor	37.1%	34.5%	12.5%	9.2%	6.8%
Q3-14. When I request training, my supervisor is open to working with me to ensure I can attend	49.6%	34.2%	11.0%	3.0%	2.2%
Q3-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	29.9%	26.0%	23.7%	10.8%	9.6%
Q3-16. I believe Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor	31.3%	29.5%	24.3%	8.1%	6.9%
Q3-17. Conflict in my work area is resolved effectively	26.9%	33.4%	21.6%	10.2%	7.9%
Q3-18. I believe assignments in my department are distributed fairly	27.8%	34.2%	16.9%	12.1%	9.0%
Q3-19. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	28.5%	33.0%	16.4%	13.0%	9.1%
Q3-20. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	20.5%	28.2%	23.8%	15.6%	11.8%
Q3-21. I feel physically safe in my work unit	49.4%	37.7%	8.7%	2.8%	1.4%
Q3-22. I am able to discuss physical & emotional safety with my supervisor	43.3%	34.8%	12.0%	5.1%	4.8%

**Q3. 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
Q3-23. My immediate supervisor has the skills to deal with conflict	43.9%	32.4%	12.6%	5.8%	5.4%
Q3-24. As a supervisor, I am supported when addressing staff issues (If applicable)	41.4%	31.7%	17.7%	4.9%	4.2%
Q3-25. As a supervisor, my direct reports treat me with respect (If applicable)	49.1%	33.7%	12.5%	2.8%	1.9%
Q3-26. As a supervisor, I have been given the training, tools, & resources to lead my work unit (If applicable)	37.5%	35.7%	18.2%	5.1%	3.5%
Q3-27. Overall, I am satisfied with the working environment in my department	36.4%	35.0%	16.9%	6.4%	5.3%



**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits.**

(N=1321)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/ NA
Q4-1. City's health care plan meets my needs	21.5%	42.6%	13.7%	5.8%	3.3%	13.2%
Q4-2. Amount that I pay for health care benefits is reasonable	20.5%	36.8%	17.3%	9.7%	3.0%	12.7%
Q4-3. City does a good job of informing me about my benefits	25.1%	46.5%	14.1%	5.5%	2.3%	6.7%
Q4-4. Amount of leave that I receive each year meets my needs	22.1%	40.4%	15.1%	9.2%	6.6%	6.6%
Q4-5. Amount I am paid is fair for the work I do	15.3%	31.0%	18.4%	17.0%	15.1%	3.2%
Q4-6. I am satisfied with City's deferred compensation benefits	16.5%	39.4%	19.4%	5.6%	4.4%	14.8%
Q4-7. Overall, I am reasonably compensated in pay & benefits for the work I do	16.4%	36.5%	19.3%	14.5%	9.7%	3.7%

**WITHOUT "DON'T KNOW"****Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits.  
(without "don't know/NA")**

(N=1321)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q4-1. City's health care plan meets my needs	24.8%	49.1%	15.8%	6.6%	3.7%
Q4-2. Amount that I pay for health care benefits is reasonable	23.5%	42.2%	19.9%	11.1%	3.4%
Q4-3. City does a good job of informing me about my benefits	26.8%	49.8%	15.1%	5.8%	2.4%
Q4-4. Amount of leave that I receive each year meets my needs	23.7%	43.3%	16.1%	9.9%	7.1%
Q4-5. Amount I am paid is fair for the work I do	15.8%	32.1%	19.0%	17.6%	15.6%
Q4-6. I am satisfied with City's deferred compensation benefits	19.4%	46.2%	22.7%	6.6%	5.2%
Q4-7. Overall, I am reasonably compensated in pay & benefits for the work I do	17.0%	37.9%	20.0%	15.0%	10.1%

**Q4a(1-2). Are you currently enrolled in the City's sponsored health care plans?**

Q4(1-2). Are you currently enrolled in City's sponsored health care plans	Number	Percent
Yes	993	75.2 %
No	251	19.0 %
Not provided	77	5.8 %
Total	1321	100.0 %

**WITHOUT "NOT PROVIDED"****Q4a(1-2). Are you currently enrolled in the City's sponsored health care plans? (without "not provided")**

Q4(1-2). Are you currently enrolled in City's sponsored health care plans	Number	Percent
Yes	993	79.8 %
No	251	20.2 %
Total	1244	100.0 %

**Q5. 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=1321)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/ NA
Q5-1. I receive information that affects my work in a timely manner from my immediate supervisor	32.5%	41.0%	14.8%	6.7%	3.0%	2.0%
Q5-2. Communication between work units/divisions inside my department is good	21.8%	37.5%	18.6%	13.4%	6.1%	2.6%
Q5-3. Communication between my work unit/division & work units/divisions outside my department is good	14.8%	35.5%	25.8%	12.0%	5.1%	6.8%
Q5-4. With respect to my role, communication between departments is good	21.9%	43.1%	18.8%	8.6%	3.9%	3.7%
Q5-5. I have adequate input on decisions affecting my work	22.6%	36.8%	20.3%	11.6%	5.8%	3.0%
Q5-6. I am encouraged to be innovative & come up with better ways to do things at work	29.8%	36.3%	17.6%	8.6%	5.3%	2.4%
Q5-7. Employees in my department are highly motivated about accomplishing our goals	26.9%	34.5%	21.3%	9.2%	5.8%	2.3%
Q5-8. Employees in my department take personal accountability for their actions & work performance	26.2%	37.1%	18.4%	9.2%	6.4%	2.8%
Q5-9. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	24.8%	28.1%	17.6%	13.2%	11.4%	5.0%
Q5-10. Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	20.1%	25.2%	20.9%	11.8%	11.1%	10.9%

**Q5. 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
Q5-11. Director/Chief & Deputy Directors/Assistant Chiefs in my department engage in processes that actively solicit input from employees to make decisions	19.2%	27.3%	21.6%	12.3%	10.7%	9.0%
Q5-12. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	38.8%	45.9%	9.9%	1.6%	1.0%	2.8%
Q5-13. I feel my department practices City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	30.2%	36.0%	17.3%	7.3%	5.5%	3.6%
Q5-14. I feel City practices City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	27.8%	40.0%	18.8%	5.3%	3.9%	4.2%
Q5-15. Overall, I am satisfied with my level of engagement in my department	27.0%	38.8%	19.6%	7.0%	4.3%	3.3%

**WITHOUT "DON'T KNOW"**

**Q5. 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=1321)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q5-1. I receive information that affects my work in a timely manner from my immediate supervisor	33.1%	41.8%	15.1%	6.9%	3.1%
Q5-2. Communication between work units/divisions inside my department is good	22.4%	38.5%	19.1%	13.8%	6.3%
Q5-3. Communication between my work unit/division & work units/divisions outside my department is good	15.8%	38.1%	27.7%	12.9%	5.4%
Q5-4. With respect to my role, communication between departments is good	22.7%	44.7%	19.6%	9.0%	4.0%
Q5-5. I have adequate input on decisions affecting my work	23.3%	37.9%	20.9%	11.9%	5.9%
Q5-6. I am encouraged to be innovative & come up with better ways to do things at work	30.6%	37.2%	18.1%	8.8%	5.4%
Q5-7. Employees in my department are highly motivated about accomplishing our goals	27.5%	35.3%	21.8%	9.5%	6.0%
Q5-8. Employees in my department take personal accountability for their actions & work performance	26.9%	38.2%	18.9%	9.4%	6.5%
Q5-9. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	26.1%	29.6%	18.5%	13.9%	12.0%

**Q5. 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
Q5-10. Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	22.6%	28.3%	23.4%	13.3%	12.4%
Q5-11. Director/Chief & Deputy Directors/Assistant Chiefs in my department engage in processes that actively solicit input from employees to make decisions	21.1%	30.0%	23.7%	13.5%	11.7%
Q5-12. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	40.0%	47.2%	10.2%	1.6%	1.0%
Q5-13. I feel my department practices City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	31.3%	37.4%	18.0%	7.6%	5.7%
Q5-14. I feel City practices City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	29.0%	41.8%	19.7%	5.5%	4.0%
Q5-15. Overall, I am satisfied with my level of engagement in my department	27.9%	40.1%	20.3%	7.2%	4.5%

**Q6. Please rate your level of agreement with each of the following statements concerning peer relationships.**

(N=1321)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know/ NA
Q6-1. My co-workers treat me with respect	47.5%	39.2%	6.7%	2.1%	0.9%	3.6%
Q6-2. Conflict between co-workers is resolved effectively	30.0%	35.9%	15.3%	5.1%	3.7%	10.0%
Q6-3. Overall, I am very satisfied with quality of peer relationships among City employees	38.2%	41.8%	11.7%	2.9%	1.1%	4.4%

**WITHOUT "DON'T KNOW"****Q6. Please rate your level of agreement with each of the following statements concerning peer relationships. (without "don't know/NA")**

(N=1321)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q6-1. My co-workers treat me with respect	49.3%	40.7%	6.9%	2.2%	0.9%
Q6-2. Conflict between co-workers is resolved effectively	33.3%	39.9%	17.0%	5.7%	4.1%
Q6-3. Overall, I am very satisfied with quality of peer relationships among City employees	40.0%	43.7%	12.2%	3.0%	1.1%



**Q7. Are you aware of the Council priorities and the City's Strategic Plan (Performance Measures)?**

Q7. Are you aware of Council priorities & City's Strategic Plan (Performance Measures)	Number	Percent
Yes	726	55.0 %
No	521	39.4 %
Not provided	74	5.6 %
Total	1321	100.0 %

**WITHOUT "NOT PROVIDED"****Q7. Are you aware of the Council priorities and the City's Strategic Plan (Performance Measures)? (without "not provided")**

Q7. Are you aware of Council priorities & City's Strategic Plan (Performance Measures)	Number	Percent
Yes	726	58.2 %
No	521	41.8 %
Total	1247	100.0 %

**Q8. Are you proud to work for the City of Tempe?**

Q8. Are you proud to work for City of Tempe	Number	Percent
Yes	1071	81.1 %
No	78	5.9 %
Don't know	172	13.0 %
Total	1321	100.0 %

**WITHOUT "DON'T KNOW"****Q8. Are you proud to work for the City of Tempe? (without "don't know")**

Q8. Are you proud to work for City of Tempe	Number	Percent
Yes	1071	93.2 %
No	78	6.8 %
Total	1149	100.0 %

**Q9. Overall, how satisfied are you with your current job?**

Q9. Overall, how satisfied are you with your current job	Number	Percent
Very satisfied	466	35.3 %
Satisfied	628	47.5 %
Dissatisfied	124	9.4 %
Very dissatisfied	41	3.1 %
Don't know	62	4.7 %
Total	1321	100.0 %

**WITHOUT "DON'T KNOW"****Q9. Overall, how satisfied are you with your current job? (without "don't know")**

Q9. Overall, how satisfied are you with your current job	Number	Percent
Very satisfied	466	37.0 %
Satisfied	628	49.9 %
Dissatisfied	124	9.8 %
Very dissatisfied	41	3.3 %
Total	1259	100.0 %

**Q10. Would you recommend the City of Tempe as a place to work, to a friend or relative?**

Q10. Would you recommend City of Tempe as a place to work, to a friend or relative	Number	Percent
Yes	999	75.6 %
No	158	12.0 %
Don't know	164	12.4 %
Total	1321	100.0 %

**WITHOUT "DON'T KNOW"****Q10. Would you recommend the City of Tempe as a place to work, to a friend or relative? (without "don't know")**

Q10. Would you recommend City of Tempe as a place to work, to a friend or relative	Number	Percent
Yes	999	86.3 %
No	158	13.7 %
Total	1157	100.0 %

**Q11. How has the quality of the environment in your work area changed within the last two years, working for the City of Tempe?**

Q11. How has the quality of the environment in your work area changed within last two years, working for

City of Tempe	Number	Percent
Much better	216	16.4 %
Somewhat better	275	20.8 %
Stayed the same	332	25.1 %
Somewhat worse	184	13.9 %
Much worse	112	8.5 %
Don't know	202	15.3 %
Total	1321	100.0 %

**WITHOUT "DON'T KNOW"**

**Q11. How has the quality of the environment in your work area changed within the last two years, working for the City of Tempe? (without "don't know")**

Q11. How has the quality of the environment in your work area changed within last two years, working for

City of Tempe	Number	Percent
Much better	216	19.3 %
Somewhat better	275	24.6 %
Stayed the same	332	29.7 %
Somewhat worse	184	16.4 %
Much worse	112	10.0 %
Total	1119	100.0 %

**Q12. Does the City's working environment and leadership inspire you to go above and beyond the minimum effort that is required for your job?**

Q12. Does City's working environment & leadership inspire you to go above & beyond minimum effort that is required for your job

	Number	Percent
Yes	743	56.2 %
No	391	29.6 %
Don't know	187	14.2 %
Total	1321	100.0 %

**WITHOUT "DON'T KNOW"**

**Q12. Does the City's working environment and leadership inspire you to go above and beyond the minimum effort that is required for your job? (without "don't know")**

Q12. Does City's working environment & leadership inspire you to go above & beyond minimum effort that is required for your job

	Number	Percent
Yes	743	65.5 %
No	391	34.5 %
Total	1134	100.0 %

**Q13. I would like to finish my public service career with the City of Tempe.**

Q13. I would like to finish my public service career with City of Tempe

	Number	Percent
Yes	951	72.0 %
No	97	7.3 %
Don't know	273	20.7 %
Total	1321	100.0 %

**WITHOUT "DON'T KNOW"**

**Q13. I would like to finish my public service career with the City of Tempe. (without "don't know")**

Q13. I would like to finish my public service career with City of Tempe

	Number	Percent
Yes	951	90.7 %
No	97	9.3 %
Total	1048	100.0 %

**Q14. I have applied for a new position within the City of Tempe in the past two years.**

Q14. I have applied for a new position within City of Tempe in past two years

	Number	Percent
Yes	491	37.2 %
No	815	61.7 %
Not provided	15	1.1 %
Total	1321	100.0 %

**WITHOUT "NOT PROVIDED"****Q14. I have applied for a new position within the City of Tempe in the past two years. (without "not provided")**

Q14. I have applied for a new position within City of Tempe in past two years

	Number	Percent
Yes	491	37.6 %
No	815	62.4 %
Total	1306	100.0 %

**Q15. 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=1321)

	Aware, & participate	Aware, but do not participate	Not aware	Not provided
Q15-1. Educational Partnerships	16.1%	69.3%	11.5%	3.0%
Q15-2. Tuition Reimbursement	17.3%	75.2%	4.7%	2.8%
Q15-3. Employee Development trainings & opportunities	49.0%	39.1%	8.3%	3.6%
Q15-4. Individual Quality Improvement Process (IQIP)	37.5%	33.7%	23.7%	5.1%
Q15-5. New Employee Connect	30.3%	37.4%	27.4%	4.9%
Q15-6. Tempe Professional Development Network	17.9%	58.5%	19.2%	4.4%

