

THE NESTM

The National Employee SurveyTM

Scottsdale, AZ

Workplace Report

2016



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The NES is presented by NRC in collaboration with ICMA.

NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

About

This report of The National Employee Survey™ (The NES™) for the City of Scottsdale provides the opinions of employees regarding their satisfaction on the job and other key characteristics of a quality work environment: communication, organizational ethics, employee fit, wages and benefits, the physical work space, supervisory relationships, the job feedback system, professional development and self-reported performance. A periodic sounding of employee opinion on these critical work climate issues offers management, staff and elected officials an opportunity to identify challenges, plan for and evaluate improvements and sustain organizational effectiveness for long-term success.

The National Employee Survey™ (The NES) report is about the work environment of the City of Scottsdale. A quality work environment is a workplace that is not simply acceptable, but that is desirable. It is not only where people do work, but where they want to work.

Great workplaces are partnerships of employees, management and the residents they serve. The NES captures employees' opinions within the six aspects of organizational climate: Job Satisfaction, Supervisor and Workgroup, Executive Leadership, Workplace, External Customers and Support Services.

A total of 1,490 completed surveys were obtained, providing an overall response rate of 57%. Because the survey was intended to be taken by all employees, no traditional margin of error was calculated. However, because not all employees responded, NRC recommends using plus or minus five percentage points as the “range of uncertainty” around any given percent reported for the organization as a whole. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.

Highlights

City of Scottsdale employees are satisfied with their jobs.

Most employees rated the various aspects of Job Satisfaction highly, and about 4 in 5 were satisfied with their job overall and about three-quarters were likely to recommend working for the City. About 4 in 5 employees felt the City of Scottsdale was a good employer, felt positively challenged, could do their best every day, felt their values matched with the City, that their co-workers were committed to doing quality work and gained satisfaction from their current job responsibilities. Further, almost all employees knew what was expected from them and planned to work for the City a year from now.

Employee Contribution and Fit, Wages and Benefits and Respect and Ethics are keys to job satisfaction.

When determining the job features that are most influential on employees' ratings of overall job satisfaction, Employee Contribution and Fit rose to the top. Ratings for the overall dimension of Employee Contribution and Fit were lower than benchmark; it is possible that improvements in this area could further boost employee job satisfaction. The dimension of Wages and Benefits was also identified as key to job satisfaction; and the overall rating for this dimension was also lower than the benchmark.

Respect and Ethics was also determined to be highly correlated with overall job satisfaction. This dimension was rated similar to the benchmark comparison; Scottsdale should continue to focus on this area.

Support Services were rated positively.

City of Scottsdale employees rated the quality and the timeliness of 18 aspects of Support Services. Almost all aspects of quality and timeliness were rated as excellent or good by a majority of employees. Many ratings were higher than the benchmarks. Among the highest-rated Support Services were the quality and timeliness of Desktop/Help Desk services and General IT services overall.

Overall Employee Satisfaction

Knowing where to focus resources to improve employees' satisfaction with the workplace requires information that targets job features that are most important to employees. Employees were asked to rate more than 100 different aspects of the organization, which have been grouped into the larger job features shown in the figure below (the individual items making up each job feature can be found under separate cover in the *Technical Appendices*). The color of each indicates the comparison of its rating (the average across ratings given to each aspect included in that specific job feature) to NRC's national employee benchmark database.

In addition to a benchmark comparison for each job feature, the image below includes one or more stars to indicate which job features were the most influential on ratings of employee job satisfaction. Key features found to be most strongly correlated with job satisfaction in the City of Scottsdale were:

- Employee Contribution and Fit
- Wages and Benefits
- Respect and Ethics

To impact employee job satisfaction, an organization typically will want to consider improvements to any key features that are not at least similar to the benchmark. In Scottsdale, Employee Contribution and Fit and Wages and Benefits were below the benchmark and Respect and Ethics was similar to the benchmark. Therefore, these might be areas on which the City could focus its resources.

Legend

- Higher than benchmark
- Similar to benchmark
- Lower than benchmark
- ★ Most influential on overall job satisfaction



Job Satisfaction

An organization of satisfied employees is an organization where employees feel motivated to do their best possible work and where they hope to continue working in years to come. In the City of Scottsdale, 84% of employees strongly or somewhat agreed that they were satisfied with their job, which was similar to ratings in other organizations across the nation.

Delving deeper into Job Satisfaction, employees evaluated specific aspects of their work experience including the size of their workload and the quality of work committed by co-workers. About 4 in 5 employees rated each aspect of Job Satisfaction positively, and these ratings tended to be similar to the benchmarks; however, fewer Scottsdale employees positively rated the City as a good employer than employees in comparison jurisdictions. All aspects of Employee Contribution and Fit received ratings that were similar to the benchmarks. About 38% of Scottsdale employees felt they could take on a heavier workload and 81% felt that their workload was manageable. Ratings were positive within Employee Contribution and Fit, and more Scottsdale employees reported that they had received recognition in the last seven days than employees in comparison organizations.

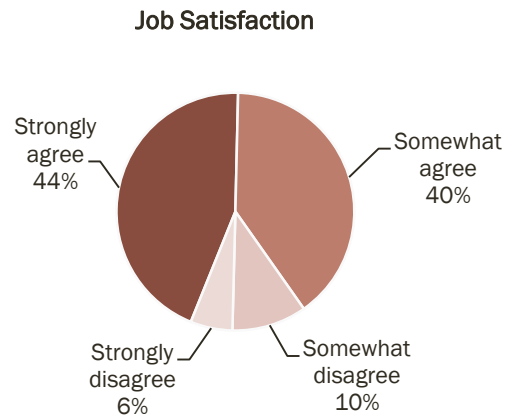


Figure 1: Aspects of Job with City

Percent positive (e.g., excellent or good, strongly or somewhat agree)

Comparison to benchmark

- Higher
- Similar
- Lower



Supervisor and Workgroup

Employees' relationships with their supervisor and workgroup are the primary colors that paint their everyday experience in the workplace. From communicating clear expectations to providing constructive feedback, the quality of these interactions directly affects staff morale and motivation.

When asked to rate various aspects of the employee-supervisor relationship, at least 6 in 10 City of Scottsdale employees gave positive ratings. All aspects of the employee-supervisor relationship were similar to or higher than ratings in comparison communities. Scottsdale employees gave ratings higher than the benchmarks to an atmosphere of mutual trust and confidence, promoting a positive working relationship, working together with employees to set goals, communicating expectations of employees, treating employees with respect and welcoming employee involvement in decision making.

In addition, survey respondents provided feedback on the quality of work group performance. These aspects received excellent or good ratings ranging from 63% (morale in workgroup) to 88% (quality of work by workgroup) of Scottsdale employees. All aspects received ratings similar to those in comparison communities with the exception of the quality of work by workgroup which was higher than the benchmark.

Figure 2: Aspects of Supervisor and Work Group Relationships

Percent positive (e.g., excellent or good, strongly or somewhat agree)

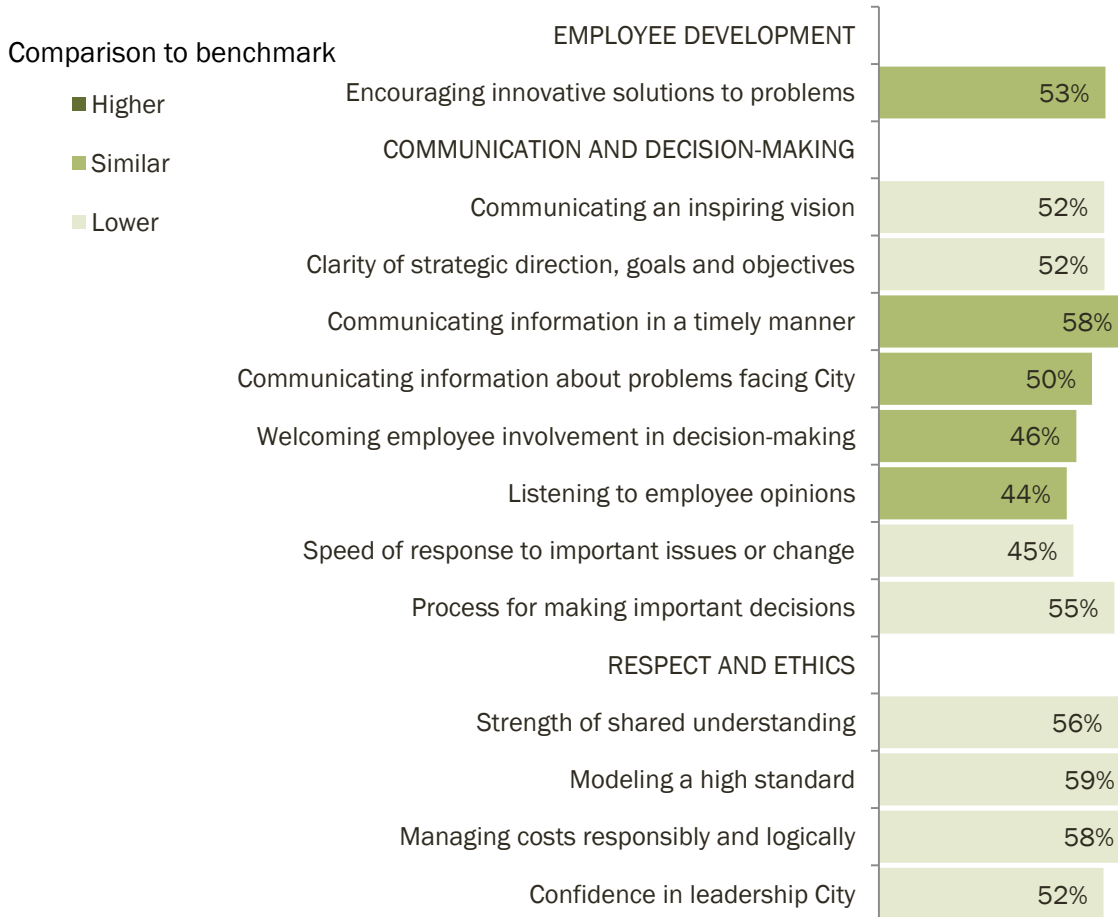


Executive Leadership

A City's executive leadership plays a pivotal role in shaping organizational culture and steering the community in a positive direction. Scottsdale employees provided feedback regarding the City leadership's performance along the dimensions of Employee Development, Communication and Decision-making and Respect and Ethics. Within the dimension of Communication and Decision Making, about half of employees gave positive ratings to communicating an inspiring vision, the clarity of strategic direction, communicating information in a timely manner, communicating information about problems facing the City and the process for making important decisions. Ratings were a mix of similar to the benchmark and lower than the benchmark. About half of Scottsdale employees gave positive ratings to each aspect of Respect and Ethics; however these ratings were lower than the benchmark comparisons.

Figure 3: Aspects of City's Executive Leadership

Percent positive (e.g., excellent or good, strongly or somewhat agree)



Workplace

City employees weighed in on the quality of their workplace. Of those surveyed, 75% would be very or somewhat likely to recommend working for City. The portion of employees that would recommend working for the City was lower than in other municipalities across the nation.

Survey respondents also offered their views of the work environment, exploring such areas as Employee Contribution and Fit, Employee Performance Evaluation and the Physical Work Environment. Aspects of the dimension of Employee Contribution and Fit were rated positively by a vast majority of Scottsdale employees, and these ratings were similar to the benchmarks. Ratings within the aspect of Employee Performance Evaluation ranged from 30% (dealing with low-performing employees) to 59% (defining performance objectives) excellent or good. These ratings tended to be similar to the benchmarks; however, ratings for recognizing high-performing employees were higher than ratings in comparison organizations.

All aspects of Employee Development and Communication and Decision-Making were rated similarly to the benchmarks and these ratings tended to be positive. Most aspects of Wages and Benefits received ratings lower than ratings in comparison communities, however about 7 in 10 employees gave excellent or good ratings to work schedule flexibility and this ratings was similar to the benchmark. Ratings varied within Respect and Ethics; three aspects were similar to the benchmarks, two were lower and four were higher than in comparison organizations. Ratings of Physical Work Environment were positive and similar to or higher than the benchmarks.

Recommend Working in Scottsdale

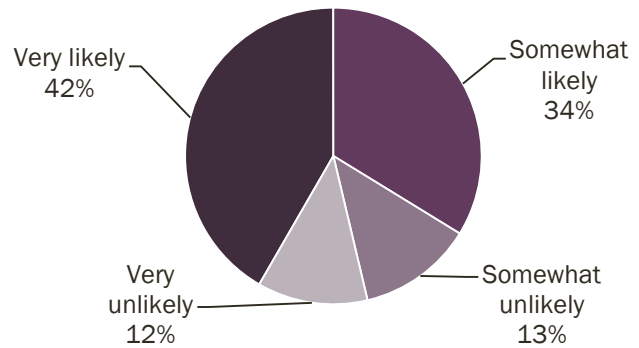
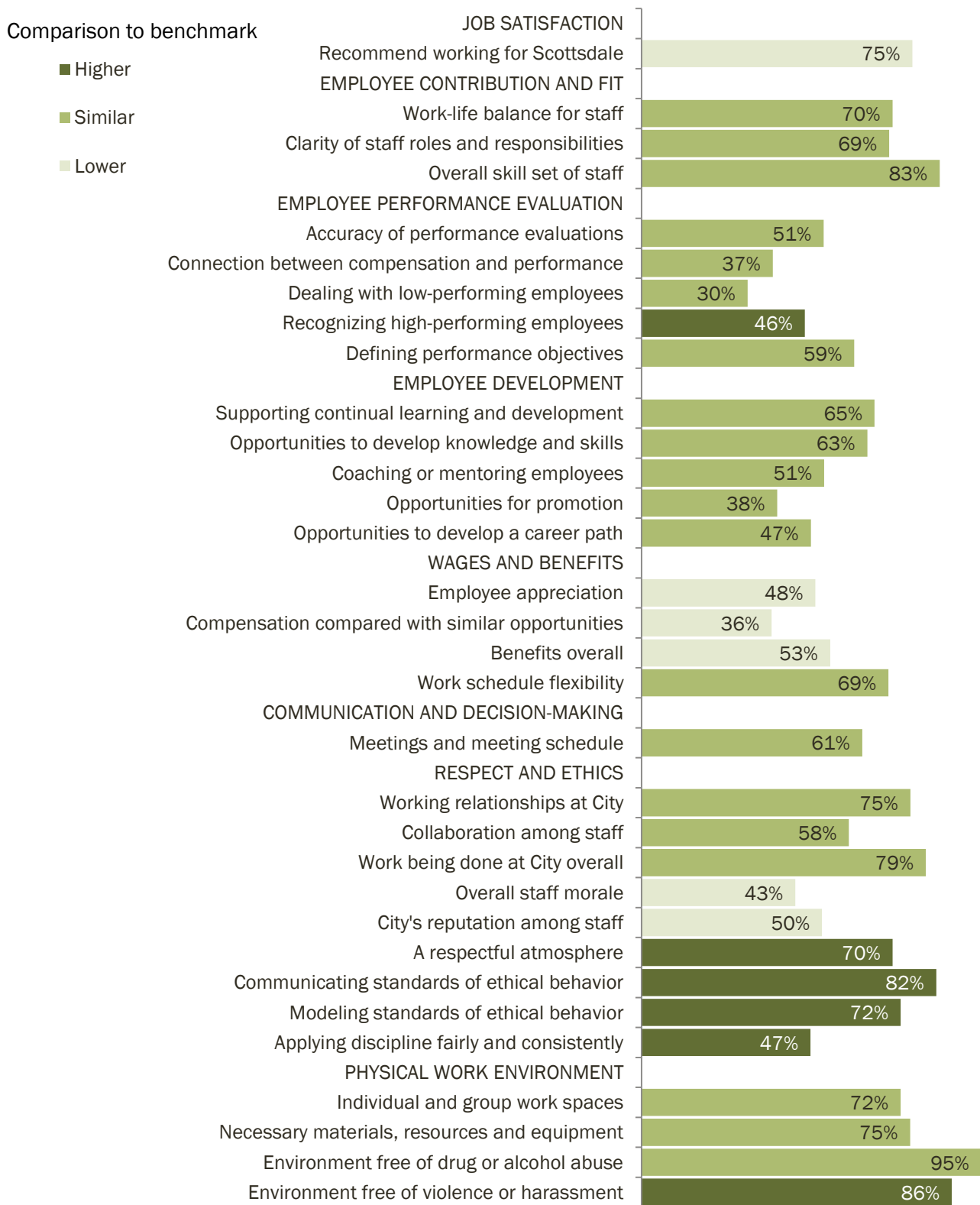


Figure 4: Aspects of City Workplace

Percent positive (e.g., excellent or good, strongly or somewhat agree)



External Customers

More than other types of organizations, employees of local governments have intimate knowledge of the communities they serve. City employee perspectives may be important to take into account when leveraging resources and planning for the future. Employees of the City of Scottsdale gave their opinions on which areas were most important for the Scottsdale community to focus on in the next two years. At least 7 in 10 employees rated each aspect as essential or very important. About 9 in 10 City of Scottsdale employees rated the overall economic health and the overall feeling of safety in Scottsdale as top priorities.

In addition to rating the importance of these areas, respondents offered their views of the quality of various aspects of the Scottsdale community including Scottsdale as a place to live and work. All aspects of Community Quality were rated positively by at least 6 in 10 employees and these ratings tended to be higher than the benchmark. Ratings for Scottsdale as a place to work and the sense of community were lower than in comparison communities. About 9 in 10 City employees gave excellent or good ratings to Scottsdale a place to live, the overall quality of life, overall feeling of safety and the overall natural environment. These ratings were all higher than the benchmarks.

A majority of respondents gave positive ratings to each aspect of Government Quality and these ratings were mixed when compared to other communities. Ratings for the overall direction of Scottsdale and confidence in City government were lower than ratings in comparison communities while ratings for the overall quality of City services and the value of services for taxes paid were higher than in other organizations.

