

THE NESTM

The National Employee SurveyTM

Scottsdale, AZ

Internal Support Services (ISS) Report

DRAFT
2015



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The NES is presented by NRC in collaboration with ICMA.

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

About

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 is a subset of questions from The National Employee Survey™ (The NES™) and 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 City of Scottsdale elected to conduct the ISS with its employees. This was the third administration of the ISS to Scottsdale employees (previous ISS administration occurred in 2010 and 2013); 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 C: Survey Instrument*.

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.

Table 1: Question 1

| Please rate the QUALITY of each of the following support services in Scottsdale. | Excellent | | Good | | Fair | | Poor | | Total | |
|--|-----------|-----|------|-----|------|-----|------|-----|-------|-------|
| Custodial cleaning services | 15% | 166 | 40% | 436 | 28% | 307 | 17% | 183 | 100% | 1,092 |
| Maintenance and repair services | 31% | 343 | 50% | 552 | 15% | 161 | 4% | 39 | 100% | 1,095 |
| Facilities management services overall | 25% | 275 | 54% | 598 | 18% | 198 | 3% | 31 | 100% | 1,102 |
| Fleet maintenance services overall | 22% | 162 | 43% | 307 | 23% | 166 | 12% | 87 | 100% | 722 |
| Recruitment services | 12% | 100 | 44% | 360 | 31% | 251 | 12% | 100 | 100% | 811 |
| Benefits administration (Please rate City Staff only) | 24% | 250 | 48% | 507 | 21% | 217 | 7% | 72 | 100% | 1,046 |
| Training services | 19% | 189 | 48% | 487 | 23% | 235 | 10% | 104 | 100% | 1,015 |
| Human resources services overall | 16% | 168 | 49% | 510 | 26% | 270 | 9% | 93 | 100% | 1,041 |
| Radio systems | 24% | 147 | 55% | 329 | 17% | 101 | 4% | 24 | 100% | 601 |
| Telephone systems | 26% | 285 | 54% | 588 | 16% | 170 | 4% | 41 | 100% | 1,084 |
| Network services | 29% | 318 | 52% | 579 | 15% | 169 | 3% | 38 | 100% | 1,104 |
| Application services | 27% | 246 | 55% | 505 | 15% | 138 | 3% | 25 | 100% | 914 |
| Desktop / Help Desk services | 45% | 488 | 45% | 488 | 8% | 91 | 2% | 24 | 100% | 1,091 |
| General information technology (IT) services overall | 37% | 399 | 51% | 562 | 10% | 112 | 2% | 19 | 100% | 1,092 |
| Warehouse services overall | 34% | 255 | 52% | 391 | 13% | 95 | 2% | 14 | 100% | 755 |
| Printing, Graphics and Mail services overall | 42% | 346 | 48% | 388 | 9% | 71 | 1% | 10 | 100% | 815 |
| Purchasing services overall | 24% | 185 | 53% | 406 | 18% | 141 | 5% | 35 | 100% | 767 |
| Finance services overall (which could include payroll, budgeting, etc.) | 31% | 311 | 51% | 506 | 14% | 134 | 4% | 39 | 100% | 990 |
| Risk management services overall | 22% | 186 | 51% | 440 | 22% | 189 | 6% | 50 | 100% | 865 |
| Overall City internal services | 18% | 198 | 60% | 641 | 20% | 210 | 3% | 27 | 100% | 1,076 |