**WITHOUT "NOT PROVIDED"**

**Q15. 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=1321)

	Aware, & participate	Aware, but do not participate	Not aware
Q15-1. Educational Partnerships	16.6%	71.5%	11.9%
Q15-2. Tuition Reimbursement	17.8%	77.4%	4.8%
Q15-3. Employee Development trainings & opportunities	50.8%	40.6%	8.6%
Q15-4. Individual Quality Improvement Process (IQIP)	39.6%	35.5%	25.0%
Q15-5. New Employee Connect	31.8%	39.3%	28.8%
Q15-6. Tempe Professional Development Network	18.8%	61.2%	20.0%

**Q16. What gender do you identify with?**

<u>Q16. Your gender identity</u>	<u>Number</u>	<u>Percent</u>
Male	653	49.4 %
Female	477	36.1 %
Non-Conforming	13	1.0 %
Prefer not to answer	178	13.5 %
Total	1321	100.0 %

**WITHOUT "PREFER NOT TO ANSWER"****Q16. What gender do you identify with? (without "prefer not to answer")**

<u>Q16. Your gender identity</u>	<u>Number</u>	<u>Percent</u>
Male	653	57.1 %
Female	477	41.7 %
Non-Conforming	13	1.1 %
Total	1143	100.0 %

**Q17. Which of the following describes your racial or ethnic identity?**

Q17. Your racial or ethnic identity	Number	Percent
White or Caucasian	739	55.9 %
Black or African American	60	4.5 %
Asian or Asian Indian	45	3.4 %
American Indian or Alaskan Native	27	2.0 %
Native Hawaiian or Pacific Islander	13	1.0 %
Latinx or Hispanic	276	20.9 %
Middle Eastern or North African	10	0.8 %
Not listed	7	0.5 %
Prefer not to answer	253	19.2 %
Total	1430	

**WITHOUT "PREFER NOT TO SAY"****Q17. Which of the following describes your racial or ethnic identity? (without "prefer not to say")**

Q17. Your racial or ethnic identity	Number	Percent
White or Caucasian	739	69.2 %
Black or African American	60	5.6 %
Asian or Asian Indian	45	4.2 %
American Indian or Alaskan Native	27	2.5 %
Native Hawaiian or Pacific Islander	13	1.2 %
Latinx or Hispanic	276	25.8 %
Middle Eastern or North African	10	0.9 %
Not listed	7	0.7 %
Total	1177	

**Q17-8. Self-describe your racial or ethnic identity:**

Q17-8. Self-describe your racial or ethnic identity	Number	Percent
Multi-racial	2	28.6 %
Mexican	1	14.3 %
Bi-racial	1	14.3 %
Chicano	1	14.3 %
Mixed	1	14.3 %
European	1	14.3 %
Total	7	100.0 %



**Q18. In which department do you work?**

Q18. In which primary department do you work	Number	Percent
City Attorney's Office	18	1.4 %
City Court	32	2.4 %
City Manager's Office: Communications & Marketing, 311, Office of Diversity Equity & Inclusion, Government Relations, Mayor, & City Council Staff	33	2.5 %
Community Development	64	4.8 %
Community Health & Human Services	97	7.3 %
Community Services	161	12.2 %
Economic Development, Strategic Management & Innovation Office, Internal Audit, Municipal Budget Office, City Clerk	20	1.5 %
Financial Services Department	61	4.6 %
Fire Medical Rescue Department	134	10.1 %
Human Resources Department	22	1.7 %
Information Technology Department	50	3.8 %
Public Works	171	12.9 %
Police	266	20.1 %
Transportation & Sustainability Department	62	4.7 %
Not provided	130	9.8 %
<b>Total</b>	<b>1321</b>	<b>100.0 %</b>

**WITHOUT "NOT PROVIDED"****Q18. In which department do you work? (without "not provided")**

Q18. In which primary department do you work	Number	Percent
City Attorney's Office	18	1.5 %
City Court	32	2.7 %
City Manager's Office: Communications & Marketing, 311, Office of Diversity Equity & Inclusion, Government Relations, Mayor, & City Council Staff	33	2.8 %
Community Development	64	5.4 %
Community Health & Human Services	97	8.1 %
Community Services	161	13.5 %
Economic Development, Strategic Management & Innovation Office, Internal Audit, Municipal Budget Office, City Clerk	20	1.7 %
Financial Services Department	61	5.1 %
Fire Medical Rescue Department	134	11.3 %
Human Resources Department	22	1.8 %
Information Technology Department	50	4.2 %
Public Works	171	14.4 %
Police	266	22.3 %
Transportation & Sustainability Department	62	5.2 %
<b>Total</b>	<b>1191</b>	<b>100.0 %</b>

**Q19. Which role type BEST describes your position?**

Q19. Which role type best describes your position	Number	Percent
Director/Chief or Deputy Director/Assistant Chief	40	3.0 %
Manager/Supervisor	303	22.9 %
Non-Supervisor	819	62.0 %
Not provided	159	12.0 %
Total	1321	100.0 %

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

Q19. Which role type best describes your position	Number	Percent
Director/Chief or Deputy Director/Assistant Chief	40	3.4 %
Manager/Supervisor	303	26.1 %
Non-Supervisor	819	70.5 %
Total	1162	100.0 %

**Q20. How long have you worked for the City?**

Q20. How long have you worked for City	Number	Percent
0-3 years	459	34.7 %
4-9 years	285	21.6 %
10-20 years	277	21.0 %
21-30 years	165	12.5 %
31+ years	11	0.8 %
Not provided	124	9.4 %
Total	1321	100.0 %

**WITHOUT "NOT PROVIDED"****Q20. How long have you worked for the City? (without "not provided")**

Q20. How long have you worked for City	Number	Percent
0-3 years	459	38.3 %
4-9 years	285	23.8 %
10-20 years	277	23.1 %
21-30 years	165	13.8 %
31+ years	11	0.9 %
Total	1197	100.0 %

**Q21. Are you currently a resident of Tempe?**

Q21. Are you currently a resident of Tempe	Number	Percent
Yes	227	17.2 %
No	982	74.3 %
Not provided	112	8.5 %
Total	1321	100.0 %

**WITHOUT "NOT PROVIDED"****Q21. Are you currently a resident of Tempe? (without "not provided")**

Q21. Are you currently a resident of Tempe	Number	Percent
Yes	227	18.8 %
No	982	81.2 %
Total	1209	100.0 %

**Q22. Do you, or a member of your household, have a disability?**

Q22. Do you, or a member of your household, have a disability	Number	Percent
Yes	175	13.2 %
No	1023	77.4 %
Not provided	123	9.3 %
Total	1321	100.0 %

**WITHOUT "NOT PROVIDED"****Q22. Do you, or a member of your household, have a disability? (without "not provided")**

Q22. Do you, or a member of your household, have a disability	Number	Percent
Yes	175	14.6 %
No	1023	85.4 %
Total	1198	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")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
<u>Q1-1. I receive training to do my job effectively</u>							
Strongly agree	27.8%	25.8%	27.3%	23.4%	40.2%	37.5%	20.0%
Agree	38.9%	29.0%	45.5%	48.4%	32.0%	33.8%	50.0%
Neutral	16.7%	32.3%	9.1%	17.2%	12.4%	13.8%	5.0%
Disagree	16.7%	9.7%	9.1%	4.7%	12.4%	8.8%	20.0%
Strongly disagree	0.0%	3.2%	9.1%	6.3%	3.1%	6.3%	5.0%

**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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
<u>Q1-1. I receive training to do my job effectively</u>							
Strongly agree	41.0%	53.7%	31.8%	22.0%	30.4%	30.5%	40.3%
Agree	44.3%	38.8%	45.5%	40.0%	46.2%	42.9%	45.2%
Neutral	13.1%	3.7%	9.1%	10.0%	14.6%	13.5%	6.5%
Disagree	1.6%	3.0%	13.6%	20.0%	6.4%	11.7%	8.1%
Strongly disagree	0.0%	0.7%	0.0%	8.0%	2.3%	1.5%	0.0%

**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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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**Q1-2. There is someone at work who encourages my career development**

Strongly agree	27.8%	41.9%	48.4%	39.7%	47.4%	42.9%	35.0%
Agree	50.0%	22.6%	29.0%	34.9%	23.7%	30.4%	35.0%
Neutral	5.6%	29.0%	12.9%	11.1%	15.5%	16.1%	20.0%
Disagree	5.6%	3.2%	3.2%	11.1%	6.2%	5.0%	10.0%
Strongly disagree	11.1%	3.2%	6.5%	3.2%	7.2%	5.6%	0.0%

**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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q1-2. There is someone at work who encourages my career development**

Strongly agree	44.3%	49.3%	36.4%	30.0%	28.8%	29.7%	50.8%
Agree	41.0%	35.8%	45.5%	28.0%	41.2%	37.6%	31.1%
Neutral	13.1%	11.2%	9.1%	10.0%	17.1%	17.3%	9.8%
Disagree	1.6%	3.7%	4.5%	20.0%	9.4%	10.5%	6.6%
Strongly disagree	0.0%	0.0%	4.5%	12.0%	3.5%	4.9%	1.6%

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

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Managem...
Strongly agree	16.7%	35.5%	41.9%	30.2%	40.6%	31.0%	35.0%
Agree	50.0%	25.8%	22.6%	39.7%	28.1%	30.4%	30.0%
Neutral	5.6%	22.6%	12.9%	15.9%	14.6%	23.4%	20.0%
Disagree	16.7%	12.9%	9.7%	9.5%	8.3%	7.0%	10.0%
Strongly disagree	11.1%	3.2%	12.9%	4.8%	8.3%	8.2%	5.0%

Q1-3. I have been mentored at work

**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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
Strongly agree	40.7%	52.2%	33.3%	22.4%	22.6%	24.9%	41.0%
Agree	28.8%	30.6%	23.8%	24.5%	38.7%	33.2%	32.8%
Neutral	22.0%	11.2%	19.0%	18.4%	23.8%	21.1%	21.3%
Disagree	8.5%	4.5%	14.3%	18.4%	7.7%	14.0%	3.3%
Strongly disagree	0.0%	1.5%	9.5%	16.3%	7.1%	6.8%	1.6%

Q1-3. I have been mentored at work

**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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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**Q1-4. I have received fair consideration for advancement within City of Tempe when I've applied for a promotion within last 2 years**

Strongly agree	40.0%	30.0%	53.3%	34.0%	32.3%	28.4%	40.0%
Agree	30.0%	40.0%	20.0%	32.0%	27.4%	24.5%	33.3%
Neutral	10.0%	15.0%	6.7%	14.0%	24.2%	25.5%	13.3%
Disagree	0.0%	5.0%	6.7%	10.0%	9.7%	8.8%	6.7%
Strongly disagree	20.0%	10.0%	13.3%	10.0%	6.5%	12.7%	6.7%

**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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q1-4. I have received fair consideration for advancement within City of Tempe when I've applied for a promotion within last 2 years**

Strongly agree	29.7%	43.0%	38.5%	16.1%	24.4%	24.7%	34.7%
Agree	18.9%	29.0%	7.7%	22.6%	32.8%	29.3%	14.3%
Neutral	32.4%	18.0%	38.5%	25.8%	26.9%	28.3%	36.7%
Disagree	10.8%	3.0%	15.4%	9.7%	9.2%	7.6%	6.1%
Strongly disagree	8.1%	7.0%	0.0%	25.8%	6.7%	10.1%	8.2%



**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=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

**Q1-5. I am aware of City's educational partnerships, coaching program, & other programs related to professional development & career mobility**

Strongly agree	55.6%	35.5%	60.6%	33.3%	39.6%	30.3%	45.0%
Agree	38.9%	54.8%	27.3%	55.0%	42.7%	51.3%	50.0%
Neutral	0.0%	3.2%	6.1%	8.3%	11.5%	11.2%	5.0%
Disagree	0.0%	3.2%	3.0%	1.7%	5.2%	5.3%	0.0%
Strongly disagree	5.6%	3.2%	3.0%	1.7%	1.0%	2.0%	0.0%

**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=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

**Q1-5. I am aware of City's educational partnerships, coaching program, & other programs related to professional development & career mobility**

Strongly agree	56.7%	41.1%	50.0%	34.0%	27.4%	21.4%	37.7%
Agree	36.7%	40.3%	50.0%	48.0%	54.2%	46.7%	54.1%
Neutral	6.7%	16.3%	0.0%	12.0%	15.5%	21.8%	6.6%
Disagree	0.0%	1.6%	0.0%	6.0%	3.0%	7.8%	1.6%
Strongly disagree	0.0%	0.8%	0.0%	0.0%	0.0%	2.3%	0.0%

**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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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**Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Employee Development trainings & opportunities, etc., are useful to me**

Strongly agree	25.0%	29.0%	43.8%	23.2%	34.8%	25.2%	21.1%
Agree	50.0%	38.7%	25.0%	44.6%	39.1%	37.7%	52.6%
Neutral	12.5%	19.4%	12.5%	23.2%	17.4%	27.8%	10.5%
Disagree	6.3%	6.5%	9.4%	5.4%	5.4%	4.0%	10.5%
Strongly disagree	6.3%	6.5%	9.4%	3.6%	3.3%	5.3%	5.3%

**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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q1-6. City's programs related to professional development & career mobility, such as educational partnerships, Employee Development trainings & opportunities, etc., are useful to me**

Strongly agree	39.0%	29.6%	45.5%	7.0%	21.6%	19.8%	23.7%
Agree	47.5%	35.2%	36.4%	39.5%	48.1%	28.6%	39.0%
Neutral	10.2%	29.6%	13.6%	34.9%	25.9%	36.7%	30.5%
Disagree	0.0%	3.2%	0.0%	14.0%	3.7%	11.7%	6.8%
Strongly disagree	3.4%	2.4%	4.5%	4.7%	0.6%	3.2%	0.0%

**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=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

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

Strongly agree	26.7%	34.5%	46.9%	22.6%	32.3%	29.0%	31.6%
Agree	46.7%	37.9%	18.8%	53.2%	41.9%	41.9%	36.8%
Neutral	13.3%	20.7%	21.9%	9.7%	17.2%	17.4%	21.1%
Disagree	6.7%	6.9%	6.3%	8.1%	5.4%	6.5%	5.3%
Strongly disagree	6.7%	0.0%	6.3%	6.5%	3.2%	5.2%	5.3%

