NES

The National Employee Survey™

City of Scottsdale, AZ

Report of Results

2013

Contents

Survey Background and Methodology

The Internal Services Survey (ISS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The ISS was developed to measure employee opinions about internal support services (i.e., human resources, facilities maintenance, fleet maintenance, purchasing, GIS, etc). These services rarely are delivered to residents at large and instead are provided to support staff delivering externally-aimed services. The ISS is a stand-alone survey containing a subset of questions from a larger survey called The National Employee Survey™ (The NES™).

The City of Scottsdale elected to conduct the ISS with its employees. This was the second administration of the ISS to Scottsdale employees (the first was in 2010); the City also administered The NES in 2011. The results can be used by the City to better understand employee assessments of support services, identify opportunities for improvements and efficiencies and monitor perspectives over time.

The survey consisted of two questions asking employees to rate the quality and timeliness of a variety of internal support services and all were asked on a four-point scale (e.g., excellent, good, fair, poor). A third question on the survey asked employees to identify their management status. A copy of the survey instrument can be found in *Appendix B: Survey Instrument*.

All City of Scottsdale employees were invited to complete the Web-based survey in late May 2013. The City notified all employees about the survey and brief updates were provided in the weekly Employee Newsletter encouraging their participation. Over a two week period after the initial invitation was made, employees with email addresses also received two email reminder messages from NRC that contained the survey link. In addition, the City sent at least one final reminder email to all employees. Data collection continued through the first week of June. Of the 2,470 employees who were invited to complete the survey, a total of 1,301 employees returned completed surveys, providing a response rate of 53%. The average response rate for the organizations participating in The NES is 52%.

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). The anonymity of all employees is fully maintained as no names or other unique identifiers have been recorded.

How the Results Are Reported

Frequency distributions (the percent of respondents giving each possible response to a particular question) are presented in the body of the report. For all of the questions in the survey, respondents could answer "don't know." However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables display the responses from respondents who had an opinion about a specific item. The

proportion of respondents selecting "don't know," as well as all other responses, is shown in the full set of responses included in *Appendix A: Complete Set of Survey Frequencies*.

When 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.

Benchmark Comparisons

The 2013 ISS represents the third administration of these questions to Scottsdale employees. Comparisons to the 2010 and 2011[1] data have been made, where available, and are presented in the body of the report. Differences over time of 10 percentage points or more is a good rule of thumb for what could be considered meaningfully different.

Benchmark Comparisons

NRC's database of comparative employee opinion comprises the perspectives of more than 8,600 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, including internal support services. 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) 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., "excellent" and "good").

Where comparisons are available, differences of more than five percentage points between Scottsdale's ratings and the average of the comparison employee ratings are considered statistically significant and thus are marked as "above" or "below" the benchmark. When differences between Scottsdale's ratings and the benchmarks are four percentage points or fewer, they are marked as "similar" to the benchmark.

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[1] The 2011 data were weighted by department, managerial status and length of employment at the City to reflect the appropriate makeup of all City employees. The 2010 and 2013 ISS data were not weighted since only managerial status is asked of respondents. However, weighting the 2011 data had a minimal impact, if any, on the ratings and, therefore, weighting the 2010 and 2013 data would have had little to no effect on the comparisons.

Scottsdale's Internal Services Survey Results

The following pages contain a complete set of responses to each question on the survey excluding "don't know" responses.