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Table 2: Question 2

| Please rate the TIMELINESS of each of the following support services in Scottsdale. | Excellent | | Good | | Fair | | Poor | | Total | |
|---|-----------|-----|------|-----|------|-----|------|-----|-------|-------|
| Custodial cleaning services | 19% | 197 | 43% | 442 | 26% | 272 | 12% | 129 | 100% | 1,040 |
| Maintenance and repair services | 26% | 278 | 49% | 523 | 19% | 197 | 6% | 66 | 100% | 1,064 |
| Facilities management services overall | 24% | 260 | 53% | 564 | 18% | 190 | 5% | 53 | 100% | 1,067 |
| Fleet maintenance services overall | 21% | 153 | 43% | 305 | 22% | 159 | 14% | 98 | 100% | 715 |
| Recruitment services | 13% | 97 | 44% | 340 | 30% | 228 | 14% | 104 | 100% | 769 |
| Benefits administration (Please rate City Staff only) | 25% | 242 | 51% | 504 | 19% | 190 | 5% | 49 | 100% | 985 |
| Training services | 18% | 169 | 50% | 468 | 23% | 211 | 9% | 82 | 100% | 930 |
| Human resources services overall | 18% | 180 | 52% | 515 | 23% | 231 | 7% | 73 | 100% | 999 |
| Radio systems | 25% | 140 | 55% | 304 | 16% | 91 | 4% | 21 | 100% | 556 |
| Telephone systems | 28% | 278 | 55% | 539 | 14% | 133 | 3% | 27 | 100% | 977 |
| Network services | 31% | 312 | 54% | 540 | 12% | 118 | 3% | 28 | 100% | 998 |
| Application services | 30% | 261 | 52% | 448 | 15% | 126 | 3% | 25 | 100% | 860 |
| Desktop / Help Desk services | 44% | 464 | 45% | 470 | 9% | 90 | 2% | 21 | 100% | 1,045 |
| General information technology (IT) services overall | 37% | 384 | 51% | 533 | 10% | 104 | 2% | 17 | 100% | 1,038 |
| Warehouse services overall | 33% | 242 | 50% | 369 | 14% | 103 | 2% | 18 | 100% | 732 |
| Printing, Graphics and Mail services overall | 41% | 317 | 48% | 376 | 9% | 70 | 2% | 13 | 100% | 776 |
| Purchasing services overall | 24% | 178 | 51% | 375 | 19% | 139 | 6% | 46 | 100% | 738 |
| Finance services overall (which could include payroll, budgeting, etc.) | 31% | 290 | 51% | 476 | 14% | 129 | 4% | 39 | 100% | 934 |
| Risk management services overall | 23% | 185 | 51% | 418 | 21% | 168 | 6% | 46 | 100% | 817 |
| Overall City internal services | 19% | 199 | 59% | 610 | 18% | 190 | 3% | 30 | 100% | 1,029 |

Table 3: Question 3

| Do you supervise employees? | Percent | Number |
|-----------------------------|---------|--------|
| No | 72% | 828 |
| Yes | 28% | 325 |
| Total | 100% | 1,153 |

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.

Table 4: Question 1

| Please rate the QUALITY of each of the following support services in Scottsdale. | Excellent | | Good | | Fair | | Poor | | Don't know | | Total | |
|--|-----------|-----|------|-----|------|-----|------|-----|------------|-----|-------|-------|
| Custodial cleaning services | 14% | 166 | 38% | 436 | 27% | 307 | 16% | 183 | 5% | 57 | 100% | 1,149 |
| Maintenance and repair services | 30% | 343 | 49% | 552 | 14% | 161 | 3% | 39 | 3% | 33 | 100% | 1,128 |
| Facilities management services overall | 24% | 275 | 53% | 598 | 18% | 198 | 3% | 31 | 3% | 29 | 100% | 1,131 |
| Fleet maintenance services overall | 15% | 162 | 28% | 307 | 15% | 166 | 8% | 87 | 35% | 391 | 100% | 1,113 |
| Recruitment services | 9% | 100 | 31% | 360 | 22% | 251 | 9% | 100 | 29% | 338 | 100% | 1,149 |
| Benefits administration (Please rate City Staff only) | 22% | 250 | 44% | 507 | 19% | 217 | 6% | 72 | 9% | 105 | 100% | 1,151 |
| Training services | 16% | 189 | 42% | 487 | 20% | 235 | 9% | 104 | 12% | 137 | 100% | 1,152 |
| Human resources services overall | 15% | 168 | 46% | 510 | 25% | 270 | 8% | 93 | 5% | 60 | 100% | 1,101 |
| Radio systems | 13% | 147 | 29% | 329 | 9% | 101 | 2% | 24 | 48% | 551 | 100% | 1,152 |
| Telephone systems | 25% | 285 | 51% | 588 | 15% | 170 | 4% | 41 | 6% | 73 | 100% | 1,157 |
| Network services | 28% | 318 | 50% | 579 | 15% | 169 | 3% | 38 | 4% | 52 | 100% | 1,156 |
| Application services | 21% | 246 | 44% | 505 | 12% | 138 | 2% | 25 | 20% | 235 | 100% | 1,149 |
| Desktop / Help Desk services | 42% | 488 | 42% | 488 | 8% | 91 | 2% | 24 | 5% | 60 | 100% | 1,151 |
| General information technology (IT) services overall | 36% | 399 | 50% | 562 | 10% | 112 | 2% | 19 | 2% | 25 | 100% | 1,117 |
| Warehouse services overall | 22% | 255 | 34% | 391 | 8% | 95 | 1% | 14 | 34% | 397 | 100% | 1,152 |
| Printing, Graphics and Mail services overall | 30% | 346 | 34% | 388 | 6% | 71 | 1% | 10 | 29% | 336 | 100% | 1,151 |
| Purchasing services overall | 16% | 185 | 35% | 406 | 12% | 141 | 3% | 35 | 33% | 385 | 100% | 1,152 |
| Finance services overall (which could include payroll, budgeting, etc.) | 27% | 311 | 44% | 506 | 12% | 134 | 3% | 39 | 14% | 164 | 100% | 1,154 |
| Risk management services overall | 16% | 186 | 38% | 440 | 16% | 189 | 4% | 50 | 25% | 289 | 100% | 1,154 |
| Overall City internal services | 17% | 198 | 56% | 641 | 18% | 210 | 2% | 27 | 7% | 76 | 100% | 1,152 |