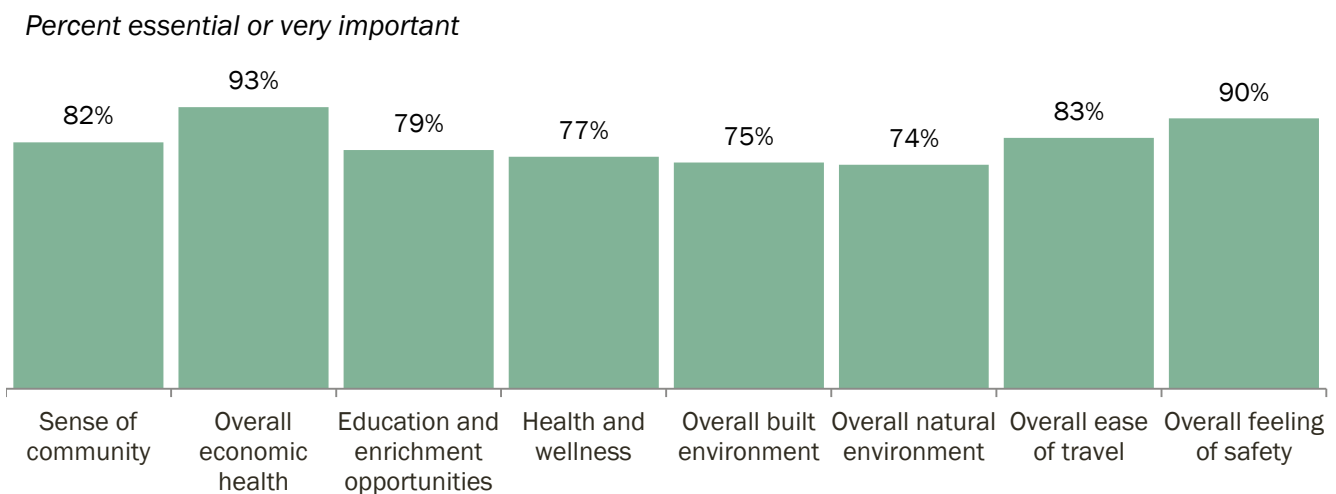
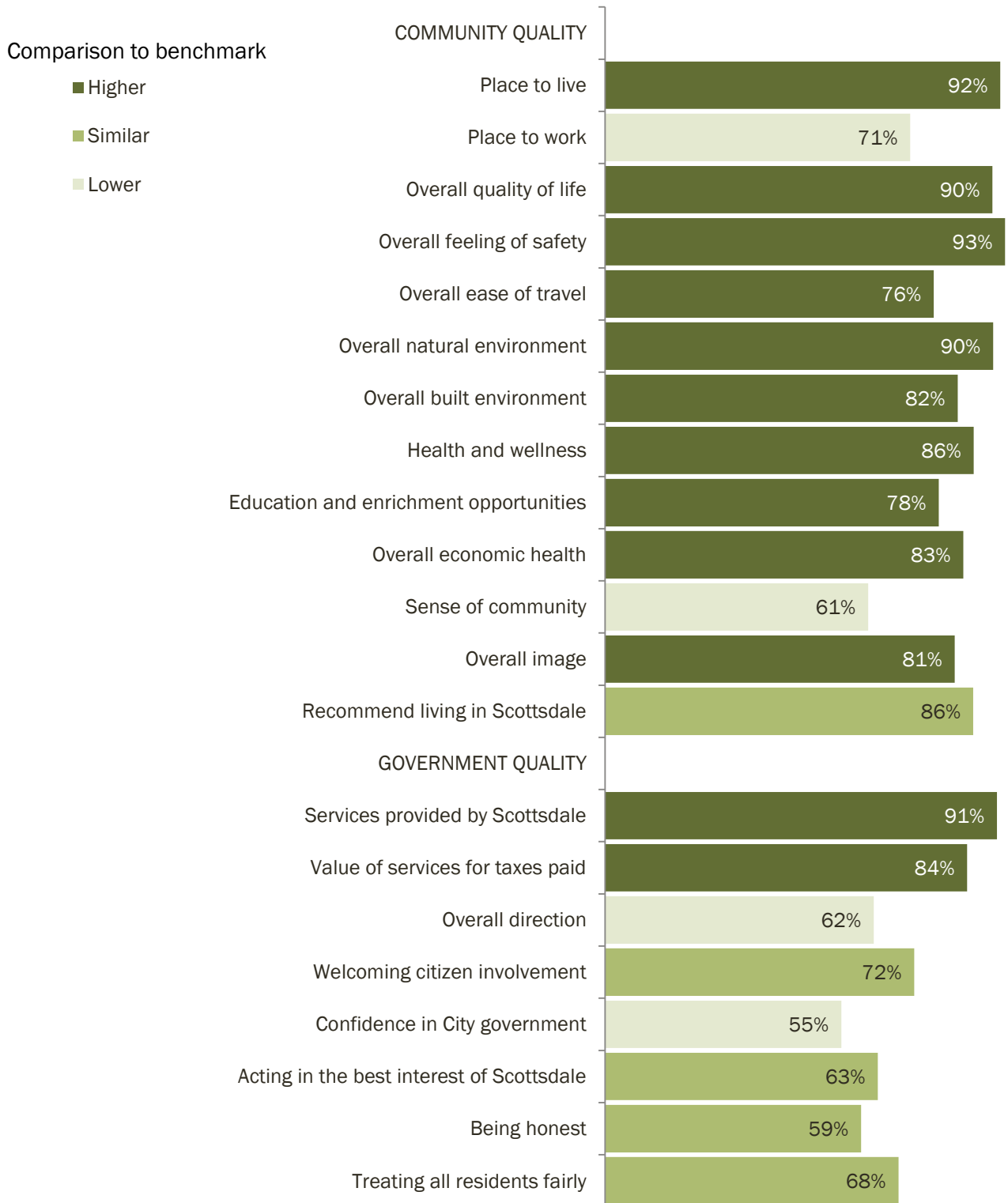


Figure 5: Aspects of City for Residents

Percent positive (e.g., excellent or good, strongly or somewhat agree)



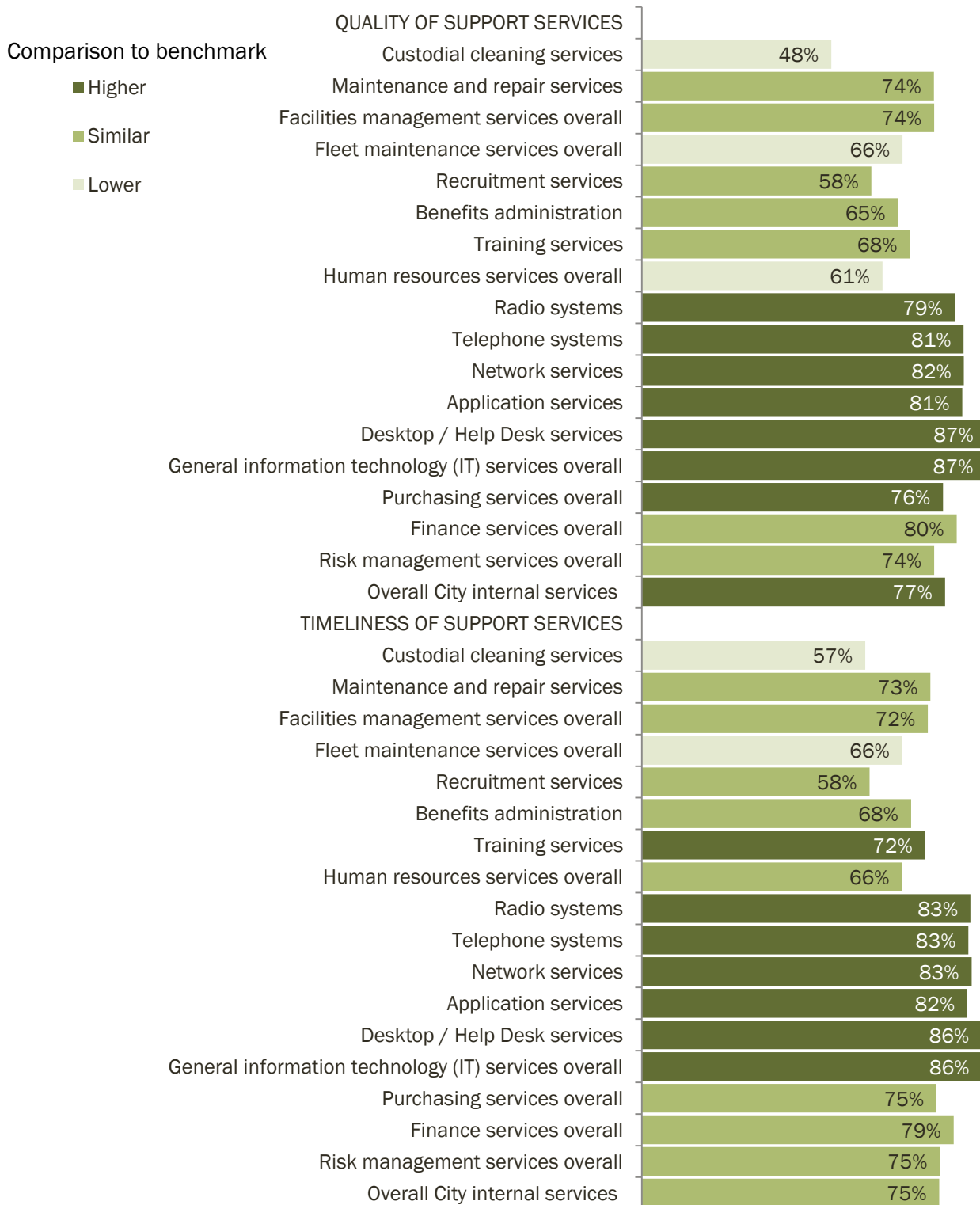
Support Services

While residents are familiar with many of the services provided by local government, there are many other essential services that most residents never hear about. The “visible” services could not be performed without the support of internal groups that create the infrastructure to make external services possible. Since the consumers of support services mostly are coworkers in other departments, an employee survey provides a natural opportunity to learn and provide feedback about how customers of internal services perceive service delivery from those support groups. The results of these evaluations – assessing the quality and timeliness of work provided – should prove extremely helpful to regular improvement of support services.

Almost all Support Services were rated positively by a majority of employees. However, ratings were mixed when compared to the benchmarks. Ratings for the quality and timeliness of custodial cleaning services were lower than the benchmarks, along with the timeliness and quality of fleet maintenance and the quality of Human Resources overall. Scottsdale employees gave higher ratings to the quality and timeliness of radio systems, telephone systems, network services, application services, Desktop/Help Desk services and general IT services overall. Further, ratings for the quality of purchasing services overall and overall City internal services along with the timeliness of training services were higher than in comparison communities.

Figure 6: Aspects of City's Support Services

Percent positive (e.g., excellent or good, strongly or somewhat agree)



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Trends over Time

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Summary

The National Employee Survey™ (The NES™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NES communities. The NES captures the opinions of employees regarding their satisfaction on the job and other key characteristics of a quality work environment: communication, organizational ethics, employee fit, wages and benefits, the physical work space, supervisory relationships, the job feedback system, professional development and self-reported performance. This report discusses trends over time, comparing the 2016 ratings for the City of Scottsdale to its previous survey results in 2010, 2011, 2013 and 2015. Additional reports and technical appendices are available under separate cover.

Trend data for Scottsdale represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially, represent opportunities for understanding how local policies, programs or public information may have affected employees' opinions.

Meaningful differences between survey years have been noted within the following tables as being “higher” or “lower” if the differences are greater than eight percentage points between the most recent year the question was asked and the 2016 survey, otherwise the comparison over time are noted as being “similar.” Additionally, benchmark comparisons for all available survey years are presented for reference. Changes in the benchmark comparison over time can be impacted by various trends, including varying survey cycles for the individual communities that comprise the benchmarks, regional and national economic or other events, as well as emerging survey methodologies.

Overall, ratings in Scottsdale for 2016 generally remained stable. Of the 82 items for which comparisons were available, 64 items were rated similarly since the question was last posed to employees; no items showed a decrease in ratings and 18 showed an increase in ratings. Notable trends over time included the following:

- Most aspects of job satisfaction remained stable from 2015 to 2016; however more employees felt positively about working for the City, thought the City was a good employer and planned to work for the organization a year from now. While most aspects of Supervisor and Work Group Relationships and the City's Executive Leadership remained stable over time, more employees in 2016 gave positive ratings to working together to set goals, communicating information in a timely manner, welcoming employee involvement in decision making and listening to employee opinions.
- Several aspects of the City Workplace were trending up in 2016. Employees gave higher ratings to the connection between compensation and performance, recognizing high-performing employees, supporting continual learning and development, availability of opportunities to develop knowledge and skills, opportunities to develop a career path, compensation, benefits, work schedule flexibility, respectful atmosphere, communicating and modeling standards of ethical behavior.
- Ratings for the quality and the timeliness of Support Services remained stable from 2015 to 2016.

The National Employee Survey™

Table 1: Aspects of Job Satisfaction

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)					2016 rating compared to 2015	Comparison to benchmark				
		2010	2011	2013	2015	2016		2010	2011	2013	2015	2016
Job Satisfaction	Overall, I am satisfied with my job	NA	78%	NA	NA	84%	Similar	NA	Lower	NA	NA	Similar
	Overall, I feel positive about working for the City of Scottsdale	NA	53%	NA	NA	81%	Higher	NA	Lower	NA	NA	Similar
	Overall, I think the City of Scottsdale is a good employer	NA	56%	NA	NA	80%	Higher	NA	Lower	NA	NA	Lower
	I plan on working for this organization a year from now	NA	81%	NA	NA	91%	Higher	NA	Lower	NA	NA	Similar
	I gain satisfaction from my 2016 job responsibilities	NA	NA	NA	NA	87%	NA	NA	NA	NA	NA	Similar
	I feel positively challenged in my 2016 job	NA	NA	NA	NA	83%	NA	NA	NA	NA	NA	Similar
Employee Contribution and Fit	I feel that my workload is manageable most of the time	NA	78%	NA	NA	81%	Similar	NA	Similar	NA	NA	Similar
	On average, I could take on a heavier workload than I 2016ly have	NA	NA	NA	NA	38%	NA	NA	NA	NA	NA	Similar
	The mission of the City of Scottsdale makes me feel my job is important	NA	NA	NA	NA	72%	NA	NA	NA	NA	NA	Similar
	I have good friends at work	NA	92%	NA	NA	88%	Similar	NA	Similar	NA	NA	Similar
	I know what is expected of me at work	NA	NA	NA	NA	91%	NA	NA	NA	NA	NA	Similar
	I have the opportunity to do what I do best every day at work	NA	78%	NA	NA	82%	Similar	NA	Similar	NA	NA	Similar
	My values match or fit with the values of this organization	NA	80%	NA	NA	87%	Similar	NA	Lower	NA	NA	Similar
Work Group Performance	My co-workers are committed to doing quality work	NA	83%	NA	NA	87%	Similar	NA	Similar	NA	NA	Similar
Employee Performance Evaluation	I have received recognition or praise for doing good work in the last seven days	NA	NA	NA	NA	65%	NA	NA	NA	NA	NA	Higher
	In the last six months, someone at work has talked to me about my progress	NA	NA	NA	NA	74%	NA	NA	NA	NA	NA	Similar

The National Employee Survey™

Table 2: Aspects of Supervisor and Work Group Relationship

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)					2016 rating compared to 2015	Comparison to benchmark				
		2010	2011	2013	2015	2016		2010	2011	2013	2015	2016
Work Group Performance	The working relationships in my workgroup overall	NA	82%	NA	NA	83%	Similar	NA	Similar	NA	NA	Similar
	Communication among all staff in my workgroup overall	NA	NA	NA	NA	73%	NA	NA	NA	NA	NA	Similar
	Collaboration among all staff in my workgroup overall	NA	NA	NA	NA	76%	NA	NA	NA	NA	NA	Similar
	The quality of work being done in my workgroup overall	NA	91%	NA	NA	88%	Similar	NA	Higher	NA	NA	Higher
	Overall staff morale in my workgroup	NA	NA	NA	NA	63%	NA	NA	NA	NA	NA	Similar
Employee-Supervisor Relationship	Fostering an atmosphere of mutual trust and confidence	NA	67%	NA	NA	74%	Similar	NA	Similar	NA	NA	Higher
	Promoting a positive working relationship among work group members	NA	70%	NA	NA	74%	Similar	NA	Similar	NA	NA	Higher
	Providing specific, constructive feedback that helps improve performance	NA	65%	NA	NA	69%	Similar	NA	Similar	NA	NA	Similar
	Working together with employees to set goals	NA	63%	NA	NA	71%	Higher	NA	Similar	NA	NA	Higher
	Communicating expectations of employees	NA	65%	NA	NA	70%	Similar	NA	Higher	NA	NA	Higher
	Informing employees about decisions that impact work	NA	68%	NA	NA	70%	Similar	NA	Similar	NA	NA	Similar
	Providing recognition for doing good work	NA	63%	NA	NA	64%	Similar	NA	Similar	NA	NA	Similar
	Treating employees with respect	NA	72%	NA	NA	79%	Similar	NA	Similar	NA	NA	Higher
	Welcoming employee involvement in decision-making	NA	62%	NA	NA	69%	Similar	NA	Similar	NA	NA	Higher

The National Employee Survey™

Table 3: Aspects of City's Executive Leadership

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)					2016 rating compared to 2015	Comparison to benchmark				
		2010	2011	2013	2015	2016		2010	2011	2013	2015	2016
Employee Development	Encouraging employees to come up with innovative solutions to problems	NA	52%	NA	NA	53%	Similar	NA	Similar	NA	NA	Similar
Communication and Decision-making	Communicating an inspiring vision	NA	44%	NA	NA	52%	Similar	NA	Lower	NA	NA	Lower
	Clarity of strategic direction, goals and objectives	NA	NA	NA	NA	52%	NA	NA	NA	NA	NA	Lower
	Communicating information in a timely manner	NA	45%	NA	NA	58%	Higher	NA	Lower	NA	NA	Similar
	Communicating information that helps employees to understand the problems and issues facing the City	NA	48%	NA	NA	50%	Similar	NA	Similar	NA	NA	Similar
	Welcoming employee involvement in decision-making	NA	30%	NA	NA	46%	Higher	NA	Lower	NA	NA	Similar
	Listening to employee opinions	NA	27%	NA	NA	44%	Higher	NA	Lower	NA	NA	Similar
	Speed of response to important issues or change	NA	NA	NA	NA	45%	NA	NA	NA	NA	NA	Lower
	Process for making important decisions	NA	NA	NA	NA	55%	NA	NA	NA	NA	NA	Lower
Respect and Ethics	Strength of shared understanding among employees of what the organization is supposed to do	NA	NA	NA	NA	56%	NA	NA	NA	NA	NA	Lower
	Modeling a high standard	NA	NA	NA	NA	59%	NA	NA	NA	NA	NA	Lower
	Managing costs responsibly and logically	NA	NA	NA	NA	58%	NA	NA	NA	NA	NA	Lower
	Overall level of confidence in the leadership of the City of Scottsdale	NA	NA	NA	NA	52%	NA	NA	NA	NA	NA	Lower

Table 4: Aspects of City Workplace

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)					2016 rating compared to 2015	Comparison to benchmark				
		2010	2011	2013	2015	2016		2010	2011	2013	2015	2016
Job Satisfaction	How likely or unlikely you are to recommend working for the City of Scottsdale to someone who asks?	NA	NA	NA	NA	75%	NA	NA	NA	NA	NA	Lower
Employee Contribution and Fit	Work-life balance for staff	NA	NA	NA	NA	70%	NA	NA	NA	NA	NA	Similar
	Clarity of staff roles and responsibilities	NA	NA	NA	NA	69%	NA	NA	NA	NA	NA	Similar
	The overall skill set of staff	NA	NA	NA	NA	83%	NA	NA	NA	NA	NA	Similar

The National Employee Survey™

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)					2016 rating compared to 2015	Comparison to benchmark				
		2010	2011	2013	2015	2016		2010	2011	2013	2015	2016
Employee Performance Evaluation	Accuracy of performance evaluations	NA	54%	NA	NA	51%	Similar	NA	Similar	NA	NA	Similar
	Connection between compensation and performance	NA	16%	NA	NA	37%	Higher	NA	Lower	NA	NA	Similar
	Dealing with low-performing employees	NA	27%	NA	NA	30%	Similar	NA	Similar	NA	NA	Similar
	Recognizing high-performing employees	NA	19%	NA	NA	46%	Higher	NA	Lower	NA	NA	Higher
	Defining performance objectives	NA	63%	NA	NA	59%	Similar	NA	Similar	NA	NA	Similar
Employee Development	Supporting continual learning and development	NA	53%	NA	NA	65%	Higher	NA	Lower	NA	NA	Similar
	Availability of opportunities for employees to develop knowledge and skills	NA	51%	NA	NA	63%	Higher	NA	Lower	NA	NA	Similar
	Coaching or mentoring employees	NA	50%	NA	NA	51%	Similar	NA	Similar	NA	NA	Similar
	Opportunities for promotion	NA	NA	NA	NA	38%	NA	NA	NA	NA	NA	Similar
	Opportunities to develop a career path	NA	34%	NA	NA	47%	Higher	NA	Similar	NA	NA	Similar
Wages and Benefits	Employee appreciation	NA	NA	NA	NA	48%	NA	NA	NA	NA	NA	Lower
	Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	NA	27%	NA	NA	36%	Higher	NA	Lower	NA	NA	Lower
	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	NA	44%	NA	NA	53%	Higher	NA	Lower	NA	NA	Lower
	Work schedule flexibility	NA	61%	NA	NA	69%	Higher	NA	Lower	NA	NA	Similar
Communication and Decision-making	Communication among all staff overall	NA	NA	NA	NA	55%	NA	NA	NA	NA	NA	Similar
	Effectiveness of meetings and meeting schedule	NA	NA	NA	NA	61%	NA	NA	NA	NA	NA	Similar
Respect and Ethics	The working relationships at the City of Scottsdale overall	NA	NA	NA	NA	75%	NA	NA	NA	NA	NA	Similar
	Collaboration among all staff overall	NA	NA	NA	NA	58%	NA	NA	NA	NA	NA	Similar
	The work being done at the City of Scottsdale overall	NA	NA	NA	NA	79%	NA	NA	NA	NA	NA	Similar
	Overall staff morale	NA	NA	NA	NA	43%	NA	NA	NA	NA	NA	Lower
	The City of Scottsdale's reputation among staff	NA	NA	NA	NA	50%	NA	NA	NA	NA	NA	Lower
	A respectful atmosphere	NA	61%	NA	NA	70%	Higher	NA	Similar	NA	NA	Higher
	Communicating standards of ethical behavior	NA	71%	NA	NA	82%	Higher	NA	Higher	NA	NA	Higher
Modeling standards of ethical behavior	NA	57%	NA	NA	72%	Higher	NA	Similar	NA	NA	Higher	