**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=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

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

Strongly agree	43.3%	31.3%	50.0%	33.3%	23.3%	20.9%	32.8%
Agree	43.3%	48.1%	27.3%	20.8%	51.5%	35.2%	39.3%
Neutral	8.3%	15.3%	13.6%	16.7%	21.5%	27.7%	21.3%
Disagree	1.7%	3.8%	9.1%	22.9%	3.1%	11.9%	4.9%
Strongly disagree	3.3%	1.5%	0.0%	6.3%	0.6%	4.3%	1.6%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q2-1. The wellness program

Strongly agree	6.7%	35.7%	28.0%	29.1%	19.2%	19.4%	22.2%
Agree	66.7%	42.9%	48.0%	40.0%	39.7%	48.1%	55.6%
Neutral	20.0%	17.9%	20.0%	27.3%	26.9%	23.3%	16.7%
Disagree	6.7%	0.0%	0.0%	3.6%	7.7%	5.4%	5.6%
Strongly disagree	0.0%	3.6%	4.0%	0.0%	6.4%	3.9%	0.0%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q2-1. The wellness program

Strongly agree	33.3%	38.0%	36.4%	27.7%	22.5%	20.4%	29.3%
Agree	49.1%	40.5%	45.5%	38.3%	48.8%	40.4%	39.7%
Neutral	12.3%	14.9%	4.5%	27.7%	23.1%	28.4%	24.1%
Disagree	3.5%	5.8%	13.6%	4.3%	4.4%	6.0%	5.2%
Strongly disagree	1.8%	0.8%	0.0%	2.1%	1.3%	4.8%	1.7%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q2-2. City mediation services

Strongly agree	0.0%	27.8%	25.0%	11.6%	19.0%	9.2%	20.0%
Agree	75.0%	16.7%	6.3%	20.9%	11.9%	23.7%	30.0%
Neutral	25.0%	38.9%	62.5%	65.1%	59.5%	50.0%	40.0%
Disagree	0.0%	5.6%	0.0%	2.3%	7.1%	10.5%	0.0%
Strongly disagree	0.0%	11.1%	6.3%	0.0%	2.4%	6.6%	10.0%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q2-2. City mediation services

Strongly agree	14.3%	14.8%	23.1%	9.5%	11.5%	11.3%	17.1%
Agree	25.7%	22.7%	15.4%	4.8%	31.9%	19.6%	28.6%
Neutral	54.3%	55.7%	46.2%	71.4%	49.6%	57.1%	54.3%
Disagree	2.9%	6.8%	15.4%	14.3%	4.4%	8.3%	0.0%
Strongly disagree	2.9%	0.0%	0.0%	0.0%	2.7%	3.6%	0.0%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q2-3. The Safe Haven process

Strongly agree	0.0%	21.1%	33.3%	9.3%	11.6%	13.3%	15.4%
Agree	75.0%	26.3%	6.7%	11.6%	18.6%	20.5%	23.1%
Neutral	25.0%	42.1%	46.7%	67.4%	55.8%	48.2%	46.2%
Disagree	0.0%	0.0%	0.0%	11.6%	9.3%	8.4%	0.0%
Strongly disagree	0.0%	10.5%	13.3%	0.0%	4.7%	9.6%	15.4%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q2-3. The Safe Haven process

Strongly agree	13.2%	23.9%	7.1%	10.5%	12.1%	10.8%	16.2%
Agree	34.2%	18.2%	42.9%	10.5%	26.2%	19.1%	27.0%
Neutral	44.7%	51.1%	28.6%	73.7%	53.3%	56.1%	45.9%
Disagree	2.6%	4.5%	21.4%	5.3%	3.7%	7.0%	8.1%
Strongly disagree	5.3%	2.3%	0.0%	0.0%	4.7%	7.0%	2.7%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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**Q2-4. Tempe Employee View/Internal Audit reporting programs**

Strongly agree	0.0%	20.0%	35.7%	8.5%	14.3%	13.6%	21.4%
Agree	50.0%	20.0%	28.6%	21.3%	11.9%	21.0%	28.6%
Neutral	25.0%	53.3%	28.6%	63.8%	66.7%	50.6%	42.9%
Disagree	25.0%	0.0%	0.0%	6.4%	4.8%	11.1%	0.0%
Strongly disagree	0.0%	6.7%	7.1%	0.0%	2.4%	3.7%	7.1%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q2-4. Tempe Employee View/Internal Audit reporting programs**

Strongly agree	21.1%	18.6%	30.0%	9.5%	11.0%	11.8%	14.3%
Agree	23.7%	16.3%	10.0%	19.0%	27.5%	19.6%	28.6%
Neutral	50.0%	58.1%	50.0%	57.1%	53.2%	51.0%	48.6%
Disagree	2.6%	5.8%	10.0%	9.5%	6.4%	13.1%	8.6%
Strongly disagree	2.6%	1.2%	0.0%	4.8%	1.8%	4.6%	0.0%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q2-5. The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating the same values that are expected of me

Strongly agree	17.6%	35.7%	37.5%	27.4%	23.3%	29.5%	30.0%
Agree	64.7%	28.6%	25.0%	33.9%	30.2%	35.6%	50.0%
Neutral	11.8%	21.4%	21.9%	17.7%	31.4%	15.4%	15.0%
Disagree	0.0%	0.0%	9.4%	12.9%	5.8%	12.1%	5.0%
Strongly disagree	5.9%	14.3%	6.3%	8.1%	9.3%	7.4%	0.0%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q2-5. The Director/Chief & Deputy Directors/Assistant Chiefs in my department are demonstrating & communicating the same values that are expected of me

Strongly agree	37.0%	29.8%	42.9%	14.9%	27.6%	19.4%	28.1%
Agree	33.3%	35.9%	33.3%	21.3%	35.3%	33.2%	38.6%
Neutral	25.9%	18.3%	14.3%	27.7%	21.2%	27.9%	28.1%
Disagree	1.9%	9.2%	4.8%	21.3%	9.0%	10.1%	1.8%
Strongly disagree	1.9%	6.9%	4.8%	14.9%	7.1%	9.3%	3.5%



**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q2-6. My physical work environment (building) is safe, clean, & maintained in good operating order

Strongly agree	44.4%	41.9%	50.0%	42.9%	30.5%	33.8%	55.0%
Agree	44.4%	38.7%	28.1%	42.9%	40.0%	36.3%	25.0%
Neutral	5.6%	3.2%	12.5%	6.3%	14.7%	14.6%	15.0%
Disagree	0.0%	6.5%	3.1%	6.3%	10.5%	10.2%	5.0%
Strongly disagree	5.6%	9.7%	6.3%	1.6%	4.2%	5.1%	0.0%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q2-6. My physical work environment (building) is safe, clean, & maintained in good operating order

Strongly agree	47.5%	28.6%	27.3%	38.0%	29.9%	20.8%	43.3%
Agree	45.9%	33.8%	59.1%	44.0%	47.9%	42.8%	45.0%
Neutral	4.9%	15.0%	0.0%	12.0%	10.2%	12.1%	8.3%
Disagree	0.0%	16.5%	13.6%	4.0%	8.4%	16.7%	1.7%
Strongly disagree	1.6%	6.0%	0.0%	2.0%	3.6%	7.6%	1.7%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

**Q2-7. The City supports employees with a disability**

Strongly agree	20.0%	34.6%	38.5%	30.0%	31.8%	36.6%	29.4%
Agree	60.0%	46.2%	42.3%	52.0%	42.4%	35.0%	47.1%
Neutral	10.0%	15.4%	11.5%	16.0%	19.7%	24.4%	17.6%
Disagree	0.0%	0.0%	0.0%	2.0%	3.0%	3.3%	0.0%
Strongly disagree	10.0%	3.8%	7.7%	0.0%	3.0%	0.8%	5.9%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

**Q2-7. The City supports employees with a disability**

Strongly agree	36.7%	28.7%	50.0%	24.2%	26.4%	20.9%	41.0%
Agree	44.9%	39.6%	33.3%	27.3%	41.6%	43.4%	41.0%
Neutral	18.4%	25.7%	16.7%	33.3%	31.2%	31.3%	17.9%
Disagree	0.0%	4.0%	0.0%	12.1%	0.8%	3.3%	0.0%
Strongly disagree	0.0%	2.0%	0.0%	3.0%	0.0%	1.1%	0.0%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q2-8. Overall, I am satisfied with the support that is provided to employees by City of Tempe

Strongly agree	17.6%	35.5%	42.4%	36.1%	22.1%	29.2%	33.3%
Agree	70.6%	38.7%	30.3%	37.7%	40.0%	37.7%	61.1%
Neutral	5.9%	22.6%	12.1%	14.8%	22.1%	24.7%	0.0%
Disagree	0.0%	0.0%	9.1%	11.5%	12.6%	5.8%	0.0%
Strongly disagree	5.9%	3.2%	6.1%	0.0%	3.2%	2.6%	5.6%

**Q2. The following programs/services adequately support my needs: (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q2-8. Overall, I am satisfied with the support that is provided to employees by City of Tempe

Strongly agree	38.3%	32.8%	45.5%	18.4%	25.0%	18.5%	33.3%
Agree	50.0%	40.5%	40.9%	42.9%	48.8%	43.6%	43.9%
Neutral	10.0%	19.1%	9.1%	24.5%	20.7%	23.2%	17.5%
Disagree	0.0%	5.3%	4.5%	10.2%	4.3%	10.0%	3.5%
Strongly disagree	1.7%	2.3%	0.0%	4.1%	1.2%	4.6%	1.8%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-1. My immediate supervisor treats me with respect

Strongly agree	66.7%	62.5%	54.5%	61.9%	64.9%	59.1%	55.0%
Agree	22.2%	28.1%	33.3%	27.0%	18.6%	26.4%	30.0%
Neutral	5.6%	6.3%	9.1%	4.8%	4.1%	7.5%	15.0%
Disagree	0.0%	0.0%	0.0%	1.6%	10.3%	3.8%	0.0%
Strongly disagree	5.6%	3.1%	3.0%	4.8%	2.1%	3.1%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-1. My immediate supervisor treats me with respect

Strongly agree	78.7%	75.2%	68.2%	44.9%	55.9%	52.3%	63.9%
Agree	14.8%	21.8%	31.8%	28.6%	34.1%	32.0%	29.5%
Neutral	4.9%	1.5%	0.0%	8.2%	7.1%	8.6%	3.3%
Disagree	1.6%	1.5%	0.0%	8.2%	1.2%	3.8%	1.6%
Strongly disagree	0.0%	0.0%	0.0%	10.2%	1.8%	3.4%	1.6%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
Strongly agree	61.1%	48.4%	42.4%	49.2%	55.7%	49.1%	40.0%
Agree	27.8%	35.5%	39.4%	38.1%	30.9%	37.3%	50.0%
Neutral	0.0%	12.9%	15.2%	7.9%	7.2%	8.7%	5.0%
Disagree	11.1%	0.0%	0.0%	3.2%	6.2%	3.1%	5.0%
Strongly disagree	0.0%	3.2%	3.0%	1.6%	0.0%	1.9%	0.0%

Q3-2. I know what is expected of me at work

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
Strongly agree	57.4%	68.4%	59.1%	26.5%	48.8%	43.6%	54.1%
Agree	39.3%	27.1%	31.8%	32.7%	43.5%	44.4%	31.1%
Neutral	3.3%	3.0%	4.5%	12.2%	5.3%	5.6%	9.8%
Disagree	0.0%	1.5%	4.5%	20.4%	1.8%	4.1%	4.9%
Strongly disagree	0.0%	0.0%	0.0%	8.2%	0.6%	2.3%	0.0%

Q3-2. I know what is expected of me at work

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-3. I have the materials & equipment I need to do my job effectively

Strongly agree	33.3%	43.8%	45.5%	44.4%	45.4%	42.5%	40.0%
Agree	44.4%	37.5%	42.4%	38.1%	38.1%	41.9%	50.0%
Neutral	5.6%	12.5%	6.1%	7.9%	11.3%	10.0%	10.0%
Disagree	11.1%	0.0%	6.1%	6.3%	3.1%	4.4%	0.0%
Strongly disagree	5.6%	6.3%	0.0%	3.2%	2.1%	1.3%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-3. I have the materials & equipment I need to do my job effectively

Strongly agree	60.7%	44.4%	54.5%	33.3%	47.1%	32.0%	48.3%
Agree	31.1%	33.8%	40.9%	37.5%	37.6%	42.1%	33.3%
Neutral	4.9%	14.3%	0.0%	18.8%	10.6%	12.4%	15.0%
Disagree	3.3%	6.8%	4.5%	8.3%	3.5%	10.5%	3.3%
Strongly disagree	0.0%	0.8%	0.0%	2.1%	1.2%	3.0%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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**Q3-4. I am comfortable expressing my opinions about work-related issues to my immediate supervisor**

Strongly agree	44.4%	48.4%	54.5%	49.2%	50.5%	49.1%	40.0%
Agree	44.4%	22.6%	24.2%	28.6%	27.8%	29.8%	50.0%
Neutral	5.6%	16.1%	6.1%	7.9%	5.2%	8.7%	5.0%
Disagree	0.0%	6.5%	9.1%	4.8%	9.3%	7.5%	5.0%
Strongly disagree	5.6%	6.5%	6.1%	9.5%	7.2%	5.0%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q3-4. I am comfortable expressing my opinions about work-related issues to my immediate supervisor**

Strongly agree	60.7%	58.6%	54.5%	32.7%	44.4%	38.7%	52.5%
Agree	32.8%	27.8%	31.8%	26.5%	36.7%	34.6%	31.1%
Neutral	3.3%	8.3%	0.0%	10.2%	11.8%	10.2%	11.5%
Disagree	1.6%	3.8%	13.6%	6.1%	5.9%	9.0%	3.3%
Strongly disagree	1.6%	1.5%	0.0%	24.5%	1.2%	7.5%	1.6%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
<u>Q3-5. I believe my opinions matter at work</u>							
Strongly agree	44.4%	37.5%	45.5%	41.3%	41.2%	37.9%	40.0%
Agree	33.3%	18.8%	30.3%	28.6%	33.0%	29.2%	35.0%
Neutral	5.6%	21.9%	12.1%	11.1%	10.3%	16.8%	15.0%
Disagree	5.6%	6.3%	6.1%	7.9%	7.2%	8.7%	5.0%
Strongly disagree	11.1%	15.6%	6.1%	11.1%	8.2%	7.5%	5.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
<u>Q3-5. I believe my opinions matter at work</u>							
Strongly agree	50.8%	33.1%	45.5%	22.4%	31.5%	23.1%	41.0%
Agree	34.4%	33.8%	27.3%	26.5%	36.9%	24.2%	37.7%
Neutral	11.5%	15.0%	9.1%	14.3%	14.9%	15.5%	14.8%
Disagree	1.6%	12.0%	18.2%	12.2%	7.1%	21.6%	3.3%
Strongly disagree	1.6%	6.0%	0.0%	24.5%	9.5%	15.5%	3.3%