Performance of Support Services: Quality					
Please rate the QUALITY of each of the following support services in Scottsdale.	Excellent	Good	Fair	Poor	Total
Custodial cleaning services	13%	45%	28%	13%	100%
Maintenance and repair services	24%	52%	20%	4%	100%
Facilities management services overall	20%	57%	20%	3%	100%
Fleet maintenance services overall	15%	39%	27%	19%	100%
Recruitment services	9%	37%	37%	16%	100%
Benefits administration	13%	46%	29%	12%	100%
Training services	13%	45%	29%	13%	100%
Human resources services overall	9%	40%	36%	16%	100%
Radio systems	17%	47%	27%	9%	100%
Telephone systems	21%	52%	22%	5%	100%
Network services	26%	52%	18%	4%	100%
Application services	25%	53%	19%	4%	100%
Desktop / Help Desk services	41%	46%	11%	2%	100%
General information technology (IT) services overall	32%	53%	14%	2%	100%
Warehouse services overall	27%	52%	18%	3%	100%
Printing, Graphics and Mail services overall	37%	49%	13%	1%	100%
Purchasing services overall	19%	48%	25%	8%	100%
Finance services overall (which could include payroll, accounting, budgeting, etc.)	23%	50%	20%	7%	100%
Risk management services overall	20%	48%	25%	7%	100%
Overall City internal services	13%	54%	29%	4%	100%

Quality of Support Services Benchmarks	
	Comparison to benchmark
Custodial cleaning services	Below
Maintenance and repair services	Above
Facilities management services overall	Above
Fleet maintenance services overall	Below
Recruitment services	Below
Benefits administration	Below
Training services	Similar
Human resources services overall	Below
Radio systems	Similar
Telephone systems	Similar
Network services	Above
Application services	Above

Quality of Support Services Benchmarks	
	Comparison to benchmark
Desktop / Help Desk services	Above
General information technology (IT) services overall	Above
Purchasing services overall	Below
Finance services overall (which could include payroll, accounting, budgeting, etc.)	Below
Risk management services overall	Similar
Overall City internal services	Similar

Quality of Support Services Compared Over Time			
Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")	2013	2011	2010
Quality of Support Services Index	69%	73%	75%
Custodial cleaning services	59%	56%	56%
Maintenance and repair services	76%	76%	79%
Facilities management services overall	77%	77%	79%
Fleet maintenance services overall	54%	51%	43%
Recruitment services	47%	62%	65%
Benefits administration	60%	65%	72%
Training services	58%	67%	75%
Human resources services overall	49%	64%	69%
Radio systems	64%	70%	77%
Telephone systems	73%	84%	86%
Network services	79%	83%	85%
Application services	78%	83%	84%
Desktop / Help Desk services	87%	88%	90%
General information technology (IT) services overall	84%	88%	87%
Warehouse services overall	79%	NA	NA
Printing, Graphics and Mail services overall	86%	NA	NA
Purchasing services overall	68%	66%	67%
Finance services overall (which could include payroll, budgeting, etc.)	74%	75%	76%
Risk management services overall	68%	73%	73%
Overall City internal services	67%	72%	76%

Performance of Support Services: Timeliness					
Please rate the TIMELINESS of each of the following support services in Scottsdale.	Excellent	Good	Fair	Poor	Total
Custodial cleaning services	16%	47%	25%	11%	100%
Maintenance and repair services	21%	48%	24%	7%	100%
Facilities management services overall	17%	54%	23%	6%	100%
Fleet maintenance services overall	14%	36%	27%	23%	100%
Recruitment services	9%	34%	37%	20%	100%
Benefits administration	16%	48%	25%	10%	100%
Training services	14%	45%	29%	11%	100%
Human resources services overall	11%	41%	35%	14%	100%
Radio systems	20%	46%	24%	10%	100%
Telephone systems	25%	52%	19%	4%	100%
Network services	30%	50%	16%	3%	100%
Application services	28%	52%	17%	4%	100%
Desktop / Help Desk services	41%	44%	12%	2%	100%
General information technology (IT) services overall	32%	51%	15%	2%	100%
Warehouse services overall	26%	53%	19%	3%	100%
Printing, Graphics and Mail services overall	37%	48%	14%	1%	100%
Purchasing services overall	19%	46%	27%	9%	100%
Finance services overall (which could include payroll, accounting, budgeting, etc.)	24%	50%	20%	6%	100%
Risk management services overall	22%	48%	24%	7%	100%
Overall City internal services	14%	54%	27%	4%	100%