The National Employee Survey™

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)					2016 rating compared to 2015	Comparison to benchmark				
		2010	2011	2013	2015	2016		2010	2011	2013	2015	2016
	Applying discipline fairly and consistently	NA	46%	NA	NA	47%	Similar	NA	Similar	NA	NA	Higher
Physical Work Environment	Maintaining a work environment that is free of violence or harassment	NA	81%	NA	NA	86%	Similar	NA	Similar	NA	NA	Higher
	Maintaining a work environment that is free of drug or alcohol abuse	NA	93%	NA	NA	95%	Similar	NA	Similar	NA	NA	Similar
	Availability of necessary materials, resources and equipment to do the job effectively	NA	73%	NA	NA	75%	Similar	NA	Similar	NA	NA	Similar
	Providing individual and group work spaces to do the job effectively	NA	79%	NA	NA	72%	Similar	NA	Higher	NA	NA	Similar

Table 5: Aspects of City for Residents

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)					2016 rating compared to 2015	Comparison to benchmark				
		2010	2011	2013	2015	2016		2010	2011	2013	2015	2016
Community Quality	Scottsdale as a place to live	NA	NA	NA	NA	92%	NA	NA	NA	NA	NA	Higher
	Scottsdale as a place to work	NA	NA	NA	NA	71%	NA	NA	NA	NA	NA	Lower
	The overall quality of life in Scottsdale	NA	NA	NA	NA	90%	NA	NA	NA	NA	NA	Higher
	Overall feeling of safety in Scottsdale	NA	NA	NA	NA	93%	NA	NA	NA	NA	NA	Higher
	Overall ease of getting to the places you usually have to visit	NA	NA	NA	NA	76%	NA	NA	NA	NA	NA	Higher
	Quality of overall natural environment in Scottsdale	NA	NA	NA	NA	90%	NA	NA	NA	NA	NA	Higher
	Overall "built environment" of Scottsdale (including overall design, buildings, parks and transportation systems)	NA	NA	NA	NA	82%	NA	NA	NA	NA	NA	Higher
	Health and wellness opportunities in Scottsdale	NA	NA	NA	NA	86%	NA	NA	NA	NA	NA	Higher
	Overall opportunities for education and enrichment	NA	NA	NA	NA	78%	NA	NA	NA	NA	NA	Higher
	Overall economic health of Scottsdale	NA	NA	NA	NA	83%	NA	NA	NA	NA	NA	Higher
	Sense of community	NA	NA	NA	NA	61%	NA	NA	NA	NA	NA	Lower
	Overall image or reputation of Scottsdale	NA	NA	NA	NA	81%	NA	NA	NA	NA	NA	Higher
How likely or unlikely you are to recommend living in Scottsdale to someone who asks?	NA	NA	NA	NA	86%	NA	NA	NA	NA	NA	Similar	

The National Employee Survey™

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)					2016 rating compared to 2015	Comparison to benchmark				
		2010	2011	2013	2015	2016		2010	2011	2013	2015	2016
Government Quality	Overall, how would you rate the quality of the services provided by the City of Scottsdale?	NA	NA	NA	NA	91%	NA	NA	NA	NA	NA	Higher
	The value of services for the taxes paid to Scottsdale	NA	NA	NA	NA	84%	NA	NA	NA	NA	NA	Higher
	The overall direction that Scottsdale is taking	NA	NA	NA	NA	62%	NA	NA	NA	NA	NA	Lower
	The job Scottsdale government does at welcoming citizen involvement	NA	NA	NA	NA	72%	NA	NA	NA	NA	NA	Similar
	Overall confidence in Scottsdale government	NA	NA	NA	NA	55%	NA	NA	NA	NA	NA	Lower
	Generally acting in the best interest of the community	NA	NA	NA	NA	63%	NA	NA	NA	NA	NA	Similar
	Being honest	NA	NA	NA	NA	59%	NA	NA	NA	NA	NA	Similar
	Treating all residents fairly	NA	NA	NA	NA	68%	NA	NA	NA	NA	NA	Similar

Table 6: Support Services

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)					2016 rating compared to 2015	Comparison to benchmark				
		2010	2011	2013	2015	2016		2010	2011	2013	2015	2016
Quality of Support Services	Custodial cleaning services	56%	56%	59%	55%	48%	Similar	NA	Similar	Lower	Lower	Lower
	Maintenance and repair services	79%	76%	76%	82%	74%	Similar	NA	Higher	Higher	Higher	Similar
	Facilities management services overall	79%	77%	77%	79%	74%	Similar	Higher	Higher	Higher	Higher	Similar
	Fleet maintenance services overall	43%	51%	54%	65%	66%	Similar	Lower	Lower	Lower	Lower	Lower
	Recruitment services	65%	62%	47%	57%	58%	Similar	NA	Similar	Lower	Similar	Similar
	Benefits administration	72%	65%	60%	72%	65%	Similar	NA	Similar	Lower	Higher	Similar
	Training services	75%	67%	58%	67%	68%	Similar	NA	Higher	Similar	Similar	Similar
	Human resources services overall	69%	64%	49%	65%	61%	Similar	Similar	Similar	Lower	Similar	Lower
	Radio systems	77%	70%	64%	79%	79%	Similar	NA	Similar	Similar	Higher	Higher
	Telephone systems	86%	84%	73%	81%	81%	Similar	NA	Higher	Similar	Higher	Higher
	Network services	85%	83%	79%	81%	82%	Similar	NA	Higher	Higher	Higher	Higher
	Application services	84%	83%	78%	82%	81%	Similar	NA	NA	Higher	Higher	Higher
	Desktop / Help Desk services	90%	88%	87%	89%	87%	Similar	NA	Higher	Higher	Higher	Higher
	General information technology (IT) services overall	87%	88%	84%	88%	87%	Similar	Higher	Higher	Higher	Higher	Higher
Purchasing services overall	67%	66%	68%	77%	76%	Similar	Lower	Lower	Lower	Higher	Higher	

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		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)					2016 rating compared to 2015	Comparison to benchmark				
		2010	2011	2013	2015	2016		2010	2011	2013	2015	2016
Timeliness of Support Services	Finance services overall (which could include payroll, budgeting, etc.)	76%	75%	74%	83%	80%	Similar	Lower	Lower	Lower	Higher	Similar
	Risk management services overall	73%	73%	68%	72%	74%	Similar	Similar	Similar	Similar	Similar	Similar
	Overall City internal services	76%	72%	67%	78%	77%	Similar	NA	Similar	Similar	Higher	Higher
	Custodial cleaning services	62%	63%	64%	61%	57%	Similar	NA	Similar	Lower	Lower	Lower
	Maintenance and repair services	74%	75%	69%	75%	73%	Similar	NA	Higher	Similar	Higher	Similar
	Facilities management services overall	77%	77%	71%	77%	72%	Similar	Higher	Higher	Similar	Higher	Similar
	Fleet maintenance services overall	40%	49%	50%	64%	66%	Similar	Lower	Lower	Lower	Lower	Lower
	Recruitment services	59%	58%	43%	57%	58%	Similar	NA	Similar	Lower	Similar	Similar
	Benefits administration	74%	70%	64%	76%	68%	Similar	NA	Similar	Lower	Higher	Similar
	Training services	76%	69%	59%	68%	72%	Similar	NA	Higher	Lower	Similar	Higher
	Human resources services overall	69%	67%	51%	70%	66%	Similar	Similar	Similar	Lower	Similar	Similar
	Radio systems	79%	76%	66%	80%	83%	Similar	NA	Similar	Similar	Higher	Higher
	Telephone systems	86%	85%	77%	84%	83%	Similar	NA	Higher	Similar	Higher	Higher
	Network services	86%	85%	81%	85%	83%	Similar	NA	Higher	Higher	Higher	Higher
	Application services	84%	83%	80%	82%	82%	Similar	NA	NA	Higher	Higher	Higher
	Desktop / Help Desk services	89%	88%	85%	89%	86%	Similar	NA	Higher	Higher	Higher	Higher
	General information technology (IT) services overall	88%	87%	83%	88%	86%	Similar	Higher	Higher	Higher	Higher	Higher
	Purchasing services overall	62%	64%	65%	75%	75%	Similar	Lower	Lower	Lower	Higher	Similar
	Finance services overall (which could include payroll, budgeting, etc.)	76%	75%	74%	82%	79%	Similar	Lower	Lower	Lower	Higher	Similar
	Risk management services overall	74%	74%	69%	74%	75%	Similar	Similar	Similar	Similar	Similar	Similar
Overall City internal services	76%	72%	69%	79%	75%	Similar	NA	Similar	Similar	Higher	Similar	

THE NESTM

The National Employee SurveyTM

Scottsdale, AZ

Comparisons by Demographic Characteristics

2016



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Interpreting the Results

The tables on the following pages display breakdowns of The National Employee Survey™ (The NES) results by respondent demographic characteristics. The percentages shown in each table are the “percent positive,” which was created by combining the most favorable response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”). The full set of responses to each question, including “don’t know,” can be found under separate cover in the *Technical Appendices*.

ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between employee subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Where differences were statistically significant, they have been shaded grey. The total number of employees who completed a survey was 1,490. However, the number of respondents in each subgroup is much smaller, so differences in ratings among subgroups should be interpreted cautiously even though statistical testing was performed.

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Table 1: Question 1 by Sociodemographics

Please rate each of the following aspects of quality of life in Scottsdale. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
Scottsdale as a place to live	95%	90%	93%	88%	92%	92%	94%	91%	92%	92%	92%	92%	92%
Scottsdale as a place to work	74%	70%	75%	62%	69%	76%	80%	67%	74%	83%	70%	61%	71%
The overall quality of life in Scottsdale	93%	89%	92%	86%	89%	92%	88%	90%	91%	91%	93%	89%	90%

Table 2: Question 2 by Sociodemographics

Please rate each of the following characteristics as they relate to Scottsdale as a whole. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
Overall feeling of safety in Scottsdale	94%	92%	94%	91%	92%	94%	94%	93%	93%	94%	92%	93%	93%
Overall ease of getting to the places you usually have to visit	82%	73%	77%	74%	75%	78%	74%	76%	78%	75%	77%	78%	76%
Quality of overall natural environment in Scottsdale	92%	90%	91%	88%	90%	91%	86%	90%	93%	90%	91%	90%	90%
Overall "built environment" of Scottsdale (including overall design, buildings, parks and transportation systems)	80%	83%	84%	79%	82%	83%	80%	82%	83%	84%	79%	81%	82%
Health and wellness opportunities in Scottsdale	86%	86%	88%	80%	84%	91%	83%	85%	88%	88%	87%	84%	86%
Overall opportunities for education and enrichment	78%	79%	81%	72%	77%	82%	85%	76%	78%	83%	78%	74%	78%
Overall economic health of Scottsdale	82%	83%	85%	79%	82%	85%	79%	84%	84%	84%	81%	83%	83%
Sense of community	64%	61%	64%	58%	60%	66%	62%	61%	63%	66%	63%	57%	61%
Overall image or reputation of Scottsdale	84%	81%	84%	78%	81%	85%	84%	81%	83%	84%	84%	80%	81%

Table 3: Question 3 by Sociodemographics

Percent "very" or "somewhat" likely	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
How likely or unlikely you are to recommend living in Scottsdale to someone who asks?	94%	81%	87%	82%	84%	88%	89%	83%	87%	89%	85%	82%	86%

Table 4: Question 4 by Sociodemographics

Percent "excellent" or "good"	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
Overall, how would you rate the quality of the services provided by the City of Scottsdale?	91%	91%	93%	86%	90%	93%	89%	91%	91%	90%	92%	91%	91%

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Table 5: Question 5 by Sociodemographics

Please rate each of the following categories of Scottsdale government performance. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
The value of services for the taxes paid to Scottsdale	83%	86%	88%	74%	84%	86%	76%	87%	87%	81%	85%	88%	84%
The overall direction that Scottsdale is taking	59%	64%	64%	60%	60%	69%	64%	62%	63%	71%	64%	54%	62%
The job Scottsdale government does at welcoming citizen involvement	68%	75%	74%	71%	70%	79%	68%	74%	74%	75%	75%	69%	72%
Overall confidence in Scottsdale government	53%	56%	57%	52%	52%	63%	59%	55%	54%	66%	57%	46%	55%
Generally acting in the best interest of the community	59%	66%	65%	62%	61%	70%	68%	62%	65%	75%	64%	55%	63%
Being honest	57%	61%	62%	55%	57%	67%	67%	58%	60%	73%	57%	50%	59%
Treating all residents fairly	63%	72%	71%	64%	68%	72%	76%	70%	66%	79%	70%	60%	68%

Table 6: Question 6 by Sociodemographics

Please rate how important, if at all, you think it is for the Scottsdale community to focus on each of the following in the coming two years. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
Overall feeling of safety in Scottsdale	90%	89%	89%	90%	87%	93%	87%	90%	92%	89%	86%	92%	90%
Overall ease of getting to the places you usually have to visit	85%	82%	83%	82%	82%	84%	85%	83%	83%	86%	77%	84%	83%
Quality of overall natural environment in Scottsdale	80%	71%	76%	70%	73%	78%	77%	70%	79%	81%	67%	73%	74%
Overall "built environment" of Scottsdale (including overall design, buildings, parks and transportation systems)	81%	73%	78%	69%	74%	79%	76%	74%	79%	80%	71%	75%	75%
Health and wellness opportunities in Scottsdale	79%	75%	76%	79%	74%	81%	77%	74%	81%	80%	71%	77%	77%
Overall opportunities for education and enrichment	83%	77%	80%	78%	75%	85%	84%	79%	77%	84%	75%	77%	79%
Overall economic health of Scottsdale	95%	92%	95%	88%	92%	95%	98%	91%	94%	96%	89%	92%	93%
Sense of community	84%	80%	82%	81%	81%	82%	78%	82%	82%	83%	80%	81%	82%

Table 7: Question 7 by Sociodemographics

Percent "very" or "somewhat" likely	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
How likely or unlikely you are to recommend working for the City of Scottsdale to someone who asks?	78%	75%	79%	71%	75%	79%	73%	74%	81%	85%	74%	70%	75%

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Table 8: Question 8 by Sociodemographics

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale. (Percent "strongly" or "somewhat" agree)	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
Overall, I am satisfied with my job	84%	85%	87%	79%	85%	85%	82%	84%	87%	86%	84%	84%	84%
Overall, I feel positive about working for the City of Scottsdale	83%	80%	84%	76%	81%	84%	85%	79%	83%	88%	80%	75%	81%
Overall, I think the City of Scottsdale is a good employer	81%	79%	82%	76%	78%	85%	86%	78%	82%	88%	81%	72%	80%
I plan on working for this organization a year from now	89%	92%	92%	88%	91%	92%	83%	93%	92%	88%	90%	93%	91%
I feel that my workload is manageable most of the time	80%	81%	83%	75%	83%	79%	83%	79%	83%	84%	81%	78%	81%
On average, I could take on a heavier workload than I currently have	44%	36%	37%	45%	39%	38%	58%	33%	38%	51%	36%	28%	38%
I gain satisfaction from my current job responsibilities	89%	87%	89%	83%	88%	88%	82%	89%	89%	86%	90%	88%	87%
I feel positively challenged in my current job	82%	83%	84%	79%	83%	83%	79%	84%	84%	81%	81%	85%	83%
The mission of the City of Scottsdale makes me feel my job is important	72%	72%	73%	71%	70%	77%	73%	69%	77%	80%	70%	66%	72%
I have good friends at work	90%	88%	88%	89%	89%	88%	83%	88%	91%	84%	87%	92%	88%
I know what is expected of me at work	88%	92%	92%	87%	90%	93%	85%	91%	94%	89%	90%	92%	91%
I have the opportunity to do what I do best every day at work	79%	84%	84%	77%	81%	87%	80%	82%	85%	83%	80%	82%	82%
My values match or fit with the values of this organization	87%	87%	90%	81%	85%	92%	90%	85%	89%	89%	88%	86%	87%
My co-workers are committed to doing quality work	84%	88%	87%	86%	86%	89%	85%	87%	87%	88%	84%	87%	87%
I have received recognition or praise for doing good work in the last seven days	69%	63%	66%	66%	65%	68%	76%	64%	63%	74%	62%	60%	65%
In the last six months, someone at work has talked to me about my progress	75%	74%	75%	74%	74%	76%	85%	73%	71%	85%	68%	69%	74%

Table 9: Question 9 by Sociodemographics

Please rate the quality of each of the following aspects of the City of Scottsdale. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
The working relationships at the City of Scottsdale overall	75%	76%	78%	68%	73%	81%	76%	74%	77%	78%	74%	74%	75%
Communication among all staff overall	58%	54%	57%	52%	53%	60%	63%	49%	60%	63%	51%	51%	55%
Collaboration among all staff overall	60%	58%	60%	56%	56%	63%	60%	55%	64%	64%	57%	55%	58%
The work being done at the City of Scottsdale overall	82%	78%	82%	72%	77%	83%	81%	76%	82%	83%	75%	77%	79%
Overall staff morale	44%	42%	43%	41%	40%	48%	54%	38%	43%	58%	36%	33%	43%
The City of Scottsdale's reputation among staff	52%	49%	53%	44%	46%	57%	60%	49%	48%	64%	46%	40%	50%
A respectful atmosphere	74%	69%	72%	64%	69%	73%	81%	67%	70%	79%	68%	64%	70%
Communicating standards of ethical behavior	83%	82%	84%	75%	81%	84%	84%	81%	82%	84%	81%	81%	82%
Modeling standards of ethical behavior	71%	73%	75%	66%	71%	77%	79%	70%	73%	79%	73%	66%	72%
Maintaining a work environment that is free of violence or harassment	86%	86%	88%	80%	87%	87%	90%	86%	86%	89%	84%	85%	86%

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Please rate the quality of each of the following aspects of the City of Scottsdale. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
Maintaining a work environment that is free of drug or alcohol abuse	96%	94%	95%	93%	93%	97%	91%	95%	96%	94%	92%	96%	95%
Work-life balance for staff	72%	70%	73%	66%	71%	71%	78%	68%	72%	77%	68%	67%	70%
Clarity of staff roles and responsibilities	67%	70%	70%	66%	69%	70%	72%	67%	71%	74%	67%	66%	69%
Employee appreciation	50%	48%	51%	41%	47%	52%	57%	45%	52%	61%	46%	39%	48%
Effectiveness of meetings and meeting schedule	60%	61%	62%	58%	59%	65%	66%	58%	61%	69%	53%	58%	61%
The overall skill set of staff	85%	82%	86%	76%	81%	87%	83%	81%	86%	86%	80%	82%	83%
Accuracy of performance evaluations	52%	50%	51%	51%	50%	52%	60%	47%	51%	62%	45%	44%	51%
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	37%	36%	37%	35%	37%	36%	44%	34%	37%	46%	32%	31%	36%
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	55%	52%	55%	49%	53%	54%	54%	49%	59%	56%	59%	48%	53%
Connection between compensation and performance	38%	36%	38%	38%	38%	37%	47%	34%	37%	46%	31%	33%	37%
Dealing with low-performing employees	31%	29%	28%	34%	32%	25%	36%	28%	28%	33%	27%	28%	30%
Recognizing high-performing employees	49%	44%	47%	42%	46%	47%	61%	42%	44%	56%	44%	38%	46%
Defining performance objectives	59%	60%	61%	57%	61%	60%	70%	55%	62%	68%	57%	55%	59%
Applying discipline fairly and consistently	48%	47%	49%	44%	49%	45%	59%	43%	48%	56%	42%	44%	47%
Supporting continual learning and development	68%	64%	68%	59%	64%	69%	77%	61%	67%	73%	65%	59%	65%
Availability of opportunities for employees to develop knowledge and skills	64%	63%	67%	55%	60%	68%	76%	58%	65%	73%	60%	56%	63%
Coaching or mentoring employees	51%	52%	53%	47%	49%	56%	71%	48%	48%	62%	46%	45%	51%
Opportunities for promotion	37%	38%	38%	36%	40%	35%	50%	36%	35%	46%	29%	36%	38%
Opportunities to develop a career path	49%	46%	48%	45%	50%	45%	58%	46%	45%	55%	40%	45%	47%
Work schedule flexibility	74%	67%	71%	66%	71%	67%	72%	67%	71%	75%	62%	68%	69%
Availability of necessary materials, resources and equipment to do the job effectively	76%	74%	76%	72%	75%	77%	75%	73%	78%	78%	75%	73%	75%
Providing individual and group work spaces to do the job effectively	71%	73%	75%	65%	71%	76%	77%	70%	74%	79%	71%	69%	72%