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Table 5: Question 2

| Please rate the TIMELINESS of each of the following support services in Scottsdale. | Excellent | | Good | | Fair | | Poor | | Don't know | | Total | |
|---|-----------|-----|------|-----|------|-----|------|-----|------------|-----|-------|-------|
| Custodial cleaning services | 17% | 197 | 39% | 442 | 24% | 272 | 11% | 129 | 8% | 94 | 100% | 1,134 |
| Maintenance and repair services | 25% | 278 | 47% | 523 | 18% | 197 | 6% | 66 | 4% | 48 | 100% | 1,112 |
| Facilities management services overall | 23% | 260 | 51% | 564 | 17% | 190 | 5% | 53 | 4% | 47 | 100% | 1,114 |
| Fleet maintenance services overall | 14% | 153 | 28% | 305 | 14% | 159 | 9% | 98 | 35% | 390 | 100% | 1,105 |
| Recruitment services | 9% | 97 | 30% | 340 | 20% | 228 | 9% | 104 | 31% | 353 | 100% | 1,122 |
| Benefits administration (Please rate City Staff only) | 22% | 242 | 45% | 504 | 17% | 190 | 4% | 49 | 12% | 131 | 100% | 1,116 |
| Training services | 15% | 169 | 42% | 468 | 19% | 211 | 7% | 82 | 16% | 183 | 100% | 1,113 |
| Human resources services overall | 17% | 180 | 47% | 515 | 21% | 231 | 7% | 73 | 8% | 91 | 100% | 1,090 |
| Radio systems | 13% | 140 | 27% | 304 | 8% | 91 | 2% | 21 | 50% | 562 | 100% | 1,118 |
| Telephone systems | 25% | 278 | 48% | 539 | 12% | 133 | 2% | 27 | 13% | 142 | 100% | 1,119 |
| Network services | 28% | 312 | 48% | 540 | 11% | 118 | 3% | 28 | 11% | 119 | 100% | 1,117 |
| Application services | 23% | 261 | 40% | 448 | 11% | 126 | 2% | 25 | 23% | 257 | 100% | 1,117 |
| Desktop / Help Desk services | 42% | 464 | 42% | 470 | 8% | 90 | 2% | 21 | 6% | 71 | 100% | 1,116 |
| General information technology (IT) services overall | 35% | 384 | 49% | 533 | 9% | 104 | 2% | 17 | 5% | 60 | 100% | 1,098 |
| Warehouse services overall | 22% | 242 | 33% | 369 | 9% | 103 | 2% | 18 | 35% | 393 | 100% | 1,125 |
| Printing, Graphics and Mail services overall | 28% | 317 | 34% | 376 | 6% | 70 | 1% | 13 | 31% | 343 | 100% | 1,119 |
| Purchasing services overall | 16% | 178 | 33% | 375 | 12% | 139 | 4% | 46 | 34% | 385 | 100% | 1,123 |
| Finance services overall (which could include payroll, budgeting, etc.) | 26% | 290 | 43% | 476 | 12% | 129 | 3% | 39 | 17% | 186 | 100% | 1,120 |
| Risk management services overall | 17% | 185 | 37% | 418 | 15% | 168 | 4% | 46 | 27% | 302 | 100% | 1,119 |
| Overall City internal services | 18% | 199 | 54% | 610 | 17% | 190 | 3% | 30 | 8% | 92 | 100% | 1,121 |