**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-6. My work is appreciated by my immediate supervisor

Strongly agree	55.6%	56.3%	59.4%	50.8%	53.6%	52.2%	50.0%
Agree	27.8%	25.0%	28.1%	32.8%	27.8%	31.1%	35.0%
Neutral	5.6%	12.5%	6.3%	9.8%	9.3%	9.9%	10.0%
Disagree	5.6%	3.1%	3.1%	1.6%	2.1%	1.2%	5.0%
Strongly disagree	5.6%	3.1%	3.1%	4.9%	7.2%	5.6%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-6. My work is appreciated by my immediate supervisor

Strongly agree	66.7%	60.9%	57.1%	34.7%	44.1%	44.0%	55.7%
Agree	30.0%	30.1%	33.3%	30.6%	42.9%	35.0%	32.8%
Neutral	3.3%	6.8%	9.5%	18.4%	9.4%	12.0%	6.6%
Disagree	0.0%	2.3%	0.0%	4.1%	1.8%	4.9%	3.3%
Strongly disagree	0.0%	0.0%	0.0%	12.2%	1.8%	4.1%	1.6%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-7. My immediate supervisor gives me clear expectations for work assignments

Strongly agree	50.0%	50.0%	45.5%	42.2%	53.6%	44.4%	35.0%
Agree	27.8%	40.6%	33.3%	35.9%	27.8%	31.3%	40.0%
Neutral	11.1%	6.3%	15.2%	10.9%	7.2%	10.0%	20.0%
Disagree	0.0%	0.0%	0.0%	4.7%	7.2%	7.5%	5.0%
Strongly disagree	11.1%	3.1%	6.1%	6.3%	4.1%	6.9%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-7. My immediate supervisor gives me clear expectations for work assignments

Strongly agree	54.1%	63.9%	40.9%	22.4%	39.4%	41.8%	48.3%
Agree	34.4%	24.8%	27.3%	32.7%	44.1%	36.1%	40.0%
Neutral	9.8%	9.0%	18.2%	20.4%	10.6%	11.0%	6.7%
Disagree	1.6%	2.3%	13.6%	10.2%	4.7%	6.1%	3.3%
Strongly disagree	0.0%	0.0%	0.0%	14.3%	1.2%	4.9%	1.7%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-8. My immediate supervisor makes good use of my time

Strongly agree	55.6%	51.6%	48.5%	51.6%	51.5%	45.6%	35.0%
Agree	22.2%	38.7%	30.3%	33.9%	27.8%	31.3%	30.0%
Neutral	11.1%	3.2%	15.2%	4.8%	6.2%	11.9%	15.0%
Disagree	0.0%	3.2%	3.0%	4.8%	7.2%	6.3%	15.0%
Strongly disagree	11.1%	3.2%	3.0%	4.8%	7.2%	5.0%	5.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-8. My immediate supervisor makes good use of my time

Strongly agree	58.3%	60.9%	47.6%	25.0%	41.2%	41.0%	52.5%
Agree	31.7%	27.1%	28.6%	37.5%	46.5%	35.0%	37.7%
Neutral	8.3%	9.0%	9.5%	10.4%	8.2%	15.0%	8.2%
Disagree	1.7%	3.0%	14.3%	12.5%	2.9%	4.9%	0.0%
Strongly disagree	0.0%	0.0%	0.0%	14.6%	1.2%	4.1%	1.6%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-9. I receive constructive feedback on my job performance from my immediate supervisor

Strongly agree	52.9%	50.0%	48.5%	46.8%	48.5%	36.7%	42.1%
Agree	29.4%	31.3%	24.2%	32.3%	27.8%	36.1%	26.3%
Neutral	0.0%	12.5%	15.2%	9.7%	8.2%	12.7%	15.8%
Disagree	0.0%	0.0%	9.1%	6.5%	8.2%	7.6%	15.8%
Strongly disagree	17.6%	6.3%	3.0%	4.8%	7.2%	7.0%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-9. I receive constructive feedback on my job performance from my immediate supervisor

Strongly agree	55.0%	59.4%	50.0%	31.9%	37.1%	37.9%	42.6%
Agree	30.0%	29.3%	18.2%	14.9%	43.1%	34.5%	44.3%
Neutral	11.7%	8.3%	18.2%	21.3%	13.2%	13.3%	6.6%
Disagree	3.3%	2.3%	13.6%	8.5%	4.8%	9.5%	4.9%
Strongly disagree	0.0%	0.8%	0.0%	23.4%	1.8%	4.9%	1.6%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
<u>Q3-10. The work I perform is evaluated fairly</u>							
Strongly agree	58.8%	34.4%	48.5%	46.8%	46.2%	44.2%	36.8%
Agree	17.6%	37.5%	36.4%	35.5%	34.4%	31.2%	31.6%
Neutral	11.8%	21.9%	9.1%	4.8%	10.8%	16.2%	15.8%
Disagree	0.0%	0.0%	3.0%	6.5%	6.5%	4.5%	15.8%
Strongly disagree	11.8%	6.3%	3.0%	6.5%	2.2%	3.9%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
<u>Q3-10. The work I perform is evaluated fairly</u>							
Strongly agree	52.5%	57.3%	40.9%	31.9%	37.7%	36.0%	47.5%
Agree	35.6%	33.6%	31.8%	25.5%	43.1%	36.4%	32.8%
Neutral	8.5%	6.9%	22.7%	12.8%	10.8%	16.1%	11.5%
Disagree	3.4%	1.5%	4.5%	12.8%	6.0%	6.1%	6.6%
Strongly disagree	0.0%	0.8%	0.0%	17.0%	2.4%	5.4%	1.6%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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**Q3-11. My immediate supervisor knows my career/job goals**

Strongly agree	23.5%	30.0%	40.6%	41.0%	41.2%	33.5%	30.0%
Agree	35.3%	33.3%	28.1%	41.0%	33.0%	36.8%	45.0%
Neutral	17.6%	26.7%	18.8%	9.8%	9.3%	17.4%	20.0%
Disagree	5.9%	3.3%	9.4%	1.6%	6.2%	7.1%	5.0%
Strongly disagree	17.6%	6.7%	3.1%	6.6%	10.3%	5.2%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q3-11. My immediate supervisor knows my career/job goals**

Strongly agree	53.4%	57.6%	45.5%	29.2%	35.4%	36.3%	50.9%
Agree	36.2%	31.8%	36.4%	35.4%	39.6%	32.8%	33.3%
Neutral	8.6%	7.6%	9.1%	16.7%	15.2%	16.0%	8.8%
Disagree	1.7%	2.3%	9.1%	4.2%	6.7%	9.5%	5.3%
Strongly disagree	0.0%	0.8%	0.0%	14.6%	3.0%	5.3%	1.8%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-12. My immediate supervisor supports me in achieving my career/job goals

Strongly agree	29.4%	33.3%	50.0%	49.2%	49.0%	40.8%	35.0%
Agree	41.2%	40.0%	25.0%	34.4%	28.1%	30.6%	25.0%
Neutral	5.9%	23.3%	18.8%	11.5%	6.3%	16.6%	30.0%
Disagree	5.9%	0.0%	0.0%	3.3%	5.2%	7.0%	10.0%
Strongly disagree	17.6%	3.3%	6.3%	1.6%	11.5%	5.1%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-12. My immediate supervisor supports me in achieving my career/job goals

Strongly agree	58.9%	57.1%	45.5%	31.3%	38.3%	38.5%	53.4%
Agree	32.1%	29.3%	31.8%	27.1%	37.7%	31.7%	32.8%
Neutral	7.1%	10.5%	18.2%	12.5%	17.9%	19.5%	10.3%
Disagree	1.8%	3.0%	0.0%	12.5%	3.1%	5.0%	1.7%
Strongly disagree	0.0%	0.0%	4.5%	16.7%	3.1%	5.3%	1.7%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-13. Within last 30 days, I have received feedback on my job performance from my supervisor

Strongly agree	23.5%	38.7%	50.0%	39.3%	46.9%	33.8%	42.1%
Agree	41.2%	32.3%	25.0%	32.8%	33.3%	31.2%	15.8%
Neutral	17.6%	12.9%	9.4%	13.1%	6.3%	16.2%	21.1%
Disagree	0.0%	9.7%	9.4%	8.2%	4.2%	10.4%	21.1%
Strongly disagree	17.6%	6.5%	6.3%	6.6%	9.4%	8.4%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-13. Within last 30 days, I have received feedback on my job performance from my supervisor

Strongly agree	47.4%	52.3%	35.0%	17.4%	27.7%	34.1%	45.0%
Agree	29.8%	29.2%	35.0%	28.3%	44.6%	36.0%	41.7%
Neutral	12.3%	10.8%	15.0%	15.2%	13.9%	12.3%	3.3%
Disagree	8.8%	3.8%	10.0%	15.2%	10.2%	10.3%	8.3%
Strongly disagree	1.8%	3.8%	5.0%	23.9%	3.6%	7.3%	1.7%



**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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**Q3-14. When I request training, my supervisor is open to working with me to ensure I can attend**

Strongly agree	47.1%	48.3%	54.8%	50.0%	55.8%	54.2%	52.9%
Agree	41.2%	34.5%	25.8%	34.5%	29.5%	25.8%	23.5%
Neutral	0.0%	10.3%	16.1%	10.3%	10.5%	14.8%	11.8%
Disagree	0.0%	3.4%	0.0%	1.7%	3.2%	1.9%	11.8%
Strongly disagree	11.8%	3.4%	3.2%	3.4%	1.1%	3.2%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q3-14. When I request training, my supervisor is open to working with me to ensure I can attend**

Strongly agree	71.2%	66.4%	63.6%	35.6%	44.1%	40.2%	56.4%
Agree	25.4%	26.7%	31.8%	40.0%	39.8%	36.7%	36.4%
Neutral	3.4%	3.8%	0.0%	15.6%	12.4%	14.8%	7.3%
Disagree	0.0%	1.5%	4.5%	4.4%	3.7%	4.3%	0.0%
Strongly disagree	0.0%	1.5%	0.0%	4.4%	0.0%	3.9%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Managem...
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Q3-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me

Strongly agree	66.7%	36.7%	38.7%	33.9%	19.8%	33.3%	40.0%
Agree	13.3%	23.3%	22.6%	32.3%	19.8%	28.7%	35.0%
Neutral	13.3%	16.7%	22.6%	24.2%	32.6%	20.0%	15.0%
Disagree	0.0%	16.7%	3.2%	4.8%	16.3%	8.7%	5.0%
Strongly disagree	6.7%	6.7%	12.9%	4.8%	11.6%	9.3%	5.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me

Strongly agree	47.1%	35.3%	52.4%	12.5%	29.6%	20.8%	36.2%
Agree	29.4%	28.6%	19.0%	17.5%	30.3%	20.8%	34.5%
Neutral	17.6%	13.5%	19.0%	32.5%	27.0%	29.8%	19.0%
Disagree	3.9%	15.8%	9.5%	20.0%	5.9%	11.8%	8.6%
Strongly disagree	2.0%	6.8%	0.0%	17.5%	7.2%	16.7%	1.7%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-16. I believe Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor

Strongly agree	60.0%	32.3%	48.4%	36.7%	23.9%	33.8%	47.4%
Agree	26.7%	35.5%	19.4%	28.3%	27.3%	29.8%	31.6%
Neutral	6.7%	19.4%	22.6%	21.7%	33.0%	23.2%	21.1%
Disagree	0.0%	9.7%	6.5%	6.7%	9.1%	5.3%	0.0%
Strongly disagree	6.7%	3.2%	3.2%	6.7%	6.8%	7.9%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-16. I believe Director/Chief & Deputy Directors/Assistant Chiefs in my department support decisions made by my supervisor

Strongly agree	57.7%	34.1%	52.4%	16.3%	30.3%	20.9%	38.6%
Agree	23.1%	30.2%	23.8%	23.3%	31.6%	28.7%	36.8%
Neutral	15.4%	19.4%	19.0%	25.6%	23.0%	30.3%	17.5%
Disagree	1.9%	9.3%	4.8%	18.6%	9.2%	11.1%	3.5%
Strongly disagree	1.9%	7.0%	0.0%	16.3%	5.9%	9.0%	3.5%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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**Q3-17. Conflict in my work area is resolved effectively**

Strongly agree	25.0%	23.3%	38.7%	35.0%	28.3%	26.0%	43.8%
Agree	50.0%	26.7%	38.7%	25.0%	31.5%	36.4%	37.5%
Neutral	0.0%	26.7%	12.9%	21.7%	20.7%	20.1%	12.5%
Disagree	6.3%	16.7%	6.5%	5.0%	10.9%	9.7%	6.3%
Strongly disagree	18.8%	6.7%	3.2%	13.3%	8.7%	7.8%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q3-17. Conflict in my work area is resolved effectively**

Strongly agree	41.4%	37.7%	5.3%	4.7%	24.2%	21.2%	36.5%
Agree	32.8%	37.7%	63.2%	23.3%	35.0%	31.2%	44.2%
Neutral	19.0%	16.2%	21.1%	30.2%	24.8%	21.2%	11.5%
Disagree	3.4%	6.9%	5.3%	18.6%	10.2%	14.0%	7.7%
Strongly disagree	3.4%	1.5%	5.3%	23.3%	5.7%	12.4%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-18. I believe assignments in my department are distributed fairly

Strongly agree	22.2%	31.3%	40.6%	40.3%	35.5%	29.5%	33.3%
Agree	50.0%	31.3%	34.4%	30.6%	33.3%	30.8%	27.8%
Neutral	11.1%	15.6%	15.6%	11.3%	12.9%	15.4%	11.1%
Disagree	5.6%	18.8%	6.3%	9.7%	11.8%	14.7%	11.1%
Strongly disagree	11.1%	3.1%	3.1%	8.1%	6.5%	9.6%	16.7%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-18. I believe assignments in my department are distributed fairly

Strongly agree	40.7%	34.8%	13.6%	13.0%	27.8%	18.8%	35.6%
Agree	35.6%	34.1%	27.3%	34.8%	38.3%	33.0%	42.4%
Neutral	11.9%	19.7%	31.8%	13.0%	15.4%	20.7%	16.9%
Disagree	8.5%	6.8%	22.7%	19.6%	11.7%	12.6%	3.4%
Strongly disagree	3.4%	4.5%	4.5%	19.6%	6.8%	14.9%	1.7%

**Q3. 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=1321

Q18. In which primary department do you work

City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-19. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit

