

THE