Timeliness of Support Services Benchmarks	
	Comparison to benchmark
Custodial cleaning services	Below
Maintenance and repair services	Similar
Facilities management services overall	Similar
Fleet maintenance services overall	Below
Recruitment services	Below
Benefits administration	Below
Training services	Below
Human resources services overall	Below
Radio systems	Similar
Telephone systems	Similar
Network services	Above
Application services	Above
Desktop / Help Desk services	Above
General information technology (IT) services overall	Above
Purchasing services overall	Below
Finance services overall (which could include payroll, accounting, budgeting, etc.)	Below

Timeliness of Support Services Benchmarks	
	Comparison to benchmark
Risk management services overall	Similar
Overall City internal services	Similar

Timeliness of Support Services Compared Over Time			
Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	2013	2011	2010
Timeliness of Support Services Index	69%	74%	74%
Custodial cleaning services	64%	63%	62%
Maintenance and repair services	69%	75%	74%
Facilities management services overall	71%	77%	77%
Fleet maintenance services overall	50%	49%	40%
Recruitment services	43%	58%	59%
Benefits administration	64%	70%	74%
Training services	59%	69%	76%
Human resources services overall	51%	67%	69%
Radio systems	66%	76%	79%
Telephone systems	77%	85%	86%
Network services	81%	85%	86%
Application services	80%	83%	84%
Desktop / Help Desk services	85%	88%	89%
General information technology (IT) services overall	83%	87%	88%
Warehouse services overall	78%	NA	NA
Printing, Graphics and Mail services overall	85%	NA	NA
Purchasing services overall	65%	64%	62%
Finance services overall (which could include payroll, budgeting, etc.)	74%	75%	76%
Risk management services overall	69%	74%	74%
Overall City internal services	69%	72%	76%

Managerial Status	
What is your management status?	Percent of respondents
Manager	23%
Non-manager	77%
Total	100%

Appendix A: Complete Set of Survey Frequencies

The following pages contain a complete set of responses to each question on the survey including "don't know" responses. The number of respondents providing each response is included followed by the percent of respondents.

Question 1: Performance of Support Services: Quality												
Please rate the QUALITY of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Custodial cleaning services	158	12%	544	42%	338	26%	160	12%	88	7%	1,288	100%
Maintenance and repair services	292	23%	646	50%	249	19%	51	4%	51	4%	1,289	100%
Facilities management services overall	251	20%	701	55%	242	19%	42	3%	48	4%	1,284	100%
Fleet maintenance services overall	133	10%	334	26%	231	18%	164	13%	422	33%	1,284	100%
Recruitment services	90	7%	369	29%	367	29%	161	13%	288	23%	1,275	100%
Benefits administration	158	12%	541	42%	339	26%	136	11%	108	8%	1,282	100%
Training services	157	12%	522	41%	341	27%	148	12%	114	9%	1,282	100%
Human resources services overall	102	8%	474	38%	426	34%	184	15%	50	4%	1,236	100%
Radio systems	121	9%	335	26%	196	15%	66	5%	565	44%	1,283	100%
Telephone systems	260	20%	637	50%	274	21%	60	5%	53	4%	1,284	100%
Network services	321	25%	641	50%	217	17%	46	4%	59	5%	1,284	100%
Application services	258	20%	553	43%	196	15%	39	3%	229	18%	1,275	100%
Desktop / Help Desk services	497	39%	555	43%	138	11%	26	2%	64	5%	1,280	100%
General information technology (IT) services overall	396	31%	655	51%	174	14%	19	1%	31	2%	1,275	100%
Warehouse services overall	217	17%	422	33%	142	11%	25	2%	471	37%	1,277	100%
Printing, Graphics and Mail services overall	342	27%	450	35%	124	10%	9	1%	360	28%	1,285	100%