Strongly agree	35.3%	37.5%	42.4%	31.7%	37.9%	28.7%	44.4%
Agree	52.9%	28.1%	33.3%	36.5%	28.4%	32.5%	22.2%
Neutral	0.0%	6.3%	15.2%	9.5%	14.7%	15.3%	11.1%
Disagree	0.0%	25.0%	6.1%	11.1%	11.6%	12.7%	11.1%
Strongly disagree	11.8%	3.1%	3.0%	11.1%	7.4%	10.8%	11.1%

**Q3. 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=1321

Q18. In which primary department do you work

Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-19. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit

Strongly agree	33.9%	36.8%	23.8%	19.6%	25.3%	19.8%	31.7%
Agree	39.0%	33.1%	42.9%	26.1%	36.1%	30.9%	36.7%
Neutral	13.6%	14.3%	4.8%	15.2%	22.3%	17.9%	16.7%
Disagree	10.2%	12.0%	19.0%	13.0%	8.4%	18.3%	11.7%
Strongly disagree	3.4%	3.8%	9.5%	26.1%	7.8%	13.0%	3.3%

**Q3. 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=1321

Q18. In which primary department do you work

City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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**Q3-20. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit**

Strongly agree	25.0%	25.8%	41.4%	23.2%	22.6%	17.9%	35.3%
Agree	41.7%	25.8%	27.6%	33.9%	26.2%	28.5%	17.6%
Neutral	25.0%	12.9%	20.7%	21.4%	25.0%	23.8%	17.6%
Disagree	0.0%	25.8%	6.9%	10.7%	14.3%	17.2%	11.8%
Strongly disagree	8.3%	9.7%	3.4%	10.7%	11.9%	12.6%	17.6%

**Q3. 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=1321

Q18. In which primary department do you work

Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q3-20. I believe poor job performance is dealt with effectively by managers/supervisors in my work unit**

Strongly agree	32.7%	27.5%	5.0%	9.1%	17.2%	17.2%	29.6%
Agree	28.8%	34.4%	40.0%	18.2%	32.5%	23.0%	22.2%
Neutral	19.2%	19.1%	30.0%	20.5%	26.4%	22.7%	33.3%
Disagree	13.5%	12.2%	20.0%	27.3%	12.9%	19.9%	9.3%
Strongly disagree	5.8%	6.9%	5.0%	25.0%	11.0%	17.2%	5.6%

**Q3. 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=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q3-21. I feel physically safe in my work unit

Strongly agree	50.0%	50.0%	66.7%	59.4%	53.1%	44.7%	42.1%
Agree	27.8%	31.3%	27.3%	28.1%	28.1%	36.0%	42.1%
Neutral	5.6%	12.5%	3.0%	6.3%	12.5%	9.9%	15.8%
Disagree	11.1%	0.0%	0.0%	4.7%	4.2%	5.6%	0.0%
Strongly disagree	5.6%	6.3%	3.0%	1.6%	2.1%	3.7%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q3-21. I feel physically safe in my work unit

Strongly agree	68.9%	58.3%	54.5%	55.1%	42.5%	42.6%	60.0%
Agree	29.5%	35.6%	45.5%	28.6%	47.9%	43.0%	35.0%
Neutral	0.0%	4.5%	0.0%	8.2%	8.4%	11.4%	3.3%
Disagree	0.0%	1.5%	0.0%	8.2%	1.2%	1.5%	1.7%
Strongly disagree	1.6%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%



**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-22. I am able to discuss physical & emotional safety with my supervisor

Strongly agree	41.2%	46.9%	65.6%	45.8%	47.3%	45.2%	47.1%
Agree	41.2%	40.6%	18.8%	33.9%	31.2%	27.4%	17.6%
Neutral	0.0%	3.1%	6.3%	1.7%	6.5%	16.6%	29.4%
Disagree	5.9%	3.1%	6.3%	10.2%	5.4%	4.5%	5.9%
Strongly disagree	11.8%	6.3%	3.1%	8.5%	9.7%	6.4%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-22. I am able to discuss physical & emotional safety with my supervisor

Strongly agree	61.4%	57.3%	45.0%	28.9%	35.2%	35.0%	49.2%
Agree	28.1%	33.6%	45.0%	28.9%	42.8%	34.3%	42.4%
Neutral	8.8%	5.3%	10.0%	20.0%	15.1%	18.5%	6.8%
Disagree	1.8%	2.3%	0.0%	8.9%	5.7%	6.3%	1.7%
Strongly disagree	0.0%	1.5%	0.0%	13.3%	1.3%	5.9%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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**Q3-23. My immediate supervisor has the skills to deal with conflict**

Strongly agree	28.6%	56.3%	48.5%	42.9%	51.6%	44.3%	47.4%
Agree	50.0%	25.0%	36.4%	38.1%	25.8%	24.7%	15.8%
Neutral	7.1%	15.6%	6.1%	11.1%	5.4%	17.1%	21.1%
Disagree	0.0%	0.0%	6.1%	1.6%	7.5%	7.0%	10.5%
Strongly disagree	14.3%	3.1%	3.0%	6.3%	9.7%	7.0%	5.3%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q3-23. My immediate supervisor has the skills to deal with conflict**

Strongly agree	56.9%	57.1%	57.1%	24.4%	37.0%	37.5%	50.0%
Agree	24.1%	35.3%	28.6%	26.7%	39.4%	34.4%	36.7%
Neutral	13.8%	4.5%	4.8%	17.8%	15.2%	14.7%	13.3%
Disagree	1.7%	3.0%	9.5%	15.6%	4.8%	6.9%	0.0%
Strongly disagree	3.4%	0.0%	0.0%	15.6%	3.6%	6.6%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q3-24. As a supervisor, I am supported when addressing staff issues (If applicable)

Strongly agree	83.3%	75.0%	60.0%	45.8%	37.0%	42.0%	40.0%
Agree	0.0%	25.0%	26.7%	45.8%	37.0%	32.1%	20.0%
Neutral	0.0%	0.0%	6.7%	8.3%	13.0%	17.3%	30.0%
Disagree	0.0%	0.0%	6.7%	0.0%	6.5%	2.5%	0.0%
Strongly disagree	16.7%	0.0%	0.0%	0.0%	6.5%	6.2%	10.0%

**Q3. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q3-24. As a supervisor, I am supported when addressing staff issues (If applicable)

Strongly agree	67.9%	45.9%	55.6%	14.3%	36.1%	33.3%	57.1%
Agree	17.9%	25.7%	44.4%	57.1%	31.9%	34.2%	28.6%
Neutral	10.7%	17.6%	0.0%	28.6%	25.0%	17.5%	14.3%
Disagree	3.6%	6.8%	0.0%	0.0%	5.6%	7.0%	0.0%
Strongly disagree	0.0%	4.1%	0.0%	0.0%	1.4%	7.9%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q3-25. As a supervisor, my direct reports treat me with respect (If applicable)

Strongly agree	66.7%	75.0%	71.4%	44.0%	61.0%	51.9%	50.0%
Agree	16.7%	12.5%	14.3%	44.0%	24.4%	30.4%	30.0%
Neutral	0.0%	0.0%	7.1%	8.0%	9.8%	11.4%	20.0%
Disagree	0.0%	12.5%	7.1%	4.0%	2.4%	2.5%	0.0%
Strongly disagree	16.7%	0.0%	0.0%	0.0%	2.4%	3.8%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q3-25. As a supervisor, my direct reports treat me with respect (If applicable)

Strongly agree	64.3%	54.2%	37.5%	14.3%	40.0%	40.9%	72.4%
Agree	21.4%	31.9%	62.5%	71.4%	36.9%	40.0%	17.2%
Neutral	14.3%	12.5%	0.0%	14.3%	20.0%	13.9%	3.4%
Disagree	0.0%	1.4%	0.0%	0.0%	1.5%	3.5%	6.9%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	1.5%	1.7%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q3-26. As a supervisor, I have been given the training, tools, & resources to lead my work unit (If applicable)

Strongly agree	33.3%	77.8%	57.1%	52.0%	33.3%	34.2%	40.0%
Agree	16.7%	22.2%	35.7%	32.0%	35.7%	40.5%	30.0%
Neutral	16.7%	0.0%	7.1%	12.0%	16.7%	13.9%	30.0%
Disagree	16.7%	0.0%	0.0%	0.0%	11.9%	7.6%	0.0%
Strongly disagree	16.7%	0.0%	0.0%	4.0%	2.4%	3.8%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q3-26. As a supervisor, I have been given the training, tools, & resources to lead my work unit (If applicable)

Strongly agree	59.3%	40.0%	42.9%	28.6%	31.3%	30.7%	50.0%
Agree	25.9%	31.4%	42.9%	57.1%	43.3%	36.8%	34.4%
Neutral	14.8%	22.9%	0.0%	14.3%	20.9%	17.5%	12.5%
Disagree	0.0%	1.4%	14.3%	0.0%	1.5%	9.6%	3.1%
Strongly disagree	0.0%	4.3%	0.0%	0.0%	3.0%	5.3%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

**Q3-27. Overall, I am satisfied with the working environment in my department**

Strongly agree	50.0%	35.7%	50.0%	40.3%	36.0%	37.7%	44.4%
Agree	33.3%	28.6%	31.3%	33.9%	39.3%	33.1%	27.8%
Neutral	0.0%	28.6%	15.6%	11.3%	12.4%	14.6%	22.2%
Disagree	0.0%	3.6%	0.0%	3.2%	6.7%	9.3%	5.6%
Strongly disagree	16.7%	3.6%	3.1%	11.3%	5.6%	5.3%	0.0%

**Q3. 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=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

**Q3-27. Overall, I am satisfied with the working environment in my department**

Strongly agree	49.1%	46.5%	50.0%	25.5%	37.9%	24.3%	47.3%
Agree	38.6%	37.2%	35.0%	27.7%	34.8%	35.6%	36.4%
Neutral	10.5%	8.5%	15.0%	14.9%	21.7%	23.9%	10.9%
Disagree	0.0%	7.8%	0.0%	12.8%	3.7%	8.5%	3.6%
Strongly disagree	1.8%	0.0%	0.0%	19.1%	1.9%	7.7%	1.8%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q4-1. City's health care plan meets my needs

Strongly agree	22.2%	37.0%	38.5%	34.0%	17.3%	28.3%	38.9%
Agree	72.2%	40.7%	46.2%	43.4%	58.0%	48.3%	33.3%
Neutral	0.0%	18.5%	3.8%	15.1%	13.6%	14.2%	22.2%
Disagree	0.0%	3.7%	11.5%	5.7%	7.4%	5.0%	5.6%
Strongly disagree	5.6%	0.0%	0.0%	1.9%	3.7%	4.2%	0.0%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportati- on & Sustainability Department
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Q4-1. City's health care plan meets my needs

Strongly agree	32.8%	27.4%	42.9%	27.7%	23.1%	17.9%	20.7%
Agree	53.4%	35.8%	47.6%	44.7%	53.2%	48.0%	53.4%
Neutral	8.6%	25.5%	0.0%	17.0%	16.7%	19.0%	13.8%
Disagree	5.2%	7.5%	4.8%	4.3%	5.1%	8.3%	10.3%
Strongly disagree	0.0%	3.8%	4.8%	6.4%	1.9%	6.7%	1.7%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q4-2. Amount that I pay for health care benefits is reasonable

Strongly agree	23.5%	28.6%	37.0%	34.0%	20.5%	26.7%	31.6%
Agree	52.9%	46.4%	40.7%	32.1%	48.7%	38.8%	31.6%
Neutral	17.6%	7.1%	7.4%	20.8%	16.7%	23.3%	21.1%
Disagree	0.0%	10.7%	14.8%	11.3%	11.5%	10.3%	10.5%
Strongly disagree	5.9%	7.1%	0.0%	1.9%	2.6%	0.9%	5.3%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q4-2. Amount that I pay for health care benefits is reasonable

Strongly agree	39.0%	28.2%	57.1%	28.3%	17.6%	13.9%	22.4%
Agree	49.2%	36.8%	38.1%	37.0%	42.1%	43.8%	48.3%
Neutral	10.2%	24.8%	0.0%	13.0%	21.4%	24.7%	13.8%
Disagree	1.7%	10.3%	0.0%	13.0%	15.7%	12.0%	12.1%
Strongly disagree	0.0%	0.0%	4.8%	8.7%	3.1%	5.6%	3.4%



**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q4-3. City does a good job of informing me about my benefits

Strongly agree	33.3%	35.5%	35.5%	27.1%	27.3%	24.1%	42.1%
Agree	55.6%	48.4%	45.2%	54.2%	47.7%	50.4%	36.8%
Neutral	5.6%	9.7%	12.9%	13.6%	17.0%	14.2%	5.3%
Disagree	0.0%	3.2%	6.5%	5.1%	4.5%	7.1%	15.8%
Strongly disagree	5.6%	3.2%	0.0%	0.0%	3.4%	4.3%	0.0%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportati- on & Sustainability Department
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Q4-3. City does a good job of informing me about my benefits

Strongly agree	35.6%	29.5%	59.1%	24.0%	23.6%	23.8%	30.5%
Agree	57.6%	48.4%	27.3%	54.0%	55.2%	44.5%	52.5%
Neutral	3.4%	14.8%	4.5%	12.0%	15.8%	21.1%	11.9%
Disagree	3.4%	6.6%	9.1%	10.0%	3.6%	7.4%	3.4%
Strongly disagree	0.0%	0.8%	0.0%	0.0%	1.8%	3.1%	1.7%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q4-4. Amount of leave that I receive each year meets my needs

Strongly agree	16.7%	25.8%	36.7%	28.1%	12.8%	22.6%	42.1%
Agree	55.6%	35.5%	40.0%	45.6%	40.7%	40.1%	15.8%
Neutral	11.1%	12.9%	6.7%	15.8%	14.0%	16.1%	21.1%
Disagree	11.1%	3.2%	6.7%	5.3%	14.0%	10.9%	21.1%
Strongly disagree	5.6%	22.6%	10.0%	5.3%	18.6%	10.2%	0.0%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q4-4. Amount of leave that I receive each year meets my needs

Strongly agree	42.4%	22.0%	47.6%	24.5%	18.3%	22.7%	32.2%
Agree	33.9%	44.1%	42.9%	49.0%	53.0%	43.1%	45.8%
Neutral	8.5%	18.9%	4.8%	14.3%	17.1%	17.7%	18.6%
Disagree	10.2%	12.6%	4.8%	6.1%	5.5%	12.3%	0.0%
Strongly disagree	5.1%	2.4%	0.0%	6.1%	6.1%	4.2%	3.4%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q4-5. Amount I am paid is fair for the work I do