Table 10: Question 10 by Sociodemographics

Please rate the quality of each of the following aspects of your workgroup. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
The working relationships in my workgroup overall	83%	83%	86%	74%	83%	84%	80%	83%	84%	83%	78%	86%	83%
Communication among all staff in my workgroup overall	73%	74%	78%	62%	74%	75%	70%	72%	78%	76%	68%	75%	73%
Collaboration among all staff in my workgroup overall	75%	78%	81%	66%	76%	80%	75%	76%	79%	79%	73%	77%	76%

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Please rate the quality of each of the following aspects of your workgroup. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
The quality of work being done in my workgroup overall	86%	89%	91%	80%	87%	90%	80%	89%	90%	87%	87%	89%	88%
Overall staff morale in my workgroup	63%	63%	66%	57%	61%	66%	68%	61%	63%	71%	58%	58%	63%

Table 11: Question 11 by Sociodemographics

Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
Fostering an atmosphere of mutual trust and confidence	73%	74%	77%	67%	74%	74%	83%	72%	73%	81%	74%	68%	74%
Promoting a positive working relationship among work group members	73%	76%	77%	68%	76%	74%	80%	74%	73%	80%	74%	71%	74%
Providing specific, constructive feedback that helps improve performance	67%	70%	70%	66%	69%	70%	73%	69%	67%	74%	69%	64%	69%
Working together with employees to set goals	71%	72%	73%	66%	70%	75%	74%	72%	69%	77%	72%	66%	71%
Communicating expectations of employees	70%	71%	72%	66%	70%	72%	74%	72%	67%	76%	71%	67%	70%
Informing employees about decisions that impact work	71%	70%	72%	65%	70%	72%	80%	70%	66%	78%	71%	63%	70%
Providing recognition for doing good work	65%	65%	68%	56%	64%	68%	70%	65%	62%	71%	64%	61%	64%
Treating employees with respect	78%	79%	81%	73%	77%	82%	83%	78%	77%	83%	77%	76%	79%
Welcoming employee involvement in decision-making	70%	69%	71%	62%	69%	70%	76%	70%	64%	74%	68%	65%	69%

Table 12: Question 12 by Sociodemographics

Please rate the quality of each of the following aspects of the City of Scottsdale's executive leadership. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
Communicating an inspiring vision	55%	52%	54%	50%	52%	55%	64%	51%	51%	65%	52%	43%	52%
Clarity of strategic direction, goals and objectives	54%	53%	54%	50%	52%	55%	63%	51%	52%	64%	51%	45%	52%
Strength of shared understanding among employees of what the organization is supposed to do	56%	55%	58%	49%	55%	58%	69%	53%	55%	68%	54%	46%	56%
Communicating information in a timely manner	60%	58%	62%	49%	58%	60%	67%	54%	61%	71%	55%	51%	58%
Communicating information that helps employees to understand the problems and issues facing the City	50%	49%	51%	46%	50%	51%	63%	47%	48%	62%	49%	39%	50%
Encouraging employees to come up with innovative solutions to problems	54%	53%	55%	48%	53%	55%	61%	53%	50%	63%	49%	47%	53%
Welcoming employee involvement in decision-making	48%	45%	47%	45%	48%	45%	54%	47%	42%	58%	46%	37%	46%
Listening to employee opinions	45%	44%	45%	44%	44%	47%	56%	44%	42%	56%	45%	34%	44%
Speed of response to important issues or change	46%	45%	47%	43%	46%	47%	55%	45%	44%	57%	44%	37%	45%

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Please rate the quality of each of the following aspects of the City of Scottsdale's executive leadership. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
Modeling a high standard	60%	58%	62%	53%	58%	62%	71%	56%	58%	70%	56%	51%	59%
Managing costs responsibly and logically	58%	59%	60%	55%	57%	63%	56%	59%	60%	65%	56%	55%	58%
Process for making important decisions	56%	55%	57%	52%	54%	58%	65%	53%	55%	66%	52%	48%	55%
Overall level of confidence in the leadership of the City of Scottsdale	54%	52%	54%	50%	51%	57%	64%	49%	54%	67%	49%	44%	52%

Table 13: Question 13 by Sociodemographics

Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
Custodial cleaning services	49%	47%	49%	47%	49%	48%	56%	49%	44%	56%	45%	43%	48%
Maintenance and repair services	77%	73%	76%	69%	72%	78%	74%	72%	77%	76%	71%	73%	74%
Facilities management services overall	77%	73%	76%	70%	73%	77%	73%	73%	77%	76%	75%	72%	74%
Fleet maintenance services overall	78%	61%	66%	68%	61%	81%	78%	61%	68%	78%	58%	61%	66%
Recruitment services	61%	57%	59%	57%	55%	65%	75%	56%	54%	70%	55%	50%	58%
Benefits administration (Please rate City staff only)	66%	65%	67%	61%	62%	71%	72%	63%	66%	74%	65%	59%	65%
Training services	65%	70%	71%	62%	65%	74%	77%	67%	65%	76%	70%	60%	68%
Human resources services overall	60%	62%	62%	59%	59%	66%	71%	59%	59%	74%	56%	53%	61%
Radio systems	81%	80%	82%	76%	81%	77%	82%	78%	81%	79%	76%	83%	79%
Telephone systems	83%	81%	82%	79%	82%	81%	85%	81%	82%	84%	81%	80%	81%
Network services	83%	81%	83%	77%	80%	85%	86%	78%	84%	83%	81%	81%	82%
Application services	84%	80%	83%	76%	81%	83%	86%	81%	80%	85%	80%	79%	81%
Desktop / Help Desk services	88%	87%	89%	82%	86%	90%	85%	86%	89%	87%	87%	88%	87%
General information technology (IT) services overall	88%	87%	88%	83%	86%	89%	87%	85%	88%	87%	86%	87%	87%
Warehouse services overall	87%	81%	84%	82%	81%	88%	88%	81%	83%	84%	76%	86%	83%
Printing, Graphics and Mail service overall	92%	88%	91%	85%	89%	89%	87%	89%	90%	91%	85%	91%	89%
Purchasing services overall	80%	74%	77%	74%	74%	83%	84%	73%	77%	81%	71%	76%	76%
Finance services overall (which could include payroll, budgeting, etc.)	83%	78%	81%	77%	79%	83%	81%	79%	81%	85%	75%	78%	80%
Risk management services overall	77%	73%	74%	74%	74%	77%	77%	73%	73%	81%	72%	69%	74%
Overall City internal services	78%	76%	77%	77%	75%	81%	82%	76%	75%	84%	72%	74%	77%

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Table 14: Question 14 by Sociodemographics

Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	Do you live in Scottsdale?		What is your race?		What is your gender?		What is your age range?			How many years have you worked for the City of Scottsdale?			City overall
	Yes	No	White alone, not Hispanic	Hispanic and/or other race	Male	Female	30 years or younger	31 to 50 years	Over 50 years	5 years or less	6 to 10 years	More than 10 years	
Custodial cleaning services	58%	56%	58%	54%	56%	58%	62%	59%	52%	64%	56%	52%	57%
Maintenance and repair services	77%	71%	74%	70%	70%	78%	72%	70%	78%	74%	72%	72%	73%
Facilities management services overall	75%	71%	75%	66%	71%	75%	73%	72%	73%	75%	74%	69%	72%
Fleet maintenance services overall	72%	64%	68%	61%	61%	79%	76%	63%	64%	76%	59%	60%	66%
Recruitment services	59%	58%	59%	57%	57%	61%	67%	58%	53%	67%	51%	54%	58%
Benefits administration (Please rate City staff only)	67%	69%	70%	65%	66%	74%	77%	67%	66%	75%	69%	63%	68%
Training services	70%	73%	74%	66%	68%	79%	78%	70%	70%	80%	76%	63%	72%
Human resources services overall	64%	67%	67%	65%	63%	73%	73%	65%	66%	75%	66%	59%	66%
Radio systems	89%	81%	85%	81%	84%	86%	87%	81%	85%	85%	82%	84%	83%
Telephone systems	85%	81%	84%	81%	83%	84%	83%	84%	82%	84%	83%	81%	83%
Network services	86%	82%	85%	78%	82%	86%	86%	82%	85%	86%	83%	82%	83%
Application services	85%	81%	85%	76%	82%	85%	84%	82%	83%	85%	81%	81%	82%
Desktop / Help Desk services	88%	85%	87%	83%	85%	89%	81%	86%	88%	85%	85%	87%	86%
General information technology (IT) services overall	89%	85%	88%	82%	85%	88%	83%	86%	89%	85%	87%	87%	86%
Warehouse services overall	86%	81%	83%	80%	82%	86%	86%	81%	82%	84%	79%	84%	83%
Printing, Graphics and Mail service overall	89%	86%	88%	85%	87%	88%	80%	87%	90%	86%	82%	90%	87%
Purchasing services overall	79%	72%	76%	72%	73%	78%	79%	73%	76%	78%	71%	74%	75%
Finance services overall (which could include payroll, budgeting, etc.)	79%	79%	80%	75%	78%	82%	73%	81%	79%	81%	75%	80%	79%
Risk management services overall	78%	74%	76%	74%	74%	79%	78%	75%	74%	83%	71%	71%	75%
Overall City internal services	76%	75%	76%	72%	73%	81%	76%	75%	75%	80%	71%	74%	75%

THE NESTM
The National Employee SurveyTM

Scottsdale, AZ

Comparisons by Employment Characteristics

2016



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Interpreting the Results

The tables on the following pages display breakdowns of The National Employee Survey™ (The NES) results by respondent employment characteristics. The percentages shown in each table are the “percent positive,” which was created by combining the most favorable response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”). The full set of responses to each question, including “don’t know,” can be found under separate cover in the *Technical Appendices*.

ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between employee subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Where differences were statistically significant, they have been shaded grey. The total number of employees who completed a survey was 1,490. However, the number of respondents in each subgroup is much smaller, so differences in ratings among subgroups should be interpreted cautiously even though statistical testing was performed.

Comparisons of Survey Results by Department

Table 1: Question 1 by Department

Please rate each of the following aspects of quality of life in Scottsdale. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
Scottsdale as a place to live	95%	98%	81%	95%	90%	88%	90%	95%	93%	92%	96%	92%
Scottsdale as a place to work	85%	83%	72%	64%	56%	68%	72%	72%	78%	76%	72%	71%
The overall quality of life in Scottsdale	95%	95%	88%	100%	85%	86%	92%	94%	90%	92%	95%	90%

Table 2: Question 2 by Department

Please rate each of the following characteristics as they relate to Scottsdale as a whole. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
Overall feeling of safety in Scottsdale	95%	96%	90%	100%	95%	93%	92%	97%	92%	88%	95%	93%
Overall ease of getting to the places you usually have to visit	90%	87%	79%	87%	79%	73%	72%	81%	68%	80%	77%	76%
Quality of overall natural environment in Scottsdale	95%	100%	92%	100%	89%	87%	87%	91%	90%	90%	91%	90%
Overall "built environment" of Scottsdale (including overall design, buildings, parks and transportation systems)	90%	91%	85%	89%	77%	80%	79%	89%	79%	81%	91%	82%
Health and wellness opportunities in Scottsdale	95%	90%	83%	90%	78%	77%	87%	91%	88%	85%	92%	86%
Overall opportunities for education and enrichment	84%	91%	75%	76%	70%	75%	80%	81%	80%	77%	87%	78%
Overall economic health of Scottsdale	95%	87%	88%	90%	79%	81%	80%	86%	83%	83%	84%	83%
Sense of community	80%	72%	67%	83%	52%	53%	68%	60%	61%	66%	69%	61%
Overall image or reputation of Scottsdale	90%	91%	81%	87%	75%	73%	88%	87%	82%	84%	88%	81%

Table 3: Question 3 by Department

Percent "very" or "somewhat" likely	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
How likely or unlikely you are to recommend living in Scottsdale to someone who asks?	83%	87%	85%	87%	80%	82%	87%	91%	89%	87%	85%	86%

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Table 4: Question 4 by Department

Percent "excellent" or "good"	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
Overall, how would you rate the quality of the services provided by the City of Scottsdale?	89%	100%	89%	100%	90%	91%	91%	91%	89%	90%	96%	91%

Table 5: Question 5 by Department

Please rate each of the following categories of Scottsdale government performance. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
The value of services for the taxes paid to Scottsdale	95%	94%	85%	93%	84%	84%	89%	90%	77%	86%	90%	84%
The overall direction that Scottsdale is taking	89%	85%	68%	100%	43%	58%	65%	65%	60%	71%	75%	62%
The job Scottsdale government does at welcoming citizen involvement	95%	94%	77%	79%	58%	72%	72%	78%	70%	81%	78%	72%
Overall confidence in Scottsdale government	86%	81%	61%	93%	34%	44%	61%	61%	52%	66%	66%	55%
Generally acting in the best interest of the community	95%	80%	67%	83%	43%	55%	66%	69%	61%	75%	80%	63%
Being honest	89%	84%	61%	80%	33%	52%	64%	69%	61%	69%	72%	59%
Treating all residents fairly	89%	97%	67%	78%	54%	59%	66%	76%	68%	75%	81%	68%

Table 6: Question 6 by Department

Please rate how important, if at all, you think it is for the Scottsdale community to focus on each of the following in the coming two years. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
Overall feeling of safety in Scottsdale	79%	93%	87%	93%	96%	95%	85%	85%	88%	88%	88%	90%
Overall ease of getting to the places you usually have to visit	68%	90%	90%	95%	79%	87%	80%	80%	84%	84%	84%	83%
Quality of overall natural environment in Scottsdale	75%	83%	76%	81%	62%	59%	70%	68%	86%	79%	75%	74%
Overall "built environment" of Scottsdale (including overall design, buildings, parks and transportation systems)	72%	71%	75%	71%	62%	69%	78%	82%	86%	82%	71%	75%
Health and wellness opportunities in Scottsdale	69%	76%	73%	81%	68%	75%	76%	72%	84%	79%	80%	77%
Overall opportunities for education and enrichment	70%	83%	76%	91%	72%	76%	80%	74%	86%	77%	84%	79%
Overall economic health of Scottsdale	90%	100%	96%	100%	91%	91%	90%	94%	97%	88%	93%	93%
Sense of community	83%	78%	85%	71%	77%	83%	76%	86%	87%	79%	78%	82%

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Table 7: Question 7 by Department

Percent "very" or "somewhat" likely	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
How likely or unlikely you are to recommend working for the City of Scottsdale to someone who asks?	83%	91%	83%	72%	60%	82%	78%	74%	79%	81%	80%	75%

Table 8: Question 8 by Department

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale. (Percent "strongly" or "somewhat" agree)	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
Overall, I am satisfied with my job	96%	90%	85%	77%	81%	95%	80%	79%	85%	85%	89%	84%
Overall, I feel positive about working for the City of Scottsdale	89%	87%	85%	84%	69%	82%	80%	78%	83%	88%	88%	81%
Overall, I think the City of Scottsdale is a good employer	95%	87%	86%	73%	61%	83%	84%	81%	84%	84%	87%	80%
I plan on working for this organization a year from now	95%	90%	92%	72%	93%	97%	84%	92%	86%	94%	94%	91%
I feel that my workload is manageable most of the time	67%	89%	88%	72%	80%	81%	85%	80%	82%	79%	79%	81%
On average, I could take on a heavier workload than I currently have	34%	42%	35%	22%	31%	38%	30%	39%	45%	42%	40%	38%
I gain satisfaction from my current job responsibilities	90%	92%	83%	90%	89%	94%	85%	79%	87%	91%	89%	87%
I feel positively challenged in my current job	74%	91%	79%	77%	82%	97%	82%	75%	81%	86%	85%	83%
The mission of the City of Scottsdale makes me feel my job is important	96%	72%	77%	73%	55%	82%	74%	69%	75%	80%	73%	72%
I have good friends at work	90%	96%	87%	80%	90%	94%	86%	85%	89%	88%	87%	88%
I know what is expected of me at work	96%	100%	92%	71%	91%	93%	90%	87%	93%	85%	95%	91%
I have the opportunity to do what I do best every day at work	74%	100%	84%	83%	79%	92%	85%	78%	81%	81%	85%	82%
My values match or fit with the values of this organization	93%	94%	85%	90%	80%	94%	88%	91%	90%	86%	89%	87%
My co-workers are committed to doing quality work	96%	88%	84%	84%	86%	99%	81%	89%	85%	85%	89%	87%
I have received recognition or praise for doing good work in the last seven days	74%	56%	57%	45%	57%	72%	55%	57%	76%	63%	74%	65%
In the last six months, someone at work has talked to me about my progress	85%	79%	75%	74%	64%	84%	70%	64%	81%	72%	82%	74%

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Table 9: Question 9 by Department

Please rate the quality of each of the following aspects of the City of Scottsdale. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
The working relationships at the City of Scottsdale overall	77%	81%	70%	81%	70%	78%	78%	78%	79%	74%	75%	75%
Communication among all staff overall	72%	74%	49%	55%	44%	59%	50%	48%	60%	60%	63%	55%
Collaboration among all staff overall	70%	72%	50%	57%	47%	58%	53%	55%	61%	62%	72%	58%
The work being done at the City of Scottsdale overall	88%	89%	70%	88%	69%	82%	81%	81%	84%	77%	83%	79%
Overall staff morale	66%	55%	36%	53%	25%	52%	41%	40%	45%	46%	54%	43%
The City of Scottsdale's reputation among staff	73%	61%	53%	59%	38%	56%	45%	45%	52%	54%	57%	50%
A respectful atmosphere	74%	81%	51%	86%	59%	76%	76%	72%	76%	68%	75%	70%
Communicating standards of ethical behavior	77%	85%	73%	97%	77%	89%	89%	85%	83%	79%	86%	82%
Modeling standards of ethical behavior	77%	83%	58%	88%	65%	79%	81%	70%	72%	73%	79%	72%
Maintaining a work environment that is free of violence or harassment	85%	83%	74%	97%	85%	90%	90%	81%	91%	83%	87%	86%
Maintaining a work environment that is free of drug or alcohol abuse	89%	98%	87%	100%	95%	94%	93%	98%	94%	91%	97%	95%
Work-life balance for staff	64%	72%	64%	69%	62%	73%	74%	72%	71%	76%	77%	70%
Clarity of staff roles and responsibilities	46%	73%	61%	50%	68%	83%	63%	60%	70%	71%	76%	69%
Employee appreciation	65%	48%	37%	57%	36%	51%	50%	39%	55%	50%	58%	48%
Effectiveness of meetings and meeting schedule	51%	66%	62%	55%	60%	66%	59%	62%	58%	60%	68%	61%
The overall skill set of staff	83%	88%	76%	80%	81%	87%	77%	87%	85%	80%	87%	83%
Accuracy of performance evaluations	44%	40%	54%	45%	43%	69%	34%	39%	53%	59%	57%	51%
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	58%	32%	37%	29%	23%	55%	31%	35%	37%	38%	45%	36%
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	68%	41%	57%	58%	32%	42%	48%	66%	52%	66%	71%	53%
Connection between compensation and performance	38%	36%	41%	44%	22%	54%	34%	40%	37%	41%	44%	37%
Dealing with low-performing employees	24%	6%	28%	26%	25%	57%	20%	24%	28%	34%	32%	30%
Recognizing high-performing employees	61%	29%	44%	30%	40%	59%	38%	35%	52%	47%	47%	46%
Defining performance objectives	71%	45%	56%	42%	51%	78%	56%	55%	64%	64%	63%	59%
Applying discipline fairly and consistently	40%	29%	39%	61%	38%	69%	49%	37%	47%	50%	61%	47%
Supporting continual learning and development	76%	61%	56%	72%	54%	64%	56%	57%	72%	66%	86%	65%
Availability of opportunities for employees to develop knowledge and skills	66%	62%	51%	65%	49%	67%	59%	57%	70%	65%	81%	63%
Coaching or mentoring employees	51%	39%	42%	36%	44%	64%	44%	34%	61%	52%	62%	51%
Opportunities for promotion	42%	34%	23%	46%	32%	52%	20%	23%	41%	45%	50%	38%