Question 1: Performance of Support Services: Quality											
Please rate the QUALITY of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Purchasing services overall	161	13%	407	32%	209	16%	64	5%	439	34%	1,280	100%
Finance services overall (which could include payroll, accounting, budgeting, etc.)	266	21%	572	45%	223	17%	76	6%	147	11%	1,284	100%
Risk management services overall	201	16%	469	36%	243	19%	70	5%	302	24%	1,285	100%
Overall City internal services	157	12%	657	51%	350	27%	48	4%	71	6%	1,283	100%

Question 2: Performance of Support Services: Timeliness											
Please rate the TIMELINESS of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Custodial cleaning services	169	15%	493	43%	263	23%	113	10%	118	10%	1,156	100%
Maintenance and repair services	226	20%	522	45%	255	22%	79	7%	73	6%	1,155	100%
Facilities management services overall	182	16%	578	50%	247	22%	69	6%	72	6%	1,148	100%
Fleet maintenance services overall	103	9%	270	24%	202	18%	167	15%	406	35%	1,148	100%
Recruitment services	76	7%	288	25%	312	27%	165	14%	309	27%	1,150	100%
Benefits administration	162	14%	474	41%	248	22%	103	9%	164	14%	1,151	100%
Training services	140	12%	439	38%	287	25%	108	9%	172	15%	1,146	100%
Human resources services overall	108	10%	419	37%	358	32%	142	13%	97	9%	1,124	100%
Radio systems	121	11%	272	24%	144	13%	59	5%	549	48%	1,145	100%
Telephone systems	253	22%	525	46%	197	17%	37	3%	135	12%	1,147	100%

Question 2: Performance of Support Services: Timeliness											
Please rate the TIMELINESS of each of the following support services in Scottsdale.	Excellent		Good		Fair		Poor		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Network services	309	27%	518	45%	167	15%	33	3%	116	10%	1,143	100%
Application services	246	22%	465	41%	151	13%	32	3%	247	22%	1,141	100%
Desktop / Help Desk services	441	39%	466	41%	133	12%	25	2%	72	6%	1,137	100%
General information technology (IT) services overall	352	31%	550	48%	165	14%	18	2%	56	5%	1,141	100%
Warehouse services overall	176	15%	361	32%	132	12%	18	2%	457	40%	1,144	100%
Printing, Graphics and Mail services overall	293	26%	387	34%	110	10%	9	1%	347	30%	1,146	100%
Purchasing services overall	143	12%	340	30%	199	17%	65	6%	398	35%	1,145	100%
Finance services overall (which could include payroll, accounting, budgeting, etc.)	234	20%	481	42%	188	16%	60	5%	183	16%	1,146	100%
Risk management services overall	177	15%	391	34%	197	17%	54	5%	329	29%	1,148	100%
Overall City internal services	148	13%	565	49%	283	25%	41	4%	106	9%	1,143	100%

Question 3: Managerial Status		
What is your management status?	Number	Percent of respondents
Manager	266	22%
Non-manager	897	75%
Don't know	27	2%
Total	1,190	100%

Appendix B: Survey Instrument

The following pages contain the Internal Services Survey formatted similarly to the Web version.

Scottsdale, AZ 2013 Internal Services Survey

This survey is to be completed by the City of Scottsdale employee who received an invitation. Your responses will be kept anonymous and reported in group form only.

Quality of Support Services

Please rate the QUALITY of each of the following support services in Scottsdale.	Excellent	Good	Fair	Poor	Don't know
Custodial cleaning services	❍	❍	❍	❍	❍
Maintenance and repair services	❍	❍	❍	❍	❍
Facilities management services overall	❍	❍	❍	❍	❍
Fleet maintenance services overall	❍	❍	❍	❍	❍
Recruitment services	❍	❍	❍	❍	❍
Benefits administration	❍	❍	❍	❍	❍
Training services	❍	❍	❍	❍	❍
Human resources services overall	❍	❍	❍	❍	❍
Radio systems	❍	❍	❍	❍	❍
Telephone systems	❍	❍	❍	❍	❍
Network services	❍	❍	❍	❍	❍
Application services	❍	❍	❍	❍	❍
Desktop / Help Desk services	❍	❍	❍	❍	❍
General information technology (IT) services overall	❍	❍	❍	❍	❍
Warehouse services overall	❍	❍	❍	❍	❍
Printing, Graphics and Mail services overall	❍	❍	❍	❍	❍
Purchasing services overall	❍	❍	❍	❍	❍
Finance services overall (which could include payroll, accounting, budgeting, etc.)	❍	❍	❍	❍	❍
Risk management services overall	❍	❍	❍	❍	❍
Overall City internal services	❍	❍	❍	❍	❍