Strongly agree	5.6%	25.0%	28.1%	18.0%	12.8%	10.3%	35.0%
Agree	55.6%	15.6%	18.8%	44.3%	27.7%	33.5%	25.0%
Neutral	5.6%	6.3%	18.8%	16.4%	20.2%	23.2%	10.0%
Disagree	16.7%	15.6%	18.8%	16.4%	22.3%	18.1%	15.0%
Strongly disagree	16.7%	37.5%	15.6%	4.9%	17.0%	14.8%	15.0%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportati- on & Sustainability Department
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Q4-5. Amount I am paid is fair for the work I do

Strongly agree	18.3%	22.5%	13.6%	20.0%	13.9%	14.5%	16.9%
Agree	28.3%	39.5%	50.0%	26.0%	27.7%	37.4%	18.6%
Neutral	21.7%	20.9%	22.7%	16.0%	18.7%	20.2%	18.6%
Disagree	20.0%	10.9%	4.5%	18.0%	23.5%	11.1%	27.1%
Strongly disagree	11.7%	6.2%	9.1%	20.0%	16.3%	16.8%	18.6%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q4-6. I am satisfied with City's deferred compensation benefits

Strongly agree	6.3%	25.0%	36.0%	27.8%	18.5%	13.5%	38.9%
Agree	43.8%	25.0%	40.0%	44.4%	44.6%	54.1%	44.4%
Neutral	31.3%	32.1%	16.0%	25.9%	29.2%	19.8%	5.6%
Disagree	12.5%	3.6%	4.0%	1.9%	3.1%	5.4%	0.0%
Strongly disagree	6.3%	14.3%	4.0%	0.0%	4.6%	7.2%	11.1%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportati- on & Sustainability Department
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Q4-6. I am satisfied with City's deferred compensation benefits

Strongly agree	26.9%	28.2%	19.0%	19.6%	14.1%	16.9%	20.8%
Agree	55.8%	47.6%	42.9%	41.3%	48.1%	47.2%	43.4%
Neutral	11.5%	21.0%	23.8%	17.4%	30.1%	22.6%	28.3%
Disagree	3.8%	2.4%	14.3%	8.7%	5.1%	7.3%	5.7%
Strongly disagree	1.9%	0.8%	0.0%	13.0%	2.6%	6.0%	1.9%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q4-7. Overall, I am reasonably compensated in pay & benefits for the work I do

Strongly agree	11.1%	22.6%	29.0%	19.4%	11.8%	13.8%	31.6%
Agree	50.0%	19.4%	32.3%	46.8%	32.3%	41.4%	36.8%
Neutral	11.1%	16.1%	12.9%	24.2%	21.5%	21.1%	5.3%
Disagree	5.6%	12.9%	16.1%	4.8%	22.6%	13.8%	10.5%
Strongly disagree	22.2%	29.0%	9.7%	4.8%	11.8%	9.9%	15.8%

**Q4. Please rate your level of agreement with each of the following statements concerning compensation and benefits. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q4-7. Overall, I am reasonably compensated in pay & benefits for the work I do

Strongly agree	20.0%	25.6%	22.7%	22.4%	13.9%	15.3%	16.9%
Agree	40.0%	46.5%	50.0%	28.6%	34.9%	42.9%	25.4%
Neutral	20.0%	17.8%	22.7%	12.2%	27.1%	16.1%	28.8%
Disagree	13.3%	7.0%	4.5%	26.5%	15.1%	17.2%	16.9%
Strongly disagree	6.7%	3.1%	0.0%	10.2%	9.0%	8.4%	11.9%

**Q4a(1-2). Are you currently enrolled in the City's sponsored health care plans? (without "not provided")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q4(1-2). Are you currently enrolled in City's sponsored health care plans

Yes	94.1%	80.0%	75.8%	82.3%	73.1%	66.0%	85.0%
No	5.9%	20.0%	24.2%	17.7%	26.9%	34.0%	15.0%

**Q4a(1-2). Are you currently enrolled in the City's sponsored health care plans? (without "not provided")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q4(1-2). Are you currently enrolled in City's sponsored health care plans

Yes	96.6%	54.4%	85.7%	85.7%	86.5%	88.7%	89.7%
No	3.4%	45.6%	14.3%	14.3%	13.5%	11.3%	10.3%

**Q5. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q5-1. I receive information that affects my work in a timely manner from my immediate supervisor

Strongly agree	33.3%	34.4%	45.5%	29.7%	42.3%	34.6%	40.0%
Agree	50.0%	34.4%	33.3%	45.3%	34.0%	39.1%	25.0%
Neutral	11.1%	18.8%	12.1%	10.9%	10.3%	13.5%	10.0%
Disagree	0.0%	6.3%	6.1%	7.8%	8.2%	8.3%	20.0%
Strongly disagree	5.6%	6.3%	3.0%	6.3%	5.2%	4.5%	5.0%

**Q5. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q5-1. I receive information that affects my work in a timely manner from my immediate supervisor

Strongly agree	42.4%	43.2%	33.3%	18.8%	30.0%	25.4%	37.3%
Agree	50.8%	41.7%	38.1%	37.5%	44.7%	45.1%	54.2%
Neutral	6.8%	11.4%	9.5%	20.8%	17.6%	17.4%	8.5%
Disagree	0.0%	3.0%	19.0%	14.6%	5.3%	8.7%	0.0%
Strongly disagree	0.0%	0.8%	0.0%	8.3%	2.4%	3.4%	0.0%

**Q5. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Managem...
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**Q5-2. Communication between work units/divisions inside my department is good**

Strongly agree	27.8%	31.3%	39.4%	19.7%	24.0%	25.8%	35.0%
Agree	38.9%	28.1%	36.4%	45.9%	32.3%	36.8%	40.0%
Neutral	22.2%	15.6%	12.1%	14.8%	18.8%	18.7%	15.0%
Disagree	0.0%	12.5%	9.1%	11.5%	16.7%	12.9%	10.0%
Strongly disagree	11.1%	12.5%	3.0%	8.2%	8.3%	5.8%	0.0%

**Q5. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q5-2. Communication between work units/divisions inside my department is good**

Strongly agree	25.4%	29.2%	14.3%	10.0%	18.9%	16.2%	33.9%
Agree	52.5%	42.3%	61.9%	32.0%	39.6%	31.3%	50.8%
Neutral	13.6%	16.2%	9.5%	20.0%	20.7%	21.9%	13.6%
Disagree	8.5%	9.2%	14.3%	24.0%	14.8%	20.8%	0.0%
Strongly disagree	0.0%	3.1%	0.0%	14.0%	5.9%	9.8%	1.7%



**Q5. 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=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

**Q5-3. Communication between my work unit/division & work units/divisions outside my department is good**

Strongly agree	5.6%	17.9%	33.3%	8.6%	13.2%	16.6%	27.8%
Agree	55.6%	46.4%	42.4%	44.8%	38.5%	35.2%	33.3%
Neutral	27.8%	25.0%	18.2%	25.9%	25.3%	25.5%	27.8%
Disagree	5.6%	0.0%	6.1%	15.5%	16.5%	15.9%	5.6%
Strongly disagree	5.6%	10.7%	0.0%	5.2%	6.6%	6.9%	5.6%

**Q5. 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=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

**Q5-3. Communication between my work unit/division & work units/divisions outside my department is good**

Strongly agree	17.2%	21.8%	9.5%	6.1%	14.9%	15.6%	20.7%
Agree	50.0%	40.3%	47.6%	36.7%	40.4%	30.5%	39.7%
Neutral	13.8%	33.1%	28.6%	32.7%	25.5%	28.9%	25.9%
Disagree	13.8%	3.2%	14.3%	14.3%	14.9%	16.8%	10.3%
Strongly disagree	5.2%	1.6%	0.0%	10.2%	4.3%	8.2%	3.4%

**Q5. 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=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q5-4. With respect to my role, communication between departments is good

Strongly agree	33.3%	34.4%	37.5%	18.0%	23.2%	26.8%	31.6%
Agree	44.4%	34.4%	46.9%	54.1%	47.4%	41.4%	31.6%
Neutral	16.7%	18.8%	12.5%	9.8%	20.0%	19.1%	15.8%
Disagree	0.0%	6.3%	3.1%	11.5%	6.3%	8.9%	15.8%
Strongly disagree	5.6%	6.3%	0.0%	6.6%	3.2%	3.8%	5.3%

**Q5. 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=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q5-4. With respect to my role, communication between departments is good

Strongly agree	25.4%	37.6%	10.0%	8.2%	17.9%	16.9%	27.1%
Agree	57.6%	42.4%	60.0%	51.0%	44.6%	40.8%	52.5%
Neutral	8.5%	13.6%	25.0%	14.3%	26.8%	22.7%	15.3%
Disagree	6.8%	4.8%	5.0%	20.4%	7.7%	12.3%	3.4%
Strongly disagree	1.7%	1.6%	0.0%	6.1%	3.0%	7.3%	1.7%

**Q5. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q5-5. I have adequate input on decisions affecting my work

Strongly agree	35.3%	29.0%	31.3%	25.8%	27.8%	23.6%	35.0%
Agree	47.1%	35.5%	31.3%	45.2%	37.1%	40.8%	25.0%
Neutral	11.8%	16.1%	21.9%	11.3%	12.4%	19.1%	25.0%
Disagree	0.0%	9.7%	12.5%	8.1%	15.5%	12.7%	10.0%
Strongly disagree	5.9%	9.7%	3.1%	9.7%	7.2%	3.8%	5.0%

**Q5. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q5-5. I have adequate input on decisions affecting my work

Strongly agree	39.0%	26.9%	23.8%	14.3%	19.0%	17.6%	33.9%
Agree	40.7%	39.2%	47.6%	34.7%	47.6%	27.6%	44.1%
Neutral	15.3%	18.5%	14.3%	24.5%	20.8%	28.4%	11.9%
Disagree	0.0%	11.5%	9.5%	12.2%	9.5%	16.1%	10.2%
Strongly disagree	5.1%	3.8%	4.8%	14.3%	3.0%	10.3%	0.0%

**Q5. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Managemen...
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**Q5-6. I am encouraged to be innovative & come up with better ways to do things at work**

Strongly agree	29.4%	34.4%	42.4%	37.5%	39.2%	36.1%	42.1%
Agree	47.1%	34.4%	39.4%	31.3%	33.0%	37.3%	31.6%
Neutral	17.6%	15.6%	12.1%	15.6%	14.4%	12.7%	10.5%
Disagree	0.0%	3.1%	3.0%	6.3%	8.2%	9.5%	5.3%
Strongly disagree	5.9%	12.5%	3.0%	9.4%	5.2%	4.4%	10.5%

**Q5. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportati- on & Sustainability Department
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**Q5-6. I am encouraged to be innovative & come up with better ways to do things at work**

Strongly agree	45.8%	30.3%	22.7%	18.0%	26.2%	22.3%	40.7%
Agree	40.7%	34.1%	45.5%	34.0%	49.4%	31.9%	37.3%
Neutral	8.5%	22.0%	22.7%	10.0%	14.3%	26.9%	16.9%
Disagree	3.4%	11.4%	0.0%	18.0%	7.7%	11.2%	3.4%
Strongly disagree	1.7%	2.3%	9.1%	20.0%	2.4%	7.7%	1.7%

**Q5. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q5-7. Employees in my department are highly motivated about accomplishing our goals

Strongly agree	38.9%	31.3%	42.4%	30.2%	35.1%	26.6%	35.0%
Agree	33.3%	34.4%	36.4%	30.2%	42.3%	37.3%	45.0%
Neutral	16.7%	15.6%	15.2%	15.9%	12.4%	22.2%	5.0%
Disagree	5.6%	6.3%	3.0%	14.3%	6.2%	7.6%	15.0%
Strongly disagree	5.6%	12.5%	3.0%	9.5%	4.1%	6.3%	0.0%

**Q5. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q5-7. Employees in my department are highly motivated about accomplishing our goals

Strongly agree	30.5%	38.9%	9.5%	22.4%	20.1%	18.0%	41.7%
Agree	39.0%	41.2%	57.1%	22.4%	36.1%	31.8%	33.3%
Neutral	20.3%	16.8%	23.8%	20.4%	27.2%	28.7%	15.0%
Disagree	8.5%	2.3%	9.5%	12.2%	11.2%	12.6%	10.0%
Strongly disagree	1.7%	0.8%	0.0%	22.4%	5.3%	8.8%	0.0%

**Q5. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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**Q5-8. Employees in my department take personal accountability for their actions & work performance**

Strongly agree	33.3%	25.0%	42.4%	26.2%	35.1%	27.0%	35.0%
Agree	33.3%	28.1%	39.4%	39.3%	38.1%	38.4%	50.0%
Neutral	22.2%	21.9%	15.2%	18.0%	16.5%	15.1%	0.0%
Disagree	0.0%	9.4%	3.0%	13.1%	5.2%	13.2%	15.0%
Strongly disagree	11.1%	15.6%	0.0%	3.3%	5.2%	6.3%	0.0%

**Q5. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q5-8. Employees in my department take personal accountability for their actions & work performance**

Strongly agree	35.6%	31.8%	9.5%	20.0%	23.8%	18.5%	40.7%
Agree	37.3%	50.8%	57.1%	32.0%	35.1%	38.6%	32.2%
Neutral	16.9%	11.4%	28.6%	16.0%	23.2%	22.0%	16.9%
Disagree	8.5%	6.1%	4.8%	10.0%	8.9%	11.6%	6.8%
Strongly disagree	1.7%	0.0%	0.0%	22.0%	8.9%	9.3%	3.4%

**Q5. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q5-9. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs

Strongly agree	37.5%	31.3%	36.4%	27.9%	18.5%	29.7%	40.0%
Agree	50.0%	28.1%	30.3%	41.0%	26.1%	29.0%	40.0%
Neutral	0.0%	15.6%	6.1%	4.9%	21.7%	18.7%	10.0%
Disagree	0.0%	9.4%	18.2%	11.5%	16.3%	12.3%	5.0%
Strongly disagree	12.5%	15.6%	9.1%	14.8%	17.4%	10.3%	5.0%

**Q5. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q5-9. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs

Strongly agree	37.7%	30.5%	33.3%	17.4%	26.2%	18.4%	40.7%
Agree	37.7%	32.8%	23.8%	13.0%	37.8%	20.7%	30.5%
Neutral	11.3%	12.2%	19.0%	17.4%	18.9%	27.0%	16.9%
Disagree	5.7%	14.5%	19.0%	28.3%	10.4%	15.2%	10.2%
Strongly disagree	7.5%	9.9%	4.8%	23.9%	6.7%	18.8%	1.7%

**Q5. 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=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Managem...	