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Please rate the quality of each of the following aspects of the City of Scottsdale. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
Opportunities to develop a career path	36%	33%	28%	52%	41%	61%	36%	40%	52%	49%	62%	47%
Work schedule flexibility	59%	23%	70%	43%	60%	67%	80%	80%	69%	76%	77%	69%
Availability of necessary materials, resources and equipment to do the job effectively	72%	85%	70%	80%	65%	72%	67%	81%	76%	77%	85%	75%
Providing individual and group work spaces to do the job effectively	82%	87%	78%	78%	61%	74%	68%	69%	75%	73%	83%	72%

Table 10: Question 10 by Department

Please rate the quality of each of the following aspects of your workgroup. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
The working relationships in my workgroup overall	77%	80%	72%	71%	78%	97%	82%	84%	88%	78%	87%	83%
Communication among all staff in my workgroup overall	73%	76%	66%	64%	67%	82%	73%	73%	78%	70%	79%	73%
Collaboration among all staff in my workgroup overall	77%	76%	70%	65%	73%	87%	74%	74%	80%	77%	76%	76%
The quality of work being done in my workgroup overall	89%	88%	80%	77%	90%	94%	89%	89%	88%	83%	89%	88%
Overall staff morale in my workgroup	72%	59%	61%	49%	52%	81%	67%	53%	68%	63%	65%	63%

Table 11: Question 11 by Department

Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
Fostering an atmosphere of mutual trust and confidence	70%	71%	69%	64%	67%	80%	67%	66%	83%	74%	77%	74%
Promoting a positive working relationship among work group members	65%	71%	66%	64%	72%	84%	64%	70%	80%	77%	79%	74%
Providing specific, constructive feedback that helps improve performance	57%	69%	64%	64%	67%	78%	58%	61%	74%	67%	75%	69%
Working together with employees to set goals	62%	80%	66%	74%	69%	72%	72%	58%	76%	70%	80%	71%
Communicating expectations of employees	68%	73%	60%	67%	72%	79%	67%	51%	75%	70%	76%	70%
Informing employees about decisions that impact work	60%	61%	69%	67%	67%	79%	69%	52%	77%	69%	78%	70%

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Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
Providing recognition for doing good work	57%	55%	61%	69%	67%	71%	53%	48%	71%	64%	72%	64%
Treating employees with respect	72%	80%	71%	84%	76%	80%	73%	75%	83%	76%	86%	79%
Welcoming employee involvement in decision-making	48%	59%	72%	59%	71%	75%	59%	54%	74%	68%	77%	69%

Table 12: Question 12 by Department

Please rate the quality of each of the following aspects of the City of Scottsdale's executive leadership. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
Communicating an inspiring vision	41%	56%	45%	53%	41%	62%	53%	47%	58%	53%	62%	52%
Clarity of strategic direction, goals and objectives	65%	59%	46%	74%	42%	57%	58%	46%	55%	55%	62%	52%
Strength of shared understanding among employees of what the organization is supposed to do	76%	61%	50%	59%	48%	65%	45%	52%	55%	59%	69%	56%
Communicating information in a timely manner	83%	64%	43%	60%	43%	59%	55%	57%	65%	60%	67%	58%
Communicating information that helps employees to understand the problems and issues facing the City	42%	52%	47%	67%	36%	49%	44%	48%	54%	57%	59%	50%
Encouraging employees to come up with innovative solutions to problems	66%	61%	50%	53%	43%	54%	51%	49%	54%	56%	66%	53%
Welcoming employee involvement in decision-making	52%	52%	43%	43%	34%	51%	43%	43%	49%	54%	54%	46%
Listening to employee opinions	59%	55%	33%	44%	34%	49%	40%	40%	45%	48%	57%	44%
Speed of response to important issues or change	45%	59%	34%	52%	33%	50%	40%	43%	47%	54%	58%	45%
Modeling a high standard	89%	65%	43%	73%	45%	54%	59%	57%	63%	61%	75%	59%
Managing costs responsibly and logically	66%	67%	61%	75%	45%	60%	68%	54%	58%	62%	69%	58%
Process for making important decisions	61%	56%	49%	72%	43%	57%	48%	49%	56%	63%	70%	55%
Overall level of confidence in the leadership of the City of Scottsdale	66%	50%	43%	45%	37%	54%	52%	50%	57%	61%	64%	52%

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Table 13: Question 13 by Department

Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
Custodial cleaning services	36%	85%	39%	44%	43%	75%	47%	72%	39%	51%	40%	48%
Maintenance and repair services	72%	98%	68%	100%	62%	55%	76%	84%	79%	77%	77%	74%
Facilities management services overall	83%	93%	75%	77%	62%	66%	76%	86%	74%	81%	76%	74%
Fleet maintenance services overall	53%	100%	81%	100%	65%	22%	73%	82%	75%	70%	65%	66%
Recruitment services	45%	50%	35%	77%	53%	73%	60%	51%	64%	60%	64%	58%
Benefits administration (Please rate City staff only)	63%	61%	40%	80%	61%	66%	59%	63%	74%	61%	75%	65%
Training services	64%	71%	53%	84%	66%	72%	73%	58%	73%	65%	77%	68%
Human resources services overall	64%	44%	32%	73%	56%	77%	53%	57%	65%	65%	69%	61%
Radio systems	59%	100%	80%	92%	79%	91%	89%	63%	80%	82%	77%	79%
Telephone systems	80%	89%	72%	78%	79%	85%	83%	74%	81%	86%	88%	81%
Network services	93%	96%	74%	80%	73%	71%	86%	82%	85%	82%	88%	82%
Application services	89%	100%	75%	85%	74%	77%	86%	82%	84%	81%	84%	81%
Desktop / Help Desk services	83%	100%	79%	90%	81%	89%	87%	95%	88%	87%	91%	87%
General information technology (IT) services overall	96%	100%	78%	88%	80%	91%	87%	93%	87%	87%	91%	87%
Purchasing services overall	55%	63%	64%	78%	71%	76%	75%	85%	81%	81%	73%	76%
Finance services overall (which could include payroll, budgeting, etc.)	92%	86%	83%	100%	73%	82%	71%	81%	84%	81%	79%	80%
Risk management services overall	70%	60%	89%	64%	73%	76%	63%	68%	79%	71%	78%	74%
Overall City internal services	78%	78%	67%	79%	73%	74%	73%	80%	82%	73%	80%	77%

Table 14: Question 14 by Department

Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
Custodial cleaning services	38%	94%	55%	72%	54%	76%	55%	72%	49%	55%	55%	57%
Maintenance and repair services	77%	92%	77%	90%	67%	50%	77%	84%	72%	76%	78%	73%
Facilities management services overall	81%	86%	73%	91%	64%	51%	79%	86%	72%	76%	75%	72%
Fleet maintenance services overall	50%	100%	79%	85%	69%	21%	72%	72%	71%	69%	73%	66%
Recruitment services	45%	59%	27%	71%	52%	69%	53%	44%	63%	62%	71%	58%
Benefits administration (Please rate City staff only)	75%	62%	43%	76%	65%	64%	64%	60%	79%	64%	80%	68%
Training services	79%	71%	60%	71%	71%	74%	78%	62%	75%	67%	80%	72%
Human resources services overall	81%	54%	46%	59%	60%	74%	60%	61%	74%	63%	76%	66%
Radio systems	70%	100%	83%	84%	83%	84%	90%	70%	88%	85%	83%	83%
Telephone systems	80%	100%	76%	94%	82%	80%	82%	82%	83%	83%	85%	83%
Network services	82%	100%	82%	91%	77%	79%	85%	86%	89%	82%	84%	83%

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Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	City agency or department											City overall
	Mayor and City Council/City Auditor/City Clerk/City Manager	City Attorney	City Treasurer	City Court	Public Safety - Police	Public Safety - Fire	Administrative Services	Community & Economic Development	Community Services	Public Works	Water	
Application services	87%	100%	87%	90%	76%	77%	83%	86%	86%	81%	83%	82%
Desktop / Help Desk services	82%	100%	89%	78%	81%	86%	86%	92%	87%	84%	90%	86%
General information technology (IT) services overall	96%	100%	84%	82%	81%	86%	87%	92%	89%	84%	84%	86%
Purchasing services overall	53%	68%	69%	58%	71%	69%	74%	79%	82%	74%	75%	75%
Finance services overall (which could include payroll, budgeting, etc.)	74%	83%	82%	66%	77%	76%	75%	78%	83%	75%	85%	79%
Risk management services overall	68%	60%	89%	57%	75%	68%	75%	75%	79%	73%	81%	75%
Overall City internal services	76%	72%	83%	73%	70%	68%	74%	78%	81%	71%	82%	75%

Comparisons of Survey Results by Management Status, Exemption Status, Employment Status and Shift

Table 15: Question 1 by Management Status, Exemption Status, Employment Status and Shift

Please rate each of the following aspects of quality of life in Scottsdale. (Percent "excellent" or "good")	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
Scottsdale as a place to live	92%	92%	94%	90%	91%	93%	91%	94%	92%
Scottsdale as a place to work	71%	73%	77%	66%	68%	85%	71%	70%	71%
The overall quality of life in Scottsdale	93%	90%	94%	87%	90%	91%	90%	90%	90%

Table 16: Question 2 by Management Status, Exemption Status, Employment Status and Shift

Please rate each of the following characteristics as they relate to Scottsdale as a whole.(Percent "excellent" or "good")	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
Overall feeling of safety in Scottsdale	96%	92%	96%	92%	93%	92%	92%	93%	93%
Overall ease of getting to the places you usually have to visit	78%	76%	76%	76%	76%	76%	77%	80%	76%
Quality of overall natural environment in Scottsdale	94%	90%	93%	89%	91%	87%	92%	81%	90%
Overall "built environment" of Scottsdale (including overall design, buildings, parks and transportation systems)	83%	82%	84%	80%	82%	80%	83%	74%	82%
Health and wellness opportunities in Scottsdale	89%	86%	89%	83%	86%	84%	87%	81%	86%
Overall opportunities for education and enrichment	80%	79%	82%	76%	78%	81%	79%	79%	78%
Overall economic health of Scottsdale	86%	82%	85%	81%	83%	82%	84%	75%	83%
Sense of community	62%	63%	64%	60%	62%	63%	64%	61%	61%
Overall image or reputation of Scottsdale	86%	82%	88%	78%	82%	84%	83%	81%	81%

Table 17: Question 3 by Management Status, Exemption Status, Employment Status and Shift

Percent "very" or "somewhat" likely	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
How likely or unlikely you are to recommend living in Scottsdale to someone who asks?	89%	86%	90%	83%	84%	92%	86%	86%	86%

Table 18: Question 4 by Management Status, Exemption Status, Employment Status and Shift

Percent "excellent" or "good"	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
Overall, how would you rate the quality of the services provided by the City of Scottsdale?	94%	91%	92%	90%	91%	89%	90%	91%	91%

Table 19: Question 5 by Management Status, Exemption Status, Employment Status and Shift

Please rate each of the following categories of Scottsdale government performance. (Percent "excellent" or "good")	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
The value of services for the taxes paid to Scottsdale	93%	82%	87%	83%	87%	71%	85%	75%	84%
The overall direction that Scottsdale is taking	62%	63%	67%	58%	62%	66%	65%	50%	62%
The job Scottsdale government does at welcoming citizen involvement	76%	72%	75%	70%	73%	68%	75%	54%	72%
Overall confidence in Scottsdale government	56%	56%	62%	49%	54%	58%	56%	48%	55%
Generally acting in the best interest of the community	66%	64%	71%	58%	62%	71%	64%	62%	63%

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Please rate each of the following categories of Scottsdale government performance. (Percent "excellent" or "good")	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
Being honest	63%	60%	67%	54%	58%	69%	60%	55%	59%
Treating all residents fairly	73%	69%	74%	65%	67%	77%	69%	68%	68%

Table 20: Question 6 by Management Status, Exemption Status, Employment Status and Shift

Please rate how important, if at all, you think it is for the Scottsdale community to focus on each of the following in the coming two years. (Percent "excellent" or "good")	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
Overall feeling of safety in Scottsdale	89%	90%	86%	92%	89%	90%	89%	88%	90%
Overall ease of getting to the places you usually have to visit	86%	82%	84%	82%	83%	83%	81%	80%	83%
Quality of overall natural environment in Scottsdale	77%	73%	78%	70%	73%	81%	78%	67%	74%
Overall "built environment" of Scottsdale (including overall design, buildings, parks and transportation systems)	84%	74%	83%	70%	75%	80%	79%	64%	75%
Health and wellness opportunities in Scottsdale	73%	77%	77%	76%	75%	83%	78%	72%	77%
Overall opportunities for education and enrichment	75%	80%	81%	77%	78%	86%	80%	75%	79%
Overall economic health of Scottsdale	96%	92%	95%	91%	92%	95%	94%	89%	93%
Sense of community	83%	81%	81%	81%	81%	82%	82%	76%	82%

Table 21: Question 7 by Management Status, Exemption Status, Employment Status and Shift

Percent "very" or "somewhat" likely	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
How likely or unlikely you are to recommend working for the City of Scottsdale to someone who asks?	80%	76%	81%	71%	75%	81%	76%	70%	75%

Table 22: Question 8 by Management Status, Exemption Status, Employment Status and Shift

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale. (Percent "strongly" or "somewhat" agree)	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
Overall, I am satisfied with my job	91%	83%	87%	82%	84%	84%	84%	79%	84%
Overall, I feel positive about working for the City of Scottsdale	84%	81%	85%	78%	80%	87%	81%	80%	81%
Overall, I think the City of Scottsdale is a good employer	82%	80%	84%	75%	78%	88%	79%	76%	80%
I plan on working for this organization a year from now	94%	90%	88%	93%	92%	83%	91%	85%	91%
I feel that my workload is manageable most of the time	77%	83%	78%	82%	79%	89%	80%	85%	81%
On average, I could take on a heavier workload than I currently have	33%	41%	38%	36%	32%	72%	37%	61%	38%
I gain satisfaction from my current job responsibilities	91%	86%	88%	86%	88%	86%	87%	85%	87%
I feel positively challenged in my current job	88%	81%	82%	83%	83%	79%	81%	84%	83%
The mission of the City of Scottsdale make me feel my job is important	78%	71%	77%	66%	70%	81%	71%	69%	72%
I have good friends at work	91%	88%	86%	89%	88%	91%	88%	87%	88%
I know what is expected of me at work	92%	91%	91%	90%	91%	89%	91%	84%	91%
I have the opportunity to do what I do best every day at work	86%	82%	84%	80%	83%	80%	82%	76%	82%
My values match or fit with the values of this organization	90%	87%	88%	87%	87%	91%	87%	84%	87%
My co-workers are committed to doing quality work	92%	85%	89%	84%	87%	86%	86%	80%	87%

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Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale. (Percent "strongly" or "somewhat" agree)	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
I have received recognition or praise for doing good work in the last seven days	66%	66%	65%	64%	62%	82%	63%	71%	65%
In the last six months, someone at work has talked to me about my progress	75%	75%	76%	73%	72%	87%	73%	79%	74%

Table 23: Question 9 by Management Status, Exemption Status, Employment Status and Shift

Please rate the quality of each of the following aspects of the City of Scottsdale. (Percent "excellent" or "good")	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
The working relationships at the City of Scottsdale overall	80%	75%	78%	73%	75%	81%	76%	66%	75%
Communication among all staff overall	58%	55%	59%	51%	53%	68%	57%	49%	55%
Collaboration among all staff overall	60%	59%	62%	54%	56%	73%	60%	50%	58%
The work being done at the City of Scottsdale overall	86%	78%	85%	73%	77%	87%	79%	73%	79%
Overall staff morale	41%	44%	49%	35%	39%	63%	42%	40%	43%
The City of Scottsdale's reputation among staff	48%	52%	54%	46%	48%	65%	50%	47%	50%
A respectful atmosphere	77%	69%	78%	64%	67%	86%	70%	69%	70%
Communicating standards of ethical behavior	86%	82%	86%	80%	82%	86%	83%	79%	82%
Modeling standards of ethical behavior	74%	73%	75%	70%	71%	80%	72%	70%	72%
Maintaining a work environment that is free of violence or harassment	90%	86%	90%	83%	85%	91%	87%	85%	86%
Maintaining a work environment that is free of drug or alcohol abuse	95%	95%	96%	93%	95%	93%	94%	93%	95%
Work-life balance for staff	69%	73%	74%	68%	69%	81%	71%	64%	70%
Clarity of staff roles and responsibilities	68%	70%	70%	67%	67%	78%	67%	74%	69%
Employee appreciation	46%	50%	50%	46%	45%	67%	48%	46%	48%
Effectiveness of meetings and meeting schedule	60%	62%	60%	60%	60%	68%	60%	59%	61%
The overall skill set of staff	86%	82%	85%	80%	82%	88%	83%	79%	83%
Accuracy of performance evaluations	46%	52%	50%	49%	47%	68%	49%	52%	51%
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	33%	38%	37%	33%	33%	51%	34%	40%	36%
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	49%	55%	53%	52%	54%	48%	55%	49%	53%
Connection between compensation and performance	37%	38%	36%	36%	35%	47%	37%	32%	37%
Dealing with low-performing employees	31%	29%	27%	31%	29%	35%	28%	34%	30%
Recognizing high-performing employees	49%	45%	49%	40%	42%	67%	44%	52%	46%
Defining performance objectives	59%	61%	60%	58%	57%	75%	59%	61%	59%
Applying discipline fairly and consistently	51%	47%	50%	43%	44%	64%	46%	50%	47%
Supporting continual learning and development	65%	66%	65%	64%	62%	81%	66%	66%	65%
Availability of opportunities for employees to develop knowledge and skills	64%	64%	66%	60%	60%	79%	64%	60%	63%
Coaching or mentoring employees	53%	52%	52%	49%	48%	70%	51%	61%	51%
Opportunities for promotion	36%	39%	35%	38%	35%	54%	36%	51%	38%
Opportunities to develop a career path	51%	47%	47%	46%	45%	60%	46%	62%	47%
Work schedule flexibility	70%	69%	75%	64%	68%	78%	71%	62%	69%
Availability of necessary materials, resources and equipment to do the job effectively	74%	76%	78%	71%	73%	83%	74%	72%	75%
Providing individual and group work spaces to do the job effectively	74%	73%	76%	69%	71%	81%	71%	72%	72%

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Table 24: Question 10 by Management Status, Exemption Status, Employment Status and Shift

Please rate the quality of each of the following aspects of your workgroup. (Percent "excellent" or "good")	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
The working relationships in my workgroup overall	90%	81%	85%	81%	82%	91%	83%	78%	83%
Communication among all staff in my workgroup overall	79%	73%	78%	70%	72%	80%	74%	65%	73%
Collaboration among all staff in my workgroup overall	87%	74%	79%	74%	76%	81%	77%	71%	76%
The quality of work being done in my workgroup overall	94%	86%	91%	86%	88%	86%	88%	80%	88%
Overall staff morale in my workgroup	69%	62%	70%	56%	60%	77%	62%	58%	63%

Table 25: Question 11 by Management Status, Exemption Status, Employment Status and Shift

Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
Fostering an atmosphere of mutual trust and confidence	79%	73%	78%	70%	71%	90%	73%	78%	74%
Promoting a positive working relationship among work group members	77%	75%	76%	73%	72%	88%	74%	74%	74%
Providing specific, constructive feedback that helps improve performance	71%	69%	69%	68%	66%	84%	69%	67%	69%
Working together with employees to set goals	71%	72%	72%	70%	70%	80%	71%	72%	71%
Communicating expectations of employees	72%	71%	70%	70%	68%	84%	69%	75%	70%
Informing employees about decisions that impact work	74%	70%	72%	68%	67%	86%	70%	70%	70%
Providing recognition for doing good work	71%	64%	65%	63%	63%	77%	65%	66%	64%
Treating employees with respect	81%	79%	84%	75%	77%	91%	79%	76%	79%
Welcoming employee involvement in decision-making	72%	69%	70%	67%	67%	82%	69%	73%	69%

Table 26: Question 12 by Management Status, Exemption Status, Employment Status and Shift