Table 6: Question 3

| Do you supervise employees? | Percent | Number |
|-----------------------------|---------|--------|
| No | 72% | 828 |
| Yes | 28% | 325 |
| Total | 100% | 1,153 |

Trends over Time with Benchmark Comparisons

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 residents' 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 2013 and 2015 surveys, otherwise the comparison between 2013 and 2015 are noted as being “similar.” Additionally, benchmark comparisons for all 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.

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Table 7: Quality of Support Services

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

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Table 8: Timeliness of Support Services

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

Appendix A: Comparisons of Survey Results by Supervisor Status

The tables on the following pages display breakdowns of The ISS results by respondent supervisor status. The percentages shown in each table are the “percent positive,” which was created by combining the most favorable response options (i.e. “excellent” and “good”).

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.

Table 9: Question 1 by Supervisor Status

| Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good") | Supervisor status | | City overall |
|--|-------------------|-----|--------------|
| | No | Yes | |
| Custodial cleaning services | 59% | 46% | 55% |
| Maintenance and repair services | 83% | 80% | 82% |
| Facilities management services overall | 81% | 76% | 79% |
| Fleet maintenance services overall | 72% | 51% | 65% |
| Recruitment services | 61% | 50% | 57% |
| Benefits administration (Please rate City Staff only) | 74% | 70% | 72% |
| Training services | 73% | 54% | 67% |
| Human resources services overall | 70% | 56% | 65% |
| Radio systems | 81% | 77% | 79% |
| Telephone systems | 80% | 82% | 81% |
| Network services | 80% | 86% | 81% |
| Application services | 82% | 85% | 82% |
| Desktop / Help Desk services | 88% | 93% | 89% |
| General information technology (IT) services overall | 87% | 92% | 88% |
| Warehouse services overall | 88% | 81% | 86% |
| Printing, Graphics and Mail services overall | 90% | 90% | 90% |
| Purchasing services overall | 81% | 70% | 77% |
| Finance services overall (which could include payroll, budgeting, etc.) | 83% | 82% | 83% |
| Risk management services overall | 76% | 67% | 72% |
| Overall City internal services | 79% | 76% | 78% |

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Table 10: Question 2 by Supervisor Status

| Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good") | Supervisor status | | City overall |
|---|-------------------|-----|--------------|
| | No | Yes | |
| Custodial cleaning services | 65% | 53% | 61% |
| Maintenance and repair services | 77% | 72% | 75% |
| Facilities management services overall | 78% | 76% | 77% |
| Fleet maintenance services overall | 70% | 51% | 64% |
| Recruitment services | 61% | 48% | 57% |
| Benefits administration (Please rate City Staff only) | 77% | 73% | 76% |
| Training services | 74% | 57% | 68% |
| Human resources services overall | 73% | 60% | 70% |
| Radio systems | 81% | 79% | 80% |
| Telephone systems | 83% | 85% | 84% |
| Network services | 85% | 88% | 85% |
| Application services | 81% | 86% | 82% |
| Desktop / Help Desk services | 88% | 93% | 89% |
| General information technology (IT) services overall | 87% | 93% | 88% |
| Warehouse services overall | 86% | 78% | 83% |
| Printing, Graphics and Mail services overall | 89% | 90% | 89% |
| Purchasing services overall | 79% | 68% | 75% |
| Finance services overall (which could include payroll, budgeting, etc.) | 82% | 83% | 82% |
| Risk management services overall | 77% | 68% | 74% |
| Overall City internal services | 79% | 78% | 79% |

Appendix B: Survey Methodology

How the Data Were Collected

The City of Scottsdale notified employees of the survey via a Hotline and in their all-employee newsletter on May 28, 2015. Employees also received three email reminder messages with the survey link over the following two and a half weeks. Of the 2,755 employees receiving an invitation to complete the survey, a total of 1,166 employees returned completed surveys, providing a response rate of 42%.