**Q5-10. Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions**

Strongly agree	53.3%	29.0%	36.4%	29.8%	14.0%	26.7%	36.8%
Agree	33.3%	19.4%	21.2%	29.8%	25.6%	24.7%	36.8%
Neutral	0.0%	16.1%	15.2%	17.5%	26.7%	26.0%	15.8%
Disagree	0.0%	22.6%	15.2%	8.8%	16.3%	10.3%	10.5%
Strongly disagree	13.3%	12.9%	12.1%	14.0%	17.4%	12.3%	0.0%

**Q5. 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=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

**Q5-10. Director/Chief & Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions**

Strongly agree	37.0%	21.7%	23.5%	9.3%	22.1%	14.4%	36.8%
Agree	41.3%	33.3%	52.9%	23.3%	29.5%	24.7%	35.1%
Neutral	10.9%	17.8%	17.6%	27.9%	30.2%	25.5%	15.8%
Disagree	4.3%	17.1%	0.0%	18.6%	9.4%	16.5%	10.5%
Strongly disagree	6.5%	10.1%	5.9%	20.9%	8.7%	18.9%	1.8%



**Q5. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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**Q5-11. Director/Chief & Deputy Directors/Assistant Chiefs in my department engage in processes that actively solicit input from employees to make decisions**

Strongly agree	31.3%	28.1%	33.3%	29.5%	13.8%	21.9%	35.0%
Agree	56.3%	18.8%	27.3%	27.9%	26.4%	30.1%	40.0%
Neutral	0.0%	25.0%	12.1%	19.7%	21.8%	24.7%	15.0%
Disagree	0.0%	12.5%	18.2%	9.8%	17.2%	11.6%	0.0%
Strongly disagree	12.5%	15.6%	9.1%	13.1%	20.7%	11.6%	10.0%

**Q5. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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**Q5-11. Director/Chief & Deputy Directors/Assistant Chiefs in my department engage in processes that actively solicit input from employees to make decisions**

Strongly agree	37.8%	20.6%	23.5%	12.8%	19.0%	14.2%	38.6%
Agree	35.6%	30.5%	52.9%	29.8%	32.0%	28.7%	29.8%
Neutral	13.3%	20.6%	17.6%	17.0%	29.3%	28.0%	19.3%
Disagree	6.7%	16.8%	0.0%	21.3%	10.9%	15.7%	8.8%
Strongly disagree	6.7%	11.5%	5.9%	19.1%	8.8%	13.4%	3.5%

**Q5. 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=1321

Q18. In which primary department do you work

City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q5-12. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)

Strongly agree	38.9%	43.8%	51.5%	49.2%	43.2%	40.6%	75.0%
Agree	61.1%	40.6%	42.4%	49.2%	50.5%	45.0%	25.0%
Neutral	0.0%	15.6%	6.1%	1.6%	5.3%	10.6%	0.0%
Disagree	0.0%	0.0%	0.0%	0.0%	1.1%	1.3%	0.0%
Strongly disagree	0.0%	0.0%	0.0%	0.0%	0.0%	2.5%	0.0%

**Q5. 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=1321

Q18. In which primary department do you work

Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q5-12. I am aware of City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)

Strongly agree	50.0%	44.5%	40.9%	47.9%	35.9%	26.9%	43.3%
Agree	46.7%	46.9%	59.1%	31.3%	51.8%	48.5%	53.3%
Neutral	3.3%	7.0%	0.0%	14.6%	11.2%	19.2%	3.3%
Disagree	0.0%	1.6%	0.0%	2.1%	1.2%	3.8%	0.0%
Strongly disagree	0.0%	0.0%	0.0%	4.2%	0.0%	1.5%	0.0%

**Q5. 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=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

**Q5-13. I feel my department practices City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)**

Strongly agree	33.3%	41.9%	40.6%	38.1%	34.4%	36.3%	50.0%
Agree	50.0%	29.0%	37.5%	36.5%	35.4%	32.5%	35.0%
Neutral	5.6%	22.6%	12.5%	6.3%	18.8%	13.4%	10.0%
Disagree	0.0%	3.2%	6.3%	7.9%	4.2%	8.9%	5.0%
Strongly disagree	11.1%	3.2%	3.1%	11.1%	7.3%	8.9%	0.0%

**Q5. 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=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

**Q5-13. I feel my department practices City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)**

Strongly agree	40.7%	35.4%	27.3%	27.7%	28.6%	21.5%	37.9%
Agree	45.8%	38.6%	45.5%	27.7%	38.1%	37.3%	46.6%
Neutral	11.9%	16.5%	22.7%	19.1%	18.5%	24.6%	10.3%
Disagree	0.0%	7.1%	4.5%	12.8%	8.9%	10.0%	3.4%
Strongly disagree	1.7%	2.4%	0.0%	12.8%	6.0%	6.5%	1.7%

**Q5. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q5-14. I feel City practices City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)

Strongly agree	29.4%	45.2%	39.4%	35.9%	23.2%	29.7%	42.1%
Agree	47.1%	29.0%	36.4%	39.1%	52.6%	36.1%	42.1%
Neutral	11.8%	9.7%	15.2%	17.2%	15.8%	20.6%	5.3%
Disagree	0.0%	6.5%	6.1%	4.7%	5.3%	6.5%	5.3%
Strongly disagree	11.8%	9.7%	3.0%	3.1%	3.2%	7.1%	5.3%

**Q5. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q5-14. I feel City practices City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)

Strongly agree	40.0%	40.8%	23.8%	33.3%	25.0%	21.5%	33.9%
Agree	46.7%	41.6%	61.9%	39.6%	44.0%	41.0%	35.6%
Neutral	8.3%	10.4%	9.5%	20.8%	22.6%	27.3%	22.0%
Disagree	3.3%	4.8%	0.0%	4.2%	4.8%	5.5%	6.8%
Strongly disagree	1.7%	2.4%	4.8%	2.1%	3.6%	4.7%	1.7%

**Q5. 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=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

**Q5-15. Overall, I am satisfied with my level of engagement in my department**

Strongly agree	38.9%	43.3%	39.4%	32.8%	28.1%	32.3%	47.4%
Agree	44.4%	30.0%	42.4%	40.6%	38.5%	34.2%	31.6%
Neutral	0.0%	23.3%	12.1%	9.4%	18.8%	19.6%	15.8%
Disagree	0.0%	0.0%	3.0%	6.3%	8.3%	10.1%	5.3%
Strongly disagree	16.7%	3.3%	3.0%	10.9%	6.3%	3.8%	0.0%

**Q5. 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=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

**Q5-15. Overall, I am satisfied with my level of engagement in my department**

Strongly agree	43.1%	35.7%	27.3%	12.8%	27.5%	16.5%	40.7%
Agree	39.7%	44.2%	45.5%	38.3%	39.5%	42.1%	44.1%
Neutral	12.1%	14.7%	18.2%	17.0%	24.6%	26.1%	8.5%
Disagree	1.7%	4.7%	9.1%	23.4%	4.8%	9.2%	5.1%
Strongly disagree	3.4%	0.8%	0.0%	8.5%	3.6%	6.1%	1.7%

**Q6. Please rate your level of agreement with each of the following statements concerning peer relationships. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q6-1. My co-workers treat me with respect

Strongly agree	66.7%	43.8%	60.6%	50.0%	58.8%	52.5%	55.0%
Agree	22.2%	40.6%	36.4%	43.8%	28.9%	40.0%	25.0%
Neutral	5.6%	6.3%	0.0%	3.1%	7.2%	5.6%	15.0%
Disagree	0.0%	6.3%	0.0%	1.6%	5.2%	0.6%	5.0%
Strongly disagree	5.6%	3.1%	3.0%	1.6%	0.0%	1.3%	0.0%

**Q6. Please rate your level of agreement with each of the following statements concerning peer relationships. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportati- on & Sustainability Department
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Q6-1. My co-workers treat me with respect

Strongly agree	61.7%	58.6%	36.4%	50.0%	40.2%	40.6%	59.0%
Agree	33.3%	35.3%	50.0%	36.0%	47.9%	48.9%	27.9%
Neutral	5.0%	4.5%	13.6%	6.0%	8.9%	9.0%	8.2%
Disagree	0.0%	0.8%	0.0%	6.0%	2.4%	1.1%	4.9%
Strongly disagree	0.0%	0.8%	0.0%	2.0%	0.6%	0.4%	0.0%

**Q6. Please rate your level of agreement with each of the following statements concerning peer relationships. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q6-2. Conflict between co-workers is resolved effectively

Strongly agree	42.9%	31.3%	48.5%	39.7%	42.9%	30.8%	50.0%
Agree	21.4%	40.6%	42.4%	44.8%	25.3%	39.7%	18.8%
Neutral	21.4%	9.4%	6.1%	10.3%	20.9%	14.7%	18.8%
Disagree	0.0%	9.4%	3.0%	3.4%	5.5%	9.6%	12.5%
Strongly disagree	14.3%	9.4%	0.0%	1.7%	5.5%	5.1%	0.0%

**Q6. Please rate your level of agreement with each of the following statements concerning peer relationships. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q6-2. Conflict between co-workers is resolved effectively

Strongly agree	41.5%	45.5%	5.0%	22.0%	27.2%	26.7%	44.0%
Agree	43.4%	40.2%	70.0%	39.0%	40.5%	44.2%	38.0%
Neutral	13.2%	9.8%	25.0%	12.2%	24.7%	16.7%	18.0%
Disagree	0.0%	3.0%	0.0%	14.6%	4.4%	7.0%	0.0%
Strongly disagree	1.9%	1.5%	0.0%	12.2%	3.2%	5.4%	0.0%

**Q6. Please rate your level of agreement with each of the following statements concerning peer relationships. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q6-3. Overall, I am very satisfied with quality of peer relationships among City employees

Strongly agree	50.0%	40.6%	51.5%	43.8%	55.8%	38.4%	55.6%
Agree	33.3%	37.5%	42.4%	50.0%	28.4%	45.3%	27.8%
Neutral	11.1%	15.6%	6.1%	4.7%	10.5%	13.8%	11.1%
Disagree	0.0%	3.1%	0.0%	1.6%	5.3%	1.3%	5.6%
Strongly disagree	5.6%	3.1%	0.0%	0.0%	0.0%	1.3%	0.0%

**Q6. Please rate your level of agreement with each of the following statements concerning peer relationships. (without "don't know/NA")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q6-3. Overall, I am very satisfied with quality of peer relationships among City employees

Strongly agree	44.1%	56.4%	27.3%	37.5%	32.7%	29.7%	47.5%
Agree	49.2%	35.3%	63.6%	37.5%	47.6%	48.9%	39.0%
Neutral	6.8%	5.3%	9.1%	16.7%	14.9%	15.8%	8.5%
Disagree	0.0%	3.0%	0.0%	6.3%	3.6%	3.4%	5.1%
Strongly disagree	0.0%	0.0%	0.0%	2.1%	1.2%	2.3%	0.0%



**Q7. Are you aware of the Council priorities and the City's Strategic Plan (Performance Measures)? (without "not provided")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q7. Are you aware of Council priorities & City's Strategic Plan (Performance Measures)

Yes	72.2%	46.7%	84.8%	65.6%	67.8%	57.5%	95.0%
No	27.8%	53.3%	15.2%	34.4%	32.2%	42.5%	5.0%

**Q7. Are you aware of the Council priorities and the City's Strategic Plan (Performance Measures)? (without "not provided")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q7. Are you aware of Council priorities & City's Strategic Plan (Performance Measures)

Yes	57.9%	66.7%	81.0%	72.3%	48.7%	40.9%	72.2%
No	42.1%	33.3%	19.0%	27.7%	51.3%	59.1%	27.8%

**Q8. Are you proud to work for the City of Tempe? (without "don't know")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q8. Are you proud to work for City of Tempe

Yes	87.5%	92.3%	90.0%	94.7%	97.8%	94.9%	94.4%
No	12.5%	7.7%	10.0%	5.3%	2.2%	5.1%	5.6%

**Q8. Are you proud to work for the City of Tempe? (without "don't know")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q8. Are you proud to work for City of Tempe

Yes	94.8%	94.2%	100.0%	80.0%	94.2%	91.7%	98.1%
No	5.2%	5.8%	0.0%	20.0%	5.8%	8.3%	1.9%

**Q9. Overall, how satisfied are you with your current job? (without "don't know")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q9. Overall, how satisfied are you with your current job

Very satisfied	41.2%	33.3%	46.9%	43.1%	37.4%	32.1%	31.6%
Satisfied	47.1%	43.3%	50.0%	39.7%	50.5%	53.8%	63.2%
Dissatisfied	11.8%	20.0%	0.0%	10.3%	11.0%	11.5%	5.3%
Very dissatisfied	0.0%	3.3%	3.1%	6.9%	1.1%	2.6%	0.0%

**Q9. Overall, how satisfied are you with your current job? (without "don't know")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q9. Overall, how satisfied are you with your current job

Very satisfied	50.0%	50.0%	47.6%	22.4%	40.7%	29.4%	32.8%
Satisfied	43.3%	41.7%	42.9%	51.0%	50.0%	53.6%	59.0%
Dissatisfied	3.3%	7.6%	9.5%	16.3%	5.6%	13.9%	6.6%
Very dissatisfied	3.3%	0.8%	0.0%	10.2%	3.7%	3.2%	1.6%

**Q10. Would you recommend the City of Tempe as a place to work, to a friend or relative? (without "don't know")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Managem...	