Please rate the quality of each of the following aspects of the City of Scottsdale's executive leadership. (Percent "excellent" or "good")	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
Communicating an inspiring vision	49%	55%	52%	51%	49%	74%	51%	58%	52%
Clarity of strategic direction, goals and objectives	50%	55%	52%	52%	50%	71%	52%	58%	52%
Strength of shared understanding among employees of what the organization is supposed to do	51%	58%	55%	55%	53%	72%	54%	60%	56%
Communicating information in a timely manner	56%	60%	61%	55%	55%	74%	57%	60%	58%
Communicating information that helps employees to understand the problems and issues facing the City	44%	52%	49%	48%	46%	72%	49%	51%	50%
Encouraging employees to come up with innovative solutions to problems	49%	55%	54%	50%	50%	70%	53%	57%	53%
Welcoming employee involvement in decision-making	43%	48%	49%	43%	43%	64%	46%	51%	46%
Listening to employee opinions	41%	46%	46%	41%	41%	61%	43%	47%	44%
Speed of response to important issues or change	40%	48%	46%	44%	43%	63%	44%	48%	45%
Modeling a high standard	57%	60%	65%	54%	56%	75%	59%	59%	59%
Managing costs responsibly and logically	60%	59%	62%	54%	57%	66%	59%	48%	58%
Process for making important decisions	50%	57%	56%	52%	52%	76%	54%	54%	55%
Overall level of confidence in the leadership of the City of Scottsdale	50%	54%	58%	47%	49%	72%	52%	50%	52%

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Table 27: Question 13 by Management Status, Exemption Status, Employment Status and Shift

Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
Custodial cleaning services	34%	52%	42%	51%	46%	57%	46%	54%	48%
Maintenance and repair services	69%	76%	75%	72%	73%	82%	78%	61%	74%
Facilities management services overall	69%	76%	73%	75%	73%	79%	77%	69%	74%
Fleet maintenance services overall	48%	72%	72%	62%	62%	91%	70%	76%	66%
Recruitment services	53%	62%	61%	56%	55%	81%	56%	67%	58%
Benefits administration (Please rate City staff only)	62%	67%	67%	64%	64%	75%	66%	68%	65%
Training services	66%	70%	67%	68%	66%	82%	68%	73%	68%
Human resources services overall	52%	65%	58%	64%	59%	74%	60%	69%	61%
Radio systems	79%	81%	82%	78%	80%	84%	80%	80%	79%
Telephone systems	83%	82%	84%	79%	81%	88%	82%	84%	81%
Network services	81%	83%	87%	77%	80%	91%	83%	80%	82%
Application services	81%	82%	86%	77%	80%	87%	82%	82%	81%
Desktop / Help Desk services	89%	88%	90%	85%	87%	91%	88%	83%	87%
General information technology (IT) services overall	89%	87%	90%	84%	86%	92%	87%	85%	87%
Purchasing services overall	67%	81%	75%	76%	74%	89%	77%	87%	76%
Finance services overall (which could include payroll, budgeting, etc.)	77%	82%	82%	78%	78%	88%	80%	79%	80%
Risk management services overall	67%	77%	74%	72%	72%	88%	76%	73%	74%
Overall City internal services	73%	79%	79%	74%	75%	88%	78%	76%	77%

Table 28: Question 14 by Management Status, Exemption Status, Employment Status and Shift

Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	Management status		Exemption status		Employment status		Work shift		City overall
	Manager	Non-manager	Exempt	Non-exempt	Full time	Part time	Day	Evening/night	
Custodial cleaning services	44%	60%	53%	58%	54%	67%	56%	63%	57%
Maintenance and repair services	67%	75%	76%	70%	72%	77%	76%	69%	73%
Facilities management services overall	67%	75%	74%	70%	71%	78%	75%	67%	72%
Fleet maintenance services overall	53%	70%	68%	63%	63%	84%	71%	74%	66%
Recruitment services	53%	61%	59%	57%	55%	75%	56%	72%	58%
Benefits administration (Please rate City staff only)	64%	71%	70%	67%	66%	84%	68%	80%	68%
Training services	70%	74%	73%	70%	70%	84%	73%	74%	72%
Human resources services overall	60%	69%	67%	65%	63%	83%	65%	74%	66%
Radio systems	80%	85%	89%	80%	82%	92%	84%	84%	83%
Telephone systems	83%	83%	87%	78%	82%	88%	84%	82%	83%
Network services	83%	84%	88%	79%	82%	92%	85%	78%	83%
Application services	84%	82%	88%	78%	82%	88%	84%	79%	82%
Desktop / Help Desk services	86%	87%	88%	83%	86%	88%	87%	80%	86%
General information technology (IT) services overall	88%	86%	89%	83%	85%	92%	87%	86%	86%
Purchasing services overall	67%	78%	74%	74%	73%	87%	76%	84%	75%
Finance services overall (which could include payroll, budgeting, etc.)	77%	81%	82%	77%	78%	81%	78%	83%	79%
Risk management services overall	70%	78%	78%	72%	74%	86%	78%	75%	75%
Overall City internal services	73%	77%	77%	72%	74%	83%	76%	76%	75%

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Scottsdale, AZ

Technical Appendices

2016



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The NES is presented by NRC in collaboration with ICMA.

NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

Appendix A: Complete Survey Responses

Responses excluding “don’t know”

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 1: Question 1

Please rate each of the following aspects of quality of life in Scottsdale:	Excellent		Good		Fair		Poor		Total	
Scottsdale as a place to live	49%	550	43%	483	7%	79	1%	13	100%	1,125
Scottsdale as a place to work	26%	379	45%	668	22%	325	7%	105	100%	1,478
The overall quality of life in Scottsdale	33%	432	57%	750	10%	125	0%	7	100%	1,314

Table 2: Question 2

Please rate each of the following characteristics as they relate to Scottsdale as a whole:	Excellent		Good		Fair		Poor		Total	
Overall feeling of safety in Scottsdale	39%	548	53%	741	6%	87	1%	12	100%	1,387
Overall ease of getting to the places you usually have to visit	18%	251	58%	806	21%	286	3%	41	100%	1,384
Quality of overall natural environment in Scottsdale	37%	515	53%	724	9%	127	1%	8	100%	1,375
Overall "built environment" of Scottsdale (including overall design, buildings, parks and transportation systems)	27%	375	55%	762	16%	225	2%	26	100%	1,388
Health and wellness opportunities in Scottsdale	35%	470	51%	683	12%	163	2%	31	100%	1,347
Overall opportunities for education and enrichment	24%	305	54%	690	19%	244	3%	44	100%	1,283
Overall economic health of Scottsdale	28%	365	55%	731	15%	194	2%	28	100%	1,318
Sense of community	14%	175	48%	615	29%	370	10%	133	100%	1,293
Overall image or reputation of Scottsdale	30%	414	51%	709	15%	208	4%	51	100%	1,383

Table 3: Question 3

How likely or unlikely you are to recommend living in Scottsdale to someone who asks?	Percent	Number
Very likely	43%	565
Somewhat likely	42%	555
Somewhat unlikely	8%	109
Very unlikely	6%	81
Total	100%	1,309

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Table 4: Question 4

Overall, how would you rate the quality of the services provided by the City of Scottsdale?	Percent	Number
Excellent	51%	695
Good	40%	549
Fair	8%	108
Poor	1%	15
Total	100%	1,367

Table 5: Question 5

Please rate each of the following categories of Scottsdale government performance:	Excellent		Good		Fair		Poor		Total	
The value of services for the taxes paid to Scottsdale	36%	413	48%	553	13%	148	3%	35	100%	1,149
The overall direction that Scottsdale is taking	13%	165	49%	600	26%	317	12%	144	100%	1,226
The job Scottsdale government does at welcoming citizen involvement	21%	251	51%	599	23%	274	5%	59	100%	1,183
Overall confidence in Scottsdale government	13%	162	42%	534	28%	358	17%	214	100%	1,267
Generally acting in the best interest of the community	17%	209	47%	593	26%	334	10%	129	100%	1,265
Being honest	17%	210	43%	532	26%	326	14%	179	100%	1,247
Treating all residents fairly	22%	264	46%	564	22%	264	10%	122	100%	1,213

Table 6: Question 6

Please rate how important, if at all, you think it is for the Scottsdale community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
Overall feeling of safety in Scottsdale	51%	654	39%	498	8%	109	2%	25	100%	1,286
Overall ease of getting to the places you usually have to visit	29%	370	54%	685	16%	197	1%	17	100%	1,268
Quality of overall natural environment in Scottsdale	27%	347	47%	604	22%	281	4%	49	100%	1,281
Overall "built environment" of Scottsdale (including overall design, buildings, parks and transportation systems)	25%	316	50%	644	22%	279	3%	41	100%	1,280
Health and wellness opportunities in Scottsdale	27%	346	50%	638	21%	263	2%	31	100%	1,278
Overall opportunities for education and enrichment	32%	404	48%	608	18%	232	3%	34	100%	1,277
Overall economic health of Scottsdale	45%	583	48%	614	5%	68	1%	17	100%	1,282
Sense of community	31%	400	50%	643	16%	206	2%	28	100%	1,276

Table 7: Question 7

How likely or unlikely you are to recommend working for the City of Scottsdale to someone who asks?	Percent	Number
Very likely	42%	538
Somewhat likely	34%	436
Somewhat unlikely	13%	162
Very unlikely	12%	155
Total	100%	1,291

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Table 8: Question 8

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale.	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Total	
Overall, I am satisfied with my job	44%	564	40%	508	10%	130	6%	73	100%	1,274
Overall, I feel positive about working for the City of Scottsdale	43%	545	38%	480	12%	150	7%	94	100%	1,269
Overall, I think the City of Scottsdale is a good employer	39%	493	40%	512	13%	160	8%	99	100%	1,265
I plan on working for this organization a year from now	66%	773	26%	300	5%	56	4%	48	100%	1,178
I feel that my workload is manageable most of the time	42%	533	39%	493	12%	157	7%	84	100%	1,267
On average, I could take on a heavier workload than I currently have	11%	137	27%	332	32%	388	30%	370	100%	1,226
I gain satisfaction from my current job responsibilities	49%	615	39%	494	9%	112	4%	47	100%	1,267
I feel positively challenged in my current job	45%	573	37%	473	11%	142	6%	78	100%	1,266
The mission of the City of Scottsdale makes me feel my job is important	35%	441	37%	456	17%	217	10%	130	100%	1,244
I have good friends at work	50%	638	37%	472	8%	97	4%	57	100%	1,264
I know what is expected of me at work	61%	770	30%	377	6%	77	3%	39	100%	1,264
I have the opportunity to do what I do best every day at work	47%	593	35%	449	11%	142	6%	81	100%	1,265
My values match or fit with the values of this organization	51%	635	37%	462	9%	113	4%	46	100%	1,256
My co-workers are committed to doing quality work	47%	594	39%	494	9%	109	5%	59	100%	1,255
I have received recognition or praise for doing good work in the last seven days	36%	443	30%	370	13%	160	22%	269	100%	1,242
In the last six months, someone at work has talked to me about my progress	42%	524	32%	396	10%	126	16%	195	100%	1,240

Table 9: Question 9

Please rate the quality of each of the following aspects of the City of Scottsdale.	Excellent		Good		Fair		Poor		Total	
The working relationships at the City of Scottsdale overall	26%	310	49%	587	19%	225	6%	76	100%	1,198
Communication among all staff overall	17%	200	38%	462	30%	362	15%	186	100%	1,210
Collaboration among all staff overall	18%	221	39%	472	29%	348	13%	158	100%	1,199
The work being done at the City of Scottsdale overall	26%	314	53%	628	17%	207	3%	41	100%	1,189
Overall staff morale	10%	120	33%	396	34%	415	23%	274	100%	1,205
The City of Scottsdale's reputation among staff	13%	155	37%	441	31%	368	19%	222	100%	1,185
A respectful atmosphere	25%	305	45%	546	21%	257	9%	109	100%	1,217
Communicating standards of ethical behavior	37%	443	46%	551	13%	154	5%	63	100%	1,209
Modeling standards of ethical behavior	29%	351	43%	513	19%	226	9%	107	100%	1,196
Maintaining a work environment that is free of violence or harassment	50%	601	37%	443	9%	107	5%	57	100%	1,208
Maintaining a work environment that is free of drug or alcohol abuse	64%	764	30%	362	4%	47	1%	16	100%	1,189
Work-life balance for staff	27%	317	43%	517	21%	254	9%	105	100%	1,193
Clarity of staff roles and responsibilities	26%	309	43%	524	22%	264	9%	111	100%	1,208
Employee appreciation	16%	198	32%	390	28%	340	24%	286	100%	1,214
Effectiveness of meetings and meeting schedule	16%	193	45%	534	27%	321	11%	135	100%	1,183

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Please rate the quality of each of the following aspects of the City of Scottsdale.	Excellent		Good		Fair		Poor		Total	
The overall skill set of staff	30%	366	53%	632	14%	164	3%	39	100%	1,201
Accuracy of performance evaluations	15%	176	35%	405	27%	314	22%	250	100%	1,145
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	11%	131	25%	296	33%	384	31%	368	100%	1,178
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	17%	199	36%	421	27%	320	20%	240	100%	1,180
Connection between compensation and performance	11%	124	26%	302	29%	336	35%	405	100%	1,168
Dealing with low-performing employees	8%	79	22%	226	31%	320	40%	409	100%	1,034
Recognizing high-performing employees	14%	160	32%	368	27%	311	28%	320	100%	1,159
Defining performance objectives	16%	196	43%	510	29%	347	12%	138	100%	1,190
Applying discipline fairly and consistently	13%	142	34%	358	28%	301	25%	261	100%	1,061
Supporting continual learning and development	24%	283	41%	489	23%	270	12%	148	100%	1,189
Availability of opportunities for employees to develop knowledge and skills	22%	260	41%	499	25%	296	13%	152	100%	1,206
Coaching or mentoring employees	17%	193	34%	399	28%	324	21%	247	100%	1,163
Opportunities for promotion	10%	116	28%	322	33%	377	30%	343	100%	1,158
Opportunities to develop a career path	14%	165	33%	388	32%	378	21%	240	100%	1,171
Work schedule flexibility	30%	358	39%	465	21%	255	10%	119	100%	1,197
Availability of necessary materials, resources and equipment to do the job effectively	28%	344	46%	562	19%	229	6%	76	100%	1,212
Providing individual and group work spaces to do the job effectively	27%	326	45%	536	20%	239	8%	94	100%	1,195

Table 10: Question 10

Please rate the quality of each of the following aspects of your workgroup.	Excellent		Good		Fair		Poor		Total	
The working relationships in my workgroup overall	41%	490	42%	508	13%	157	4%	52	100%	1,207
Communication among all staff in my workgroup overall	32%	387	41%	496	19%	225	8%	95	100%	1,204
Collaboration among all staff in my workgroup overall	35%	417	42%	504	16%	198	7%	87	100%	1,206
The quality of work being done in my workgroup overall	48%	576	40%	487	10%	116	2%	27	100%	1,207
Overall staff morale in my workgroup	22%	258	41%	495	22%	263	15%	177	100%	1,193

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Table 11: Question 11

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Total	
Fostering an atmosphere of mutual trust and confidence	37%	431	37%	437	16%	192	10%	121	100%	1,180
Promoting a positive working relationship among work group members	37%	436	37%	438	16%	184	10%	115	100%	1,173
Providing specific, constructive feedback that helps improve performance	33%	388	36%	416	19%	218	12%	146	100%	1,168
Working together with employees to set goals	34%	395	37%	432	19%	218	11%	124	100%	1,169
Communicating expectations of employees	35%	404	36%	419	18%	210	12%	137	100%	1,171
Informing employees about decisions that impact work	34%	399	35%	415	18%	205	13%	151	100%	1,170
Providing recognition for doing good work	31%	363	33%	385	18%	213	18%	205	100%	1,167
Treating employees with respect	46%	545	32%	380	14%	161	8%	89	100%	1,175
Welcoming employee involvement in decision-making	37%	428	32%	374	17%	193	15%	175	100%	1,170

Table 12: Question 12

Please rate the quality of each of the following aspects of the City of Scottsdale's executive leadership.	Excellent		Good		Fair		Poor		Total	
Communicating an inspiring vision	13%	140	39%	420	29%	312	18%	198	100%	1,070
Clarity of strategic direction, goals and objectives	14%	152	38%	407	30%	320	17%	185	100%	1,064
Strength of shared understanding among employees of what the organization is supposed to do	14%	148	42%	451	29%	317	15%	159	100%	1,075
Communicating information in a timely manner	14%	157	44%	473	26%	284	16%	171	100%	1,085
Communicating information that helps employees to understand the problems and issues facing the City	13%	144	36%	392	31%	340	19%	204	100%	1,080
Encouraging employees to come up with innovative solutions to problems	15%	163	38%	403	28%	297	20%	212	100%	1,076
Welcoming employee involvement in decision-making	14%	144	32%	344	27%	291	27%	285	100%	1,065
Listening to employee opinions	14%	152	29%	314	30%	320	26%	279	100%	1,064
Speed of response to important issues or change	13%	132	33%	338	34%	349	21%	220	100%	1,038
Modeling a high standard	18%	193	40%	430	24%	259	17%	182	100%	1,064
Managing costs responsibly and logically	17%	177	41%	416	27%	275	15%	147	100%	1,016
Process for making important decisions	13%	128	42%	411	29%	282	17%	162	100%	984
Overall level of confidence in the leadership of the City of Scottsdale	14%	148	39%	418	27%	294	21%	222	100%	1,082

Table 13: Question 13

Please rate the QUALITY of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Total	
Custodial cleaning services	13%	138	35%	374	29%	311	23%	244	100%	1,068
Maintenance and repair services	26%	283	48%	508	20%	213	6%	65	100%	1,069
Facilities management services overall	24%	247	50%	529	21%	222	5%	51	100%	1,049
Fleet maintenance services overall	23%	167	43%	316	21%	156	13%	93	100%	732
Recruitment services	14%	123	44%	375	29%	248	13%	110	100%	856
Benefits administration (Please rate City staff only)	21%	197	44%	420	24%	228	11%	106	100%	951
Training services	21%	211	47%	462	26%	255	6%	64	100%	992

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Please rate the QUALITY of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Total	
Human resources services overall	17%	169	44%	443	27%	270	12%	122	100%	1,003
Radio systems	28%	177	52%	328	16%	101	5%	31	100%	636
Telephone systems	27%	275	54%	540	14%	144	4%	41	100%	999
Network services	28%	293	53%	552	15%	152	4%	39	100%	1,036
Application services	27%	240	55%	491	16%	142	3%	28	100%	902
Desktop / Help Desk services	40%	418	47%	485	10%	106	3%	27	100%	1,037
General information technology (IT) services overall	37%	387	51%	536	11%	114	2%	23	100%	1,060
Warehouse services overall	32%	227	51%	363	14%	96	3%	23	100%	709
Printing, Graphics and Mail service overall	38%	286	51%	390	9%	68	2%	15	100%	759
Purchasing services overall	24%	183	52%	393	18%	136	6%	43	100%	756
Finance services overall (which could include payroll, budgeting, etc.)	28%	250	52%	470	15%	138	5%	45	100%	903
Risk management services overall	22%	188	52%	432	19%	161	7%	57	100%	839
Overall City internal services	21%	202	56%	553	20%	194	3%	34	100%	984

Table 14: Question 14

Please rate the TIMELINESS of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Total	
Custodial cleaning services	17%	177	39%	399	26%	266	17%	177	100%	1,019
Maintenance and repair services	23%	238	50%	501	22%	222	5%	51	100%	1,011
Facilities management services overall	22%	220	51%	511	22%	222	6%	57	100%	1,009
Fleet maintenance services overall	23%	165	43%	313	23%	166	11%	81	100%	724
Recruitment services	14%	118	43%	354	30%	248	12%	98	100%	818
Benefits administration (Please rate City staff only)	22%	205	46%	421	23%	211	9%	81	100%	918
Training services	21%	198	50%	465	22%	199	7%	62	100%	925
Human resources services overall	18%	173	48%	466	25%	244	9%	87	100%	970
Radio systems	30%	183	53%	316	13%	79	4%	22	100%	600
Telephone systems	30%	271	53%	473	14%	130	3%	26	100%	900
Network services	32%	304	51%	488	13%	128	3%	29	100%	949
Application services	31%	259	52%	431	14%	119	3%	28	100%	837
Desktop / Help Desk services	39%	386	47%	459	11%	109	3%	28	100%	983
General information technology (IT) services overall	35%	356	51%	508	12%	118	2%	21	100%	1,004
Warehouse services overall	29%	204	53%	371	14%	97	3%	23	100%	695
Printing, Graphics and Mail service overall	36%	271	51%	377	10%	74	3%	23	100%	745
Purchasing services overall	22%	169	52%	392	19%	145	6%	46	100%	752
Finance services overall (which could include payroll, budgeting, etc.)	28%	236	51%	438	17%	146	4%	34	100%	852
Risk management services overall	23%	183	52%	418	19%	148	6%	47	100%	796
Overall City internal services	20%	191	55%	523	21%	203	3%	32	100%	948

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Table 15: Question D1

In which City agency or department do you work? (Please choose one.)	Percent	Number
Mayor and City Council	1%	6
City Attorney	2%	24
City Auditor	0%	5
City Clerk	0%	3
City Manager	1%	6
City Treasurer	4%	45
City Court	1%	16
Public Safety - Police	18%	203
Public Safety - Fire	6%	67
Administrative Services	7%	74
Community & Economic Development	9%	98
Community Services	24%	269
Public Works	14%	158
Water	11%	126
Total	100%	1,101

Table 16: Question D2

What is your management status?	Percent	Number
Manager	22%	237
Non-manager	78%	838
Total	100%	1,075

Table 17: Question D3

What is your exemption status?	Percent	Number
Exempt (not eligible for overtime)	45%	464
Non-exempt (eligible for overtime)	55%	564
Total	100%	1,028

Table 18: Question D4

Are you employed full time or part time?	Percent	Number
Full time	84%	932
Part time	16%	173
Total	100%	1,106

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Table 19: Question D5

If you do shift work, which is your predominant shift?	Percent	Number
Day	65%	715
Evening	5%	53
Night	6%	68
N/A	24%	265
Total	100%	1,101

Table 20: Question D6

Do you live in Scottsdale?	Percent	Number
Yes	33%	363
No	67%	741
Total	100%	1,105

Table 21: Question D7

What is your race? (Check all that apply.)	Percent	Number
White	79%	851
Hispanic	14%	148
African American	3%	28
American Indian or Alaskan native	2%	17
Asian, Hawaiian or Pacific Islander	3%	36
Other	6%	63

Total may exceed 100% as respondents could select more than one option.