Timeliness of Support Services

Q11 Please rate the TIMELINESS of each of the following support services in Scottsdale.	Excellent	Good	Fair	Poor	Don't know
Custodial cleaning services	○	○	○	○	○
Maintenance and repair services	○	○	○	○	○
Facilities management services overall	○	○	○	○	○
Fleet maintenance services overall	○	○	○	○	○
Recruitment services	○	○	○	○	○
Benefits administration	○	○	○	○	○
Training services	○	○	○	○	○
Human resources services overall	○	○	○	○	○
Radio systems	○	○	○	○	○
Telephone systems	○	○	○	○	○
Network services	○	○	○	○	○
Application services	○	○	○	○	○
Desktop / Help Desk services	○	○	○	○	○
General information technology (IT) services overall	○	○	○	○	○
Warehouse services overall	○	○	○	○	○
Printing, Graphics and Mail services overall	○	○	○	○	○
Purchasing services overall	○	○	○	○	○
Finance services overall (which could include payroll, accounting, budgeting, etc.)	○	○	○	○	○
Risk management services overall	○	○	○	○	○
Overall City internal services	○	○	○	○	○

Employment Information

What is your management status?

○ Manager
○ Non-manager
○ Don't know

Thank you for completing this survey!

Question 10: Quality of Support Services by Management Status

Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")	What is your management status?		City overall
	Manager	Non-manager	
Custodial cleaning services	54%	59%	59%
Maintenance and repair services	74%	76%	76%
Facilities management services overall	74%	78%	77%
Fleet maintenance services overall	46%	57%	54%
Recruitment services	48%	47%	47%
Benefits administration	61%	59%	60%
Training services	48%	61%	58%
Human resources services overall	38%	52%	49%
Radio systems	71%	63%	64%
Telephone systems	76%	72%	73%
Network services	86%	77%	79%
Application services	81%	77%	78%
Desktop / Help Desk services	90%	86%	87%
General information technology (IT) services overall	87%	84%	84%
Warehouse services overall	81%	79%	79%
Printing, Graphics and Mail services overall	90%	85%	86%
Purchasing services overall	62%	71%	68%
Finance services overall (which could include payroll, budgeting, etc.)	77%	74%	74%
Risk management services overall	69%	69%	68%
Overall City internal services	71%	68%	67%

Question 11: Timeliness of Support Services by Management Status

Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	What is your management status?		City overall
	Manager	Non-manager	
Custodial cleaning services	63%	64%	64%
Maintenance and repair services	69%	69%	69%
Facilities management services overall	71%	71%	71%
Fleet maintenance services overall	45%	52%	50%
Recruitment services	46%	42%	43%
Benefits administration	70%	62%	64%
Training services	54%	61%	59%
Human resources services overall	47%	53%	51%
Radio systems	75%	64%	66%
Telephone systems	80%	76%	77%
Network services	87%	79%	81%
Application services	84%	78%	80%
Desktop / Help Desk services	91%	84%	85%
General information technology (IT) services overall	87%	82%	83%
Warehouse services overall	80%	78%	78%
Printing, Graphics and Mail services overall	91%	84%	85%
Purchasing services overall	58%	68%	65%
Finance services overall (which could include payroll, budgeting, etc.)	80%	73%	74%
Risk management services overall	73%	69%	69%
Overall City internal services	72%	68%	69%