Q10. Would you recommend City of Tempe as a place to work, to a friend or relative

Yes	87.5%	88.5%	87.1%	91.4%	91.6%	87.3%	94.7%
No	12.5%	11.5%	12.9%	8.6%	8.4%	12.7%	5.3%

**Q10. Would you recommend the City of Tempe as a place to work, to a friend or relative? (without "don't know")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q10. Would you recommend City of Tempe as a place to work, to a friend or relative

Yes	93.0%	88.1%	95.0%	69.8%	89.7%	80.9%	89.3%
No	7.0%	11.9%	5.0%	30.2%	10.3%	19.1%	10.7%

**Q11. How has the quality of the environment in your work area changed within the last two years, working for the City of Tempe? (without "don't know")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q11. How has the quality of the environment in your work area changed within last two years, working for City of Tempe

Much better	15.4%	7.7%	38.5%	25.9%	25.3%	13.8%	33.3%
Somewhat better	38.5%	19.2%	26.9%	16.7%	24.1%	30.4%	33.3%
Stayed the same	23.1%	42.3%	15.4%	31.5%	39.2%	29.7%	16.7%
Somewhat worse	7.7%	26.9%	15.4%	11.1%	5.1%	18.1%	8.3%
Much worse	15.4%	3.8%	3.8%	14.8%	6.3%	8.0%	8.3%

**Q11. How has the quality of the environment in your work area changed within the last two years, working for the City of Tempe? (without "don't know")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q11. How has the quality of the environment in your work area changed within last two years, working for City of Tempe

Much better	26.9%	11.1%	11.8%	6.8%	23.5%	21.0%	19.6%
Somewhat better	21.2%	25.4%	41.2%	18.2%	19.5%	23.1%	29.4%
Stayed the same	42.3%	34.9%	35.3%	22.7%	31.5%	23.1%	35.3%
Somewhat worse	5.8%	18.3%	5.9%	29.5%	18.8%	18.3%	9.8%
Much worse	3.8%	10.3%	5.9%	22.7%	6.7%	14.4%	5.9%

**Q12. Does the City's working environment and leadership inspire you to go above and beyond the minimum effort that is required for your job? (without "don't know")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q12. Does City's working environment & leadership inspire you to go above & beyond minimum effort that is required for your job

Yes	73.3%	61.5%	80.0%	76.3%	77.2%	68.1%	78.9%
No	26.7%	38.5%	20.0%	23.7%	22.8%	31.9%	21.1%

**Q12. Does the City's working environment and leadership inspire you to go above and beyond the minimum effort that is required for your job? (without "don't know")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q12. Does City's working environment & leadership inspire you to go above & beyond minimum effort that is required for your job

Yes	76.8%	68.3%	76.2%	38.6%	68.2%	51.8%	77.6%
No	23.2%	31.7%	23.8%	61.4%	31.8%	48.2%	22.4%

**Q13. I would like to finish my public service career with the City of Tempe. (without "don't know")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q13. I would like to finish my public service career with City of Tempe

Yes	87.5%	92.3%	85.7%	92.7%	88.7%	86.4%	100.0%
No	12.5%	7.7%	14.3%	7.3%	11.3%	13.6%	0.0%

**Q13. I would like to finish my public service career with the City of Tempe. (without "don't know")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q13. I would like to finish my public service career with City of Tempe

Yes	92.6%	94.1%	94.7%	86.8%	93.0%	91.8%	95.7%
No	7.4%	5.9%	5.3%	13.2%	7.0%	8.2%	4.3%

**Q14. I have applied for a new position within the City of Tempe in the past two years. (without "not provided")**

N=1321

Q18. In which primary department do you work							
City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...	

Q14. I have applied for a new position within City of Tempe in past two years

Yes	50.0%	21.9%	39.4%	54.7%	43.8%	37.7%	65.0%
No	50.0%	78.1%	60.6%	45.3%	56.3%	62.3%	35.0%

**Q14. I have applied for a new position within the City of Tempe in the past two years. (without "not provided")**

N=1321

Q18. In which primary department do you work							
Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department	

Q14. I have applied for a new position within City of Tempe in past two years

Yes	36.1%	20.3%	23.8%	30.6%	42.0%	34.6%	48.4%
No	63.9%	79.7%	76.2%	69.4%	58.0%	65.4%	51.6%



**Q15. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q15-1. Educational Partnerships

Aware, & participate	16.7%	13.3%	6.1%	27.9%	14.7%	12.7%	5.0%
Aware, but do not participate	83.3%	76.7%	84.8%	65.6%	73.7%	69.4%	95.0%
Not aware	0.0%	10.0%	9.1%	6.6%	11.6%	17.8%	0.0%

**Q15. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q15-1. Educational Partnerships

Aware, & participate	21.3%	17.7%	27.3%	14.0%	18.6%	12.7%	22.0%
Aware, but do not participate	75.4%	68.5%	72.7%	78.0%	72.5%	68.1%	71.2%
Not aware	3.3%	13.8%	0.0%	8.0%	9.0%	19.2%	6.8%

**Q15. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q15-2. Tuition Reimbursement

Aware, & participate	16.7%	13.3%	3.0%	18.0%	16.7%	10.2%	5.0%
Aware, but do not participate	83.3%	76.7%	90.9%	78.7%	80.2%	77.1%	95.0%
Not aware	0.0%	10.0%	6.1%	3.3%	3.1%	12.7%	0.0%

**Q15. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q15-2. Tuition Reimbursement

Aware, & participate	18.0%	36.1%	9.1%	10.2%	16.6%	17.3%	20.3%
Aware, but do not participate	82.0%	62.4%	90.9%	87.8%	78.1%	78.5%	78.0%
Not aware	0.0%	1.5%	0.0%	2.0%	5.3%	4.2%	1.7%

**Q15. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q15-3. Employee Development trainings & opportunities

Aware, & participate	66.7%	66.7%	66.7%	47.5%	69.1%	57.9%	85.0%
Aware, but do not participate	33.3%	30.0%	30.3%	42.6%	27.7%	28.3%	15.0%
Not aware	0.0%	3.3%	3.0%	9.8%	3.2%	13.8%	0.0%

**Q15. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q15-3. Employee Development trainings & opportunities

Aware, & participate	70.5%	33.8%	90.5%	46.0%	50.3%	32.9%	52.5%
Aware, but do not participate	29.5%	60.2%	9.5%	50.0%	41.2%	52.2%	42.4%
Not aware	0.0%	6.0%	0.0%	4.0%	8.5%	14.9%	5.1%

**Q15. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q15-4. Individual Quality Improvement Process (IQIP)

Aware, & participate	50.0%	57.1%	30.3%	65.0%	50.5%	49.0%	70.0%
Aware, but do not participate	38.9%	28.6%	48.5%	21.7%	24.2%	29.0%	25.0%
Not aware	11.1%	14.3%	21.2%	13.3%	25.3%	21.9%	5.0%

**Q15. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q15-4. Individual Quality Improvement Process (IQIP)

Aware, & participate	83.6%	11.7%	81.8%	43.8%	47.8%	5.9%	57.9%
Aware, but do not participate	14.8%	60.9%	4.5%	41.7%	41.0%	38.7%	38.6%
Not aware	1.6%	27.3%	13.6%	14.6%	11.2%	55.5%	3.5%

**Q15. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Managemen...
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Q15-5. New Employee Connect

Aware, & participate	52.9%	46.4%	48.5%	29.0%	40.0%	33.8%	70.0%
Aware, but do not participate	35.3%	46.4%	39.4%	50.0%	36.8%	36.3%	25.0%
Not aware	11.8%	7.1%	12.1%	21.0%	23.2%	29.9%	5.0%

**Q15. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportati- on & Sustainability Department
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Q15-5. New Employee Connect

Aware, & participate	56.7%	14.1%	50.0%	40.4%	32.9%	16.2%	50.0%
Aware, but do not participate	35.0%	45.3%	50.0%	25.5%	43.0%	34.2%	41.1%
Not aware	8.3%	40.6%	0.0%	34.0%	24.1%	49.6%	8.9%

**Q15. 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=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Managemen...
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Q15-6. Tempe Professional Development Network

Aware, & participate	22.2%	25.0%	27.3%	11.3%	21.1%	18.5%	26.3%
Aware, but do not participate	66.7%	64.3%	60.6%	74.2%	52.6%	59.9%	63.2%
Not aware	11.1%	10.7%	12.1%	14.5%	26.3%	21.7%	10.5%

**Q15. 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=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q15-6. Tempe Professional Development Network

Aware, & participate	31.7%	17.8%	13.6%	18.8%	22.8%	10.0%	24.6%
Aware, but do not participate	56.7%	64.3%	81.8%	70.8%	59.9%	58.7%	61.4%
Not aware	11.7%	17.8%	4.5%	10.4%	17.3%	31.3%	14.0%

**Q21. Are you currently a resident of Tempe? (without "not provided")**

N=1321

Q18. In which primary department do you work

	City Attorney's Office	City Court	City Manager's Office: Communica...	Community Development	Community Health & Human Services	Community Services	Economic Development, Strategic Manageme...
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Q21. Are you currently a resident of Tempe

Yes	11.8%	13.8%	50.0%	17.5%	32.6%	34.2%	25.0%
No	88.2%	86.2%	50.0%	82.5%	67.4%	65.8%	75.0%

**Q21. Are you currently a resident of Tempe? (without "not provided")**

N=1321

Q18. In which primary department do you work

	Financial Services Department	Fire Medical Rescue Department	Human Resources Department	Information Technology Department	Public Works	Police	Transportation & Sustainability Department
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Q21. Are you currently a resident of Tempe

Yes	6.6%	11.7%	5.0%	17.4%	15.6%	9.2%	20.0%
No	93.4%	88.3%	95.0%	82.6%	84.4%	90.8%	80.0%



# Survey Instrument





June 3, 2024

City of Tempe Employees and Volunteers: Help shape where you work.

Hello Everyone:

The City of Tempe is conducting a survey of its workforce to get your input about several 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-time and part-time temporary employees, and volunteers.

As with the last employee survey in 2022, this survey was thoroughly reviewed and vetted by representatives of the six-sided partnership (UAEA, TOA, TSA, IAFF, Confidential Employees, and Senior Management Team) as well as the City's resource groups (TBEA and PRIDE). Their suggestions have been incorporated into the final survey. I want to thank everyone who participated in the review process for their attention to detail and concern for the needs of our employees.

To ensure privacy for all employees, completed surveys go directly to our vendor, ETC Institute, and not to anyone at the City of Tempe. No one in the City will track survey activities from city computers, employee-level data is not available to the City, and identifying information does not live within the City but rather with ETC Institute. This same level of anonymity and confidentiality will be maintained for those who choose to complete the mail-in survey. The paper surveys are mailed directly by you to ETC and will not be opened or read by Tempe staff.

I encourage you to take the time to complete the survey. To support your participation, your direct supervisor will provide 20-30 minutes during your scheduled hours to complete the survey. Your opinions are valuable and have led to several employee initiatives, including increased employee development opportunities and enhanced educational partnerships. City leadership is committed to utilizing survey data to create an action plan to address areas of concern and to shape strategic management initiatives to achieve City Council priorities and improve our service to Tempe. The historic survey data and an interactive dashboard are available at <https://www.tempe.gov/government/strategic-management-and-innovation/signature-surveys-research-and-data>.

The online portal will be open during the month of June. As always, if you have any questions, please feel free to contact me, or the Strategic Management and Innovation Office at [strategic\\_management\\_innovation@tempe.gov](mailto:strategic_management_innovation@tempe.gov) or (480) 350-2913.

Thank you for your time in completing the survey.

Sincerely,

A handwritten signature in black ink that reads 'Rosa Inchausti'.

Rosa Inchausti  
Tempe City Manager



# 2024 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.

Respondents can provide comments on policies, procedures, operations, facilities, and have opportunities for expansion on questions included in this survey and in Question 23 at the end of the document. 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.

**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 within the City of Tempe when I've applied for a promotion within the last 2 years	5	4	3	2	1	9
5.	I am aware of the City's educational partnerships, coaching 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, Employee Development trainings and opportunities, 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 by the City	5	4	3	2	1	9

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

**2. 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 programs	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

**2a. [Optional] How could the City improve organizational support for employees?**

**3. 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.	Conflict in my work area is resolved effectively	5	4	3	2	1	9
18.	I believe assignments in my department are distributed fairly	5	4	3	2	1	9
19.	I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	5	4	3	2	1	9
20.	I believe poor job performance is dealt with effectively by managers/supervisors in my work unit	5	4	3	2	1	9
21.	I feel physically safe in my work unit	5	4	3	2	1	9
22.	I am able to discuss physical and emotional safety with my supervisor	5	4	3	2	1	9
23.	My immediate supervisor has the skills to deal with conflict	5	4	3	2	1	9
24.	As a supervisor, I am supported when addressing staff issues (If applicable)	5	4	3	2	1	9
25.	As a supervisor, my direct reports treat me with respect (If applicable)	5	4	3	2	1	9
26.	As a supervisor, I have been given the training, tools, and resources to lead my work unit (If applicable)	5	4	3	2	1	9
27.	Overall, I am satisfied with the working environment in my department	5	4	3	2	1	9

**3a. [Optional] How could the City improve supervision and/or the work environment for employees?**

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**4. 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
1-2a. Are you currently enrolled in the City's sponsored health care plans?		YES			NO		
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

**4a. [Optional] How could the City improve compensation and benefits for employees?**

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5. 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.	Communication between work units/divisions INSIDE my department is good	5	4	3	2	1	9
3.	Communication between my work unit/division and work units/divisions OUTSIDE my department is good	5	4	3	2	1	9
4.	With respect to my role, communication between departments is good	5	4	3	2	1	9
5.	I have adequate input on decisions affecting my work	5	4	3	2	1	9
6.	I am encouraged to be innovative and come up with better ways to do things at work	5	4	3	2	1	9
7.	Employees in my department are highly motivated about accomplishing our goals	5	4	3	2	1	9
8.	Employees in my department take personal accountability for their actions and work performance	5	4	3	2	1	9
9.	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
10.	The Director/Chief and Deputy Directors/Assistant Chiefs in my department use input from employees to make decisions	5	4	3	2	1	9
11.	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
12.	I am aware of the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	5	4	3	2	1	9
13.	I feel my department practices the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	5	4	3	2	1	9
14.	I feel the City practices the City values (People, Integrity, Respect, Openness, Creativity, Quality, Diversity)	5	4	3	2	1	9
15.	Overall, I am satisfied with my level of engagement in my department	5	4	3	2	1	9

5a. **[Optional]** How could the City improve employee engagement?

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6. 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

6a. **[Optional]** How could the City improve peer relationships among employees?

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7. Are you aware of the Council priorities and the City's Strategic Plan (Performance Measures)?

\_\_\_(1) Yes \_\_\_(2) No

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

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

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

10. 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



19. Which role type BEST describes your position? \_\_\_\_\_(1) Director/Chief or Deputy Director/Assistant Chief \_\_\_\_\_(2) Manager/Supervisor \_\_\_\_\_(3) Non-Supervisor
20. How long have you worked for the City? \_\_\_\_\_(1) 0-3 years \_\_\_\_\_(2) 4-9 years \_\_\_\_\_(3)10-20 years \_\_\_\_\_(4) 21-30 years \_\_\_\_\_(5) 31+ years
21. Are you currently a resident of Tempe? \_\_\_\_\_(1) Yes \_\_\_\_\_(2) No
22. Do you, or a member of your household, have a disability? \_\_\_\_\_(1) Yes \_\_\_\_\_(2) No
23. If you have any comments/recommendations that would improve City operations, please write them in the space below.

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24. If you would like to be entered into a drawing for a chance to win a One Night stay at Canopy by Hilton Downtown Tempe and a \$25 Perfect Pear Bistro gift card, please provide your contact information below to notify you if you are the winner.

ALL your responses and information will remain confidential and will not be shared with anyone outside of ETC Institute.

Name: \_\_\_\_\_

Email: \_\_\_\_\_

Phone: \_\_\_\_\_

This concludes the survey. Thank you for your time!