Table 22: Question D8

What is your gender?	Percent	Number
Male	60%	642
Female	40%	431
Total	100%	1,073

Table 23: Question D9

What is your age range?	Percent	Number
20 years or younger	5%	50
21 to 30 years	13%	143
31 to 40 years	20%	213
41 to 50 years	28%	297
51 to 60 years	25%	269
61 years or older	9%	96
Total	100%	1,068

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Table 24: Question D10

How many years have you worked for the City of Scottsdale?	Percent	Number
0 to 5 years	37%	398
6 to 10 years	22%	236
11 to 15 years	14%	149
16 to 20 years	17%	185
More than 20 years	11%	122
Total	100%	1,089

Responses including “don’t know”

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 25: Question 1

Please rate each of the following aspects of quality of life in Scottsdale:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Scottsdale as a place to live	38%	550	33%	483	5%	79	1%	13	22%	322	100%	1,448
Scottsdale as a place to work	26%	379	45%	668	22%	325	7%	105	0%	0	100%	1,478
The overall quality of life in Scottsdale	30%	432	52%	750	9%	125	0%	7	9%	131	100%	1,445

Table 26: Question 2

Please rate each of the following characteristics as they relate to Scottsdale as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Overall feeling of safety in Scottsdale	39%	548	52%	741	6%	87	1%	12	2%	28	100%	1,415
Overall ease of getting to the places you usually have to visit	18%	251	57%	806	20%	286	3%	41	2%	25	100%	1,409
Quality of overall natural environment in Scottsdale	37%	515	52%	724	9%	127	1%	8	2%	30	100%	1,405
Overall "built environment" of Scottsdale (including overall design, buildings, parks and transportation systems)	27%	375	54%	762	16%	225	2%	26	2%	26	100%	1,414
Health and wellness opportunities in Scottsdale	33%	470	48%	683	12%	163	2%	31	5%	65	100%	1,412
Overall opportunities for education and enrichment	22%	305	49%	690	17%	244	3%	44	9%	127	100%	1,410
Overall economic health of Scottsdale	26%	365	52%	731	14%	194	2%	28	7%	93	100%	1,411
Sense of community	12%	175	44%	615	26%	370	9%	133	8%	112	100%	1,405
Overall image or reputation of Scottsdale	29%	414	50%	709	15%	208	4%	51	2%	24	100%	1,407

Table 27: Question 3

How likely or unlikely you are to recommend living in Scottsdale to someone who asks?	Percent	Number
Very likely	40%	565
Somewhat likely	39%	555
Somewhat unlikely	8%	109
Very unlikely	6%	81
Don't know	7%	97
Total	100%	1,406

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Table 28: Question 4

Overall, how would you rate the quality of the services provided by the City of Scottsdale?	Percent	Number
Excellent	49%	695
Good	39%	549
Fair	8%	108
Poor	1%	15
Don't know	3%	39
Total	100%	1,405

Table 29: Question 5

Please rate each of the following categories of Scottsdale government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Scottsdale	30%	413	41%	553	11%	148	3%	35	15%	209	100%	1,358
The overall direction that Scottsdale is taking	12%	165	45%	600	24%	317	11%	144	9%	122	100%	1,348
The job Scottsdale government does at welcoming citizen involvement	19%	251	44%	599	20%	274	4%	59	13%	171	100%	1,354
Overall confidence in Scottsdale government	12%	162	40%	534	27%	358	16%	214	6%	82	100%	1,350
Generally acting in the best interest of the community	15%	209	44%	593	25%	334	10%	129	7%	92	100%	1,356
Being honest	16%	210	39%	532	24%	326	13%	179	8%	104	100%	1,351
Treating all residents fairly	20%	264	42%	564	20%	264	9%	122	10%	137	100%	1,351

Table 30: Question 6

Please rate how important, if at all, you think it is for the Scottsdale community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
Overall feeling of safety in Scottsdale	51%	654	39%	498	8%	109	2%	25	100%	1,286
Overall ease of getting to the places you usually have to visit	29%	370	54%	685	16%	197	1%	17	100%	1,268
Quality of overall natural environment in Scottsdale	27%	347	47%	604	22%	281	4%	49	100%	1,281
Overall "built environment" of Scottsdale (including overall design, buildings, parks and transportation systems)	25%	316	50%	644	22%	279	3%	41	100%	1,280
Health and wellness opportunities in Scottsdale	27%	346	50%	638	21%	263	2%	31	100%	1,278
Overall opportunities for education and enrichment	32%	404	48%	608	18%	232	3%	34	100%	1,277
Overall economic health of Scottsdale	45%	583	48%	614	5%	68	1%	17	100%	1,282
Sense of community	31%	400	50%	643	16%	206	2%	28	100%	1,276

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Table 31: Question 7

How likely or unlikely you are to recommend working for the City of Scottsdale to someone who asks?	Percent	Number
Very likely	41%	538
Somewhat likely	33%	436
Somewhat unlikely	12%	162
Very unlikely	12%	155
Don't know	1%	12
Total	100%	1,303

Table 32: Question 8

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Scottsdale.	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Don't know		Total	
Overall, I am satisfied with my job	44%	564	40%	508	10%	130	6%	73	0%	2	100%	1,276
Overall, I feel positive about working for the City of Scottsdale	43%	545	38%	480	12%	150	7%	94	0%	1	100%	1,270
Overall, I think the City of Scottsdale is a good employer	39%	493	40%	512	13%	160	8%	99	0%	4	100%	1,269
I plan on working for this organization a year from now	61%	773	24%	300	4%	56	4%	48	7%	91	100%	1,269
I feel that my workload is manageable most of the time	42%	533	39%	493	12%	157	7%	84	0%	3	100%	1,271
On average, I could take on a heavier workload than I currently have	11%	137	26%	332	31%	388	29%	370	3%	37	100%	1,263
I gain satisfaction from my current job responsibilities	48%	615	39%	494	9%	112	4%	47	0%	5	100%	1,272
I feel positively challenged in my current job	45%	573	37%	473	11%	142	6%	78	1%	8	100%	1,274
The mission of the City of Scottsdale makes me feel my job is important	35%	441	36%	456	17%	217	10%	130	2%	31	100%	1,275
I have good friends at work	50%	638	37%	472	8%	97	4%	57	1%	10	100%	1,274
I know what is expected of me at work	61%	770	30%	377	6%	77	3%	39	0%	3	100%	1,266
I have the opportunity to do what I do best every day at work	47%	593	35%	449	11%	142	6%	81	0%	5	100%	1,270
My values match or fit with the values of this organization	50%	635	36%	462	9%	113	4%	46	1%	18	100%	1,274
My co-workers are committed to doing quality work	47%	594	39%	494	9%	109	5%	59	1%	13	100%	1,268
I have received recognition or praise for doing good work in the last seven days	35%	443	29%	370	13%	160	21%	269	2%	31	100%	1,273
In the last six months, someone at work has talked to me about my progress	41%	524	31%	396	10%	126	15%	195	3%	34	100%	1,274

Table 33: Question 9

Please rate the quality of each of the following aspects of the City of Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total	
The working relationships at the City of Scottsdale overall	26%	310	49%	587	19%	225	6%	76	1%	10	100%	1,208
Communication among all staff overall	16%	200	38%	462	30%	362	15%	186	0%	5	100%	1,215
Collaboration among all staff overall	18%	221	39%	472	29%	348	13%	158	1%	8	100%	1,208
The work being done at the City of Scottsdale overall	26%	314	52%	628	17%	207	3%	41	2%	19	100%	1,208
Overall staff morale	10%	120	33%	396	34%	415	22%	274	1%	13	100%	1,218
The City of Scottsdale's reputation among staff	13%	155	36%	441	30%	368	18%	222	2%	26	100%	1,211

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Please rate the quality of each of the following aspects of the City of Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total	
A respectful atmosphere	25%	305	45%	546	21%	257	9%	109	0%	3	100%	1,220
Communicating standards of ethical behavior	36%	443	45%	551	13%	154	5%	63	1%	12	100%	1,222
Modeling standards of ethical behavior	29%	351	42%	513	19%	226	9%	107	1%	17	100%	1,213
Maintaining a work environment that is free of violence or harassment	49%	601	36%	443	9%	107	5%	57	1%	8	100%	1,216
Maintaining a work environment that is free of drug or alcohol abuse	63%	764	30%	362	4%	47	1%	16	2%	29	100%	1,218
Work-life balance for staff	26%	317	43%	517	21%	254	9%	105	1%	17	100%	1,210
Clarity of staff roles and responsibilities	25%	309	43%	524	22%	264	9%	111	0%	5	100%	1,213
Employee appreciation	16%	198	32%	390	28%	340	23%	286	0%	6	100%	1,220
Effectiveness of meetings and meeting schedule	16%	193	44%	534	26%	321	11%	135	3%	31	100%	1,214
The overall skill set of staff	30%	366	52%	632	14%	164	3%	39	1%	11	100%	1,212
Accuracy of performance evaluations	15%	176	34%	405	26%	314	21%	250	5%	57	100%	1,202
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	11%	131	24%	296	32%	384	30%	368	3%	36	100%	1,215
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	16%	199	35%	421	26%	320	20%	240	3%	36	100%	1,217
Connection between compensation and performance	10%	124	25%	302	28%	336	34%	405	3%	40	100%	1,207
Dealing with low-performing employees	7%	79	19%	226	26%	320	34%	409	14%	175	100%	1,209
Recognizing high-performing employees	13%	160	30%	368	26%	311	26%	320	4%	54	100%	1,213
Defining performance objectives	16%	196	42%	510	29%	347	11%	138	1%	16	100%	1,207
Applying discipline fairly and consistently	12%	142	29%	358	25%	301	21%	261	13%	155	100%	1,216
Supporting continual learning and development	24%	283	41%	489	22%	270	12%	148	1%	10	100%	1,199
Availability of opportunities for employees to develop knowledge and skills	21%	260	41%	499	24%	296	12%	152	1%	9	100%	1,216
Coaching or mentoring employees	16%	193	33%	399	27%	324	20%	247	4%	45	100%	1,209
Opportunities for promotion	10%	116	26%	322	31%	377	28%	343	5%	56	100%	1,215
Opportunities to develop a career path	14%	165	32%	388	31%	378	20%	240	4%	46	100%	1,217
Work schedule flexibility	30%	358	38%	465	21%	255	10%	119	1%	12	100%	1,209
Availability of necessary materials, resources and equipment to do the job effectively	28%	344	46%	562	19%	229	6%	76	0%	4	100%	1,216
Providing individual and group work spaces to do the job effectively	27%	326	44%	536	20%	239	8%	94	1%	16	100%	1,211

Table 34: Question 10

Please rate the quality of each of the following aspects of your workgroup.	Excellent		Good		Fair		Poor		Don't know		Total	
The working relationships in my workgroup overall	41%	490	42%	508	13%	157	4%	52	0%	1	100%	1,208
Communication among all staff in my workgroup overall	32%	387	41%	496	19%	225	8%	95	0%	0	100%	1,204
Collaboration among all staff in my workgroup overall	35%	417	42%	504	16%	198	7%	87	0%	0	100%	1,206
The quality of work being done in my workgroup overall	48%	576	40%	487	10%	116	2%	27	0%	2	100%	1,209
Overall staff morale in my workgroup	21%	258	41%	495	22%	263	15%	177	1%	10	100%	1,203

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Table 35: Question 11

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Don't know		Total	
Fostering an atmosphere of mutual trust and confidence	36%	431	37%	437	16%	192	10%	121	0%	4	100%	1,183
Promoting a positive working relationship among work group members	37%	436	37%	438	16%	184	10%	115	0%	6	100%	1,179
Providing specific, constructive feedback that helps improve performance	33%	388	35%	416	19%	218	12%	146	1%	12	100%	1,180
Working together with employees to set goals	34%	395	37%	432	18%	218	11%	124	1%	10	100%	1,178
Communicating expectations of employees	34%	404	36%	419	18%	210	12%	137	1%	6	100%	1,177
Informing employees about decisions that impact work	34%	399	35%	415	17%	205	13%	151	1%	7	100%	1,177
Providing recognition for doing good work	31%	363	33%	385	18%	213	17%	205	1%	14	100%	1,180
Treating employees with respect	46%	545	32%	380	14%	161	8%	89	0%	3	100%	1,178
Welcoming employee involvement in decision-making	36%	428	32%	374	16%	193	15%	175	1%	9	100%	1,179

Table 36: Question 12

Please rate the quality of each of the following aspects of the City of Scottsdale's executive leadership.	Excellent		Good		Fair		Poor		Don't know		Total	
Communicating an inspiring vision	12%	140	37%	420	28%	312	17%	198	6%	63	100%	1,133
Clarity of strategic direction, goals and objectives	14%	152	36%	407	28%	320	17%	185	5%	59	100%	1,123
Strength of shared understanding among employees of what the organization is supposed to do	13%	148	40%	451	28%	317	14%	159	5%	53	100%	1,128
Communicating information in a timely manner	14%	157	42%	473	25%	284	15%	171	4%	40	100%	1,126
Communicating information that helps employees to understand the problems and issues facing the City	13%	144	35%	392	30%	340	18%	204	4%	50	100%	1,130
Encouraging employees to come up with innovative solutions to problems	14%	163	36%	403	26%	297	19%	212	5%	58	100%	1,134
Welcoming employee involvement in decision-making	13%	144	30%	344	26%	291	25%	285	6%	69	100%	1,134
Listening to employee opinions	13%	152	28%	314	28%	320	25%	279	6%	65	100%	1,129
Speed of response to important issues or change	12%	132	30%	338	31%	349	19%	220	8%	90	100%	1,128
Modeling a high standard	17%	193	38%	430	23%	259	16%	182	5%	61	100%	1,125
Managing costs responsibly and logically	16%	177	37%	416	24%	275	13%	147	10%	119	100%	1,134
Process for making important decisions	11%	128	37%	411	25%	282	14%	162	12%	138	100%	1,122
Overall level of confidence in the leadership of the City of Scottsdale	13%	148	37%	418	26%	294	20%	222	4%	43	100%	1,124

Table 37: Question 13

Please rate the QUALITY of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total	
Custodial cleaning services	12%	138	34%	374	28%	311	22%	244	4%	43	100%	1,111
Maintenance and repair services	26%	283	46%	508	19%	213	6%	65	3%	29	100%	1,098
Facilities management services overall	23%	247	49%	529	21%	222	5%	51	2%	27	100%	1,076
Fleet maintenance services overall	16%	167	30%	316	15%	156	9%	93	30%	317	100%	1,049
Recruitment services	11%	123	34%	375	22%	248	10%	110	23%	252	100%	1,109

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Please rate the QUALITY of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total	
Benefits administration (Please rate City staff only)	18%	197	38%	420	21%	228	10%	106	13%	147	100%	1,098
Training services	19%	211	42%	462	23%	255	6%	64	11%	119	100%	1,112
Human resources services overall	16%	169	41%	443	25%	270	11%	122	6%	68	100%	1,072
Radio systems	16%	177	30%	328	9%	101	3%	31	42%	470	100%	1,106
Telephone systems	25%	275	49%	540	13%	144	4%	41	10%	110	100%	1,110
Network services	26%	293	50%	552	14%	152	4%	39	7%	73	100%	1,109
Application services	22%	240	44%	491	13%	142	3%	28	18%	203	100%	1,105
Desktop / Help Desk services	38%	418	44%	485	10%	106	2%	27	7%	73	100%	1,110
General information technology (IT) services overall	35%	387	49%	536	10%	114	2%	23	3%	33	100%	1,093
Warehouse services overall	20%	227	33%	363	9%	96	2%	23	36%	397	100%	1,106
Printing, Graphics and Mail service overall	26%	286	36%	390	6%	68	1%	15	31%	334	100%	1,093
Purchasing services overall	17%	183	35%	393	12%	136	4%	43	32%	352	100%	1,108
Finance services overall (which could include payroll, budgeting, etc.)	23%	250	43%	470	13%	138	4%	45	18%	199	100%	1,102
Risk management services overall	17%	188	39%	432	15%	161	5%	57	24%	272	100%	1,110
Overall City internal services	18%	202	50%	553	18%	194	3%	34	11%	118	100%	1,102

Table 38: Question 14

Please rate the TIMELINESS of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total	
Custodial cleaning services	16%	177	37%	399	24%	266	16%	177	6%	68	100%	1,087
Maintenance and repair services	22%	238	47%	501	21%	222	5%	51	5%	56	100%	1,067
Facilities management services overall	21%	220	48%	511	21%	222	5%	57	6%	60	100%	1,069
Fleet maintenance services overall	16%	165	30%	313	16%	166	8%	81	31%	324	100%	1,049
Recruitment services	11%	118	33%	354	23%	248	9%	98	24%	265	100%	1,083
Benefits administration (Please rate City staff only)	19%	205	39%	421	20%	211	8%	81	15%	160	100%	1,078
Training services	18%	198	43%	465	19%	199	6%	62	14%	151	100%	1,076
Human resources services overall	16%	173	43%	466	23%	244	8%	87	9%	102	100%	1,072
Radio systems	17%	183	29%	316	7%	79	2%	22	44%	475	100%	1,075
Telephone systems	25%	271	44%	473	12%	130	2%	26	17%	181	100%	1,081
Network services	28%	304	45%	488	12%	128	3%	29	12%	129	100%	1,078
Application services	24%	259	40%	431	11%	119	3%	28	22%	238	100%	1,075
Desktop / Help Desk services	36%	386	43%	459	10%	109	3%	28	9%	95	100%	1,078
General information technology (IT) services overall	33%	356	47%	508	11%	118	2%	21	7%	70	100%	1,074
Warehouse services overall	19%	204	34%	371	9%	97	2%	23	35%	382	100%	1,078
Printing, Graphics and Mail service overall	25%	271	35%	377	7%	74	2%	23	31%	332	100%	1,077
Purchasing services overall	16%	169	36%	392	13%	145	4%	46	31%	335	100%	1,086
Finance services overall (which could include payroll, budgeting, etc.)	22%	236	41%	438	14%	146	3%	34	21%	221	100%	1,073

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Please rate the TIMELINESS of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total	
Risk management services overall	17%	183	39%	418	14%	148	4%	47	26%	280	100%	1,076
Overall City internal services	18%	191	48%	523	19%	203	3%	32	12%	131	100%	1,079

Table 39: Question D1

In which City agency or department do you work? (Please choose one.)	Percent	Number
Mayor and City Council	1%	6
City Attorney	2%	24
City Auditor	0%	5
City Clerk	0%	3
City Manager	1%	6
City Treasurer	4%	45
City Court	1%	16
Public Safety - Police	18%	203
Public Safety - Fire	6%	67
Administrative Services	7%	74
Community & Economic Development	9%	98
Community Services	24%	269
Public Works	14%	158
Water	11%	126
Total	100%	1,101

Table 40: Question D2

What is your management status?	Percent	Number
Manager	21%	237
Non-manager	76%	838
Don't know	3%	29
Total	100%	1,104

Table 41: Question D3

What is your exemption status?	Percent	Number
Exempt (not eligible for overtime)	42%	464
Non-exempt (eligible for overtime)	51%	564
Don't know	7%	77
Total	100%	1,105

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Table 42: Question D4

Are you employed full time or part time?	Percent	Number
Full time	84%	932
Part time	16%	173
Total	100%	1,106

Table 43: Question D5

If you do shift work, which is your predominant shift?	Percent	Number
Day	65%	715
Evening	5%	53
Night	6%	68
N/A	24%	265
Total	100%	1,101

Table 44: Question D6

Do you live in Scottsdale?	Percent	Number
Yes	33%	363
No	67%	741
Total	100%	1,105

Table 45: Question D7

What is your race? (Check all that apply.)	Percent	Number
White	79%	851
Hispanic	14%	148
African American	3%	28
American Indian or Alaskan native	2%	17
Asian, Hawaiian or Pacific Islander	3%	36
Other	6%	63

Total may exceed 100% as respondents could select more than one option.