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.

Benchmark Comparisons

NRC's database of comparative employee opinion comprises the perspectives of more than 18,000 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, 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 than the margin of error (greater than five percentage points).

Appendix C: Survey Instrument

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

City of Scottsdale 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.

Performance of Support Services

1. Please rate the QUALITY of each of the following support services in Scottsdale.

| | <i>Excellent</i> | <i>Good</i> | <i>Fair</i> | <i>Poor</i> | <i>Don't know</i> |
|--|------------------|-------------|-------------|-------------|-------------------|
| Custodial cleaning services | 1 | 2 | 3 | 4 | 5 |
| Maintenance and repair services | 1 | 2 | 3 | 4 | 5 |
| Facilities management services overall | 1 | 2 | 3 | 4 | 5 |
| Fleet maintenance services overall | 1 | 2 | 3 | 4 | 5 |
| Recruitment services | 1 | 2 | 3 | 4 | 5 |
| Benefits administration (Please rate City Staff only) | 1 | 2 | 3 | 4 | 5 |
| Training services | 1 | 2 | 3 | 4 | 5 |
| Human resources services overall | 1 | 2 | 3 | 4 | 5 |
| Radio systems | 1 | 2 | 3 | 4 | 5 |
| Telephone systems | 1 | 2 | 3 | 4 | 5 |
| Network services | 1 | 2 | 3 | 4 | 5 |
| Application services | 1 | 2 | 3 | 4 | 5 |
| Desktop / Help Desk services | 1 | 2 | 3 | 4 | 5 |
| General information technology (IT) services overall | 1 | 2 | 3 | 4 | 5 |
| Warehouse services overall | 1 | 2 | 3 | 4 | 5 |
| Printing, Graphics and Mail services overall | 1 | 2 | 3 | 4 | 5 |
| Purchasing services overall | 1 | 2 | 3 | 4 | 5 |
| Finance services overall (which could include payroll, budgeting, etc.) | 1 | 2 | 3 | 4 | 5 |
| Risk management services overall | 1 | 2 | 3 | 4 | 5 |
| Overall City internal services | 1 | 2 | 3 | 4 | 5 |

2. Please rate the TIMELINESS of each of the following support services in Scottsdale.

| | <i>Excellent</i> | <i>Good</i> | <i>Fair</i> | <i>Poor</i> | <i>Don't know</i> |
|--|------------------|-------------|-------------|-------------|-------------------|
| Custodial cleaning services | 1 | 2 | 3 | 4 | 5 |
| Maintenance and repair services | 1 | 2 | 3 | 4 | 5 |
| Facilities management services overall | 1 | 2 | 3 | 4 | 5 |
| Fleet maintenance services overall | 1 | 2 | 3 | 4 | 5 |
| Recruitment services | 1 | 2 | 3 | 4 | 5 |
| Benefits administration (Please rate City Staff only) | 1 | 2 | 3 | 4 | 5 |
| Training services | 1 | 2 | 3 | 4 | 5 |
| Human resources services overall | 1 | 2 | 3 | 4 | 5 |
| Radio systems | 1 | 2 | 3 | 4 | 5 |
| Telephone systems | 1 | 2 | 3 | 4 | 5 |
| Network services | 1 | 2 | 3 | 4 | 5 |
| Application services | 1 | 2 | 3 | 4 | 5 |
| Desktop / Help Desk services | 1 | 2 | 3 | 4 | 5 |
| General information technology (IT) services overall | 1 | 2 | 3 | 4 | 5 |
| Warehouse services overall | 1 | 2 | 3 | 4 | 5 |
| Printing, Graphics and Mail services overall | 1 | 2 | 3 | 4 | 5 |
| Purchasing services overall | 1 | 2 | 3 | 4 | 5 |
| Finance services overall (which could include payroll, budgeting, etc.) | 1 | 2 | 3 | 4 | 5 |
| Risk management services overall | 1 | 2 | 3 | 4 | 5 |
| Overall City internal services | 1 | 2 | 3 | 4 | 5 |

Employment Information

3. Do you supervise employees?

- Yes
- No

Thank you very much for completing this survey!