Table 46: Question D8

What is your gender?	Percent	Number
Male	60%	642
Female	40%	431
Total	100%	1,073

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Table 47: Question D9

What is your age range?	Percent	Number
20 years or younger	5%	50
21 to 30 years	13%	143
31 to 40 years	20%	213
41 to 50 years	28%	297
51 to 60 years	25%	269
61 years or older	9%	96
Total	100%	1,068

Table 48: Question D10

How many years have you worked for the City of Scottsdale?	Percent	Number
0 to 5 years	37%	398
6 to 10 years	22%	236
11 to 15 years	14%	149
16 to 20 years	17%	185
More than 20 years	11%	122
Total	100%	1,089

Appendix B: Benchmark Comparisons

NRC’s database of comparative employee opinion comprises the perspectives of more than 20,000 employees gathered from employee surveys from local governments across the U.S. Those employees evaluated the organization in which they work and gave their opinion about job satisfaction, supervisor relationships and other aspects of the employee experience. The City of Scottsdale was compared to the entire database. A benchmark comparison (the average percent positive from all the comparison organizations where a question was asked, excluding Scottsdale’s) has been provided when there were at least five organizations in which the question was asked. The percent positive response was created by combining the most favorable response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”).

Where comparisons are available, two columns are provided in the table. The first column is Scottsdale’s percent positive. The second shows the comparison of Scottsdale’s rating to the benchmark, where Scottsdale’s results are noted as being “higher” than the benchmark, “lower” than the benchmark or “similar” to the benchmark. These labels come from a statistical comparison of Scottsdale’s rating to the benchmark where a rating is considered “similar” if it is within the margin of error (five percentage points or less) and “above” or “below” if the difference between Scottsdale’s rating and the benchmark is greater the margin of error (greater than five percentage points).

Table 49: Dimensions of Employee Experience Indices Benchmarks

	City of Scottsdale rating	Comparison to benchmark
Job Satisfaction Index	82%	Similar
Employee Contribution and Fit Index	76%	Lower
Work Group Performance Index	78%	Similar
Employee-Supervisor Relationship Index	71%	Higher
Employee Performance Evaluation Index	54%	Higher
Employee Development Index	53%	Similar
Wages and Benefits Index	52%	Lower
Communication and Decision-making Index	53%	Similar
Respect and Ethics Index	62%	Similar
Physical Work Environment Index	82%	Higher

Table 50: Aspects of Job Satisfaction

	City of Scottsdale rating	Comparison to benchmark	
Job Satisfaction	Overall, I am satisfied with my job	84%	Similar
	Overall, I feel positive about working for the City of Scottsdale	81%	Similar
	Overall, I think the City of Scottsdale is a good employer	80%	Lower
	I plan on working for this organization a year from now	91%	Similar
	I gain satisfaction from my current job responsibilities	87%	Similar
	I feel positively challenged in my current job	83%	Similar
Employee Contribution and Fit	I have the opportunity to do what I do best every day at work	82%	Similar
	My values match or fit with the values of this organization	87%	Similar
	I have good friends at work	88%	Similar
	I feel that my workload is manageable most of the time	81%	Similar
	On average, I could take on a heavier workload than I currently have	38%	Similar

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		City of Scottsdale rating	Comparison to benchmark
	The mission of the City of Scottsdale make me feel my job is important	72%	Similar
	I know what is expected of me at work	91%	Similar
Work Group Performance	My co-workers are committed to doing quality work	87%	Similar
Employee Performance Evaluation	I have received recognition or praise for doing good work in the last seven days	65%	Higher
	In the last six months, someone at work has talked to me about my progress	74%	Similar

Table 51: Aspects of Supervisor and Work Group Relationships

		City of Scottsdale rating	Comparison to benchmark
Employee-Supervisor Relationship	Fostering an atmosphere of mutual trust and confidence	74%	Higher
	Promoting a positive working relationship among work group members	74%	Higher
	Providing specific, constructive feedback that helps improve performance	69%	Similar
	Working together with employees to set goals	71%	Higher
	Communicating expectations of employees	70%	Higher
	Treating employees with respect	79%	Higher
	Informing employees about decisions that impact work	70%	Similar
	Providing recognition for doing good work	64%	Similar
	Welcoming employee involvement in decision-making	69%	Higher
Work Group Performance	The working relationships in my workgroup overall	83%	Similar
	The quality of work being done in my workgroup overall	88%	Higher
	Communication among all staff in my workgroup overall	73%	Similar
	Collaboration among all staff in my workgroup overall	76%	Similar
	Overall staff morale in my workgroup	63%	Similar

Table 52: Aspects of City's Executive Leadership

		City of Scottsdale rating	Comparison to benchmark
Employee Development	Encouraging employees to come up with innovative solutions to problems	53%	Similar
Communication and Decision-making	Communicating an inspiring vision	52%	Lower
	Communicating information in a timely manner	58%	Similar
	Communicating information that helps employees to understand the problems and issues facing the City	50%	Similar
	Welcoming employee involvement in decision-making	46%	Similar
	Listening to employee opinions	44%	Similar
	Clarity of strategic direction, goals and objectives	52%	Lower
	Speed of response to important issues or change	45%	Lower
Respect and Ethics	Process for making important decisions	55%	Lower
	Strength of shared understanding among employees of what the organization is supposed to do	56%	Lower
	Modeling a high standard	59%	Lower

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	City of Scottsdale rating	Comparison to benchmark
Managing costs responsibly and logically	58%	Lower
Overall level of confidence in the leadership of the City of Scottsdale	52%	Lower

Table 53: Aspects of City Workplace

	City of Scottsdale rating	Comparison to benchmark
Job Satisfaction	How likely or unlikely you are to recommend working for the City of Scottsdale to someone who asks?	75% Lower
Employee Contribution and Fit	Work-life balance for staff	70% Similar
	Clarity of staff roles and responsibilities	69% Similar
	The overall skill set of staff	83% Similar
Employee Performance Evaluation	Defining performance objectives	59% Similar
	Accuracy of performance evaluations	51% Similar
	Connection between compensation and performance	37% Similar
	Dealing with low-performing employees	30% Similar
	Recognizing high-performing employees	46% Higher
Employee Development	Supporting continual learning and development	65% Similar
	Availability of opportunities for employees to develop knowledge and skills	63% Similar
	Coaching or mentoring employees	51% Similar
	Opportunities to develop a career path	47% Similar
	Opportunities for promotion	38% Similar
Wages and Benefits	Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	36% Lower
	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	53% Lower
	Work schedule flexibility	69% Similar
	Employee appreciation	48% Lower
Communication and Decision-making	Communication among all staff overall	55% Similar
	Effectiveness of meetings and meeting schedule	61% Similar
Respect and Ethics	A respectful atmosphere	70% Higher
	Applying discipline fairly and consistently	47% Higher
	Communicating standards of ethical behavior	82% Higher
	Modeling standards of ethical behavior	72% Higher
	The working relationships at the City of Scottsdale overall	75% Similar
	Collaboration among all staff overall	58% Similar
	The work being done at the City of Scottsdale overall	79% Similar
	Overall staff morale	43% Lower
The City of Scottsdale's reputation among staff	50% Lower	
Physical Work Environment	Maintaining a work environment that is free of violence or harassment	86% Higher
	Maintaining a work environment that is free of drug or alcohol abuse	95% Similar
	Availability of necessary materials, resources and equipment to do the job effectively	75% Similar
	Providing individual and group work spaces to do the job effectively	72% Similar

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Table 54: Aspects of City for Residents

		City of Scottsdale rating	Comparison to benchmark
Community Quality	Scottsdale as a place to live	92%	Higher
	Scottsdale as a place to work	71%	Lower
	The overall quality of life in Scottsdale	90%	Higher
	Overall feeling of safety in Scottsdale	93%	Higher
	Overall ease of getting to the places you usually have to visit	76%	Higher
	Quality of overall natural environment in Scottsdale	90%	Higher
	Overall "built environment" of Scottsdale (including overall design, buildings, parks and transportation systems)	82%	Higher
	Health and wellness opportunities in Scottsdale	86%	Higher
	Overall opportunities for education and enrichment	78%	Higher
	Overall economic health of Scottsdale	83%	Higher
	Sense of community	61%	Lower
	Overall image or reputation of Scottsdale	81%	Higher
	How likely or unlikely you are to recommend living in Scottsdale to someone who asks?	86%	Similar
Government Quality	Overall, how would you rate the quality of the services provided by the City of Scottsdale?	91%	Higher
	The value of services for the taxes paid to Scottsdale	84%	Higher
	The overall direction that Scottsdale is taking	62%	Lower
	The job Scottsdale government does at welcoming citizen involvement	72%	Similar
	Overall confidence in Scottsdale government	55%	Lower
	Generally acting in the best interest of the community	63%	Similar
	Being honest	59%	Similar
Treating all residents fairly	68%	Similar	

Table 55: Support Services

		City of Scottsdale rating	Comparison to benchmark
Quality of Support Services	Custodial cleaning services	48%	Lower
	Maintenance and repair services	74%	Similar
	Facilities management services overall	74%	Similar
	Fleet maintenance services overall	66%	Lower
	Recruitment services	58%	Similar
	Benefits administration	65%	Similar
	Training services	68%	Similar
	Human resources services overall	61%	Lower
	Radio systems	79%	Higher
	Telephone systems	81%	Higher
	Network services	82%	Higher
	Application services	81%	Higher
	Desktop / Help Desk services	87%	Higher
	General information technology (IT) services overall	87%	Higher
	Purchasing services overall	76%	Higher
Finance services overall (which could include payroll, budgeting, etc.)	80%	Similar	
Risk management services overall	74%	Similar	

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		City of Scottsdale rating	Comparison to benchmark
	Overall City internal services	77%	Higher
Timeliness of Support Services	Custodial cleaning services	57%	Lower
	Maintenance and repair services	73%	Similar
	Facilities management services overall	72%	Similar
	Fleet maintenance services overall	66%	Lower
	Recruitment services	58%	Similar
	Benefits administration	68%	Similar
	Training services	72%	Higher
	Human resources services overall	66%	Similar
	Radio systems	83%	Higher
	Telephone systems	83%	Higher
	Network services	83%	Higher
	Application services	82%	Higher
	Desktop / Help Desk services	86%	Higher
	General information technology (IT) services overall	86%	Higher
	Purchasing services overall	75%	Similar
	Finance services overall (which could include payroll, budgeting, etc.)	79%	Similar
	Risk management services overall	75%	Similar
	Overall City internal services	75%	Similar

Appendix C: Survey Background and Methodology

Survey Background

The City of Scottsdale partnered with National Research Center, Inc. (NRC) to conduct a City-wide employee survey. Employees were asked questions about their job satisfaction, work environment, compensation, supervisory relationships, organizational climate and communication. This was the fifth survey of Scottsdale employees. The results can be used by the City to better understand employee experiences, address employee concerns and monitor perspectives over time.

The survey consisted of thematically similar statements grouped into question sets and all were asked on a four-point scale (e.g., strongly agree, somewhat agree, somewhat disagree, strongly disagree or excellent, good, fair, poor), questions assessing the quality and timeliness of support services (also asked on a four-point scale) and questions about respondent employment and sociodemographic characteristics.

How the Data Were Collected

City of Scottsdale employees were notified of the survey in the employee newsletter and via payroll messages in November 2016 with a link inviting them to complete a Web-based survey. Employees with email addresses also received two email reminder messages with the survey link over the following two weeks. Data collection continued through December 19, 2016. Of the 2,612 employees receiving an invitation to complete the survey, a total of 1,490 employees returned completed surveys, providing a response rate of 57%.

Since the surveys were completed online, the data were automatically saved electronically. The data were then exported into a text-only format and the electronic dataset was imported and analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). Frequency distributions for each question are presented in the report appendices. The anonymity of all employees is fully maintained as no names or other unique identifiers have been recorded.

How the Results Are Reported

Tables and charts displaying the “percent positive” are presented in the Workplace Report. The percent positive is the combination of the top two most positive response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”). On many of the questions in the survey, respondents could answer, “don’t know.” The proportion of respondents giving this reply, including and excluding “don’t know,” is shown in the full set of responses in *Appendix A: Complete Survey Responses*. However, these responses have been removed from the analyses presented in the Workplace Report. In other words, the figures display the responses from respondents who had an opinion about a specific item.

When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of rounding percentages to the nearest whole number.

Data Weighting

The characteristics of the survey sample were compared to those provided by the City of Scottsdale. Sample results were weighted by managerial status, gender, age and length of employment using these norms to reflect the sociodemographic makeup of the City’s employees. A special software program using mathematical algorithms was used to calculate the appropriate weights. Several different weighting “schemes” may be tested to ensure the best fit for the data.

The results of the weighting scheme are presented in the table below.

Table 56: Weighting Table for the City of Scottsdale

	All City employees ¹	Unweighted	Weighted
Employment			
Managers	22%	21%	22%
Non-managers	78%	79%	78%
Gender			
Male	67%	60%	60%
Female	33%	40%	40%
Age			
20 years or younger	5%	1%	5%
21 to 30 years	14%	8%	13%
31 to 40 years	20%	19%	20%
41 to 50 years	28%	33%	28%
51 to 60 years	25%	30%	25%
61 years or older	9%	8%	9%
Tenure at the City			
0 - 5 years	38%	29%	37%
6 - 10 years	22%	19%	22%
11 - 15 years	13%	23%	14%
16 - 20 years	17%	14%	17%
20 plus years	11%	15%	11%

¹Source: City of Scottsdale

Employee Satisfaction and Calculation of Indices

Employees rated over 100 aspects related to the working environment of the City. These items were categorized into 10 dimensions of the employee experience: *job satisfaction, communication and decision-making, respect and ethics, wages and benefits, physical work environment, supervisor relationship, performance evaluation, employee development, work group performance and employee contribution and fit*. The individual survey items comprising each of these dimension is shown in Table 57.

The two most positive points on the response scale (i.e., “strongly” and “somewhat” agree or “excellent” and “good”) for each item included in a dimension were combined and averaged to create an average percent positive index rating. To assess which dimensions were most important to overall employee satisfaction, the index ratings for *communication and decision-making, respect and ethics, wages and benefits, physical work environment, supervisor relationship, performance evaluation, employee development, work group performance and employee contribution and fit* were correlated to the index rating of *job satisfaction*. Those dimensions that correlate most highly with *job satisfaction* are good predictors of overall job satisfaction and may be useful focus areas to consider for enhancement of employee satisfaction.

Table 57: Dimensions of Employee Experience

Dimension	Item	Description
Job Satisfaction	q7	How likely or unlikely you are to recommend working for the City of Scottsdale to someone who asks?
	q8a	Overall, I am satisfied with my job
	q8b	Overall, I feel positive about working for the City of Scottsdale
	q8c	Overall, I think the City of Scottsdale is a good employer
	q8d	I plan on working for this organization a year from now
	q8g	I gain satisfaction from my current job responsibilities
	q8h	I feel positively challenged in my current job
	Contribution and Fit	q8e
q8f		On average, I could take on a heavier workload than I currently have

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Dimension	Item	Description
	q8i	The mission and vision of the City of Scottsdale make me feel my job is important
	q8j	I have good friends at work
	q8k	I know what is expected of me at work
	q8l	I have the opportunity to do what I do best every day at work
	q8m	My values match or fit with the values of this organization
	q9l	Work-life balance for staff
	q9m	Clarity of staff roles and responsibilities
	q9p	The overall skill set of staff
	Supervisor Relationship	q11a
q11b		Promoting a positive working relationship among work group members
q11c		Providing specific, constructive feedback that helps improve performance
q11d		Working together with employees to set goals
q11e		Communicating expectations of employees
q11f		Informing employees about decisions that impact work
q11g		Providing recognition for doing good work
q11h		Treating employees with respect
q11i		Welcoming employee involvement in decision-making
Workgroup Performance	q8n	My co-workers are committed to doing quality work
	q10a	The working relationships in my workgroup overall
	q10b	Communication among all staff in my workgroup overall
	q10c	Collaboration among all staff in my workgroup overall
	q10d	The quality of work being done in my workgroup overall
	q10e	Overall staff morale in my workgroup
Employee Development	q9y	Supporting continual learning and development
	q9z	Availability of opportunities for employees to develop knowledge and skills
	q9aa	Coaching or mentoring employees
	q9bb	Opportunities for promotion
	q9cc	Opportunities to develop a career path
	q12f	Encouraging employees to come up with innovative solutions to problems
Employee Performance Evaluation	q8o	I have received recognition or praise for doing good work in the last seven days
	q8p	In the last six months, someone at work has talked to me about my progress
	q9q	Accuracy of performance evaluations
	q9t	Connection between compensation and performance
	q9u	Dealing with low-performing employees
	q9v	Recognizing high-performing employees
	q9w	Defining performance objectives
Wages and Benefits	q9n	Employee appreciation
	q9r	Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities
	q9s	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)
	q9dd	Work schedule flexibility
Communication and Decision-making	q9b	Communication among all staff overall
	q9o	Effectiveness of meetings and meeting schedule
	q12a	Communicating an inspiring vision
	q12b	Clarity of strategic direction, goals and objectives
	q12d	Communicating information in a timely manner
	q12e	Communicating information that helps employees to understand the problems and issues facing the City
	q12g	Welcoming employee involvement in decision-making
	q12h	Listening to employee opinions
	q12i	Speed of response to important issues or change
	q12l	Process for making important decisions
Respect and Ethics	q9a	The working relationships at the City of Scottsdale overall
	q9c	Collaboration among all staff overall
	q9d	The work being done at the City of Scottsdale overall
	q9e	Overall staff morale
	q9f	The City of Scottsdale's reputation among staff
	q9g	A respectful atmosphere
	q9h	Communicating standards of ethical behavior
	q9i	Modeling standards of ethical behavior

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Dimension	Item	Description
	q9x	Applying discipline fairly and consistently
	q12c	Strength of shared understanding among employees of what the organization is supposed to do
	q12j	Modeling a high standard
	q12k	Managing costs responsibly and logically
	q12m	Overall level of confidence in the leadership of the City of Scottsdale
Physical Work Environment	q9j	Maintaining a work environment that is free of violence or harassment
	q9k	Maintaining a work environment that is free of drug or alcohol abuse
	q9ee	Availability of necessary materials, resources and equipment to do the job effectively
	q9ff	Providing individual and group work spaces to do the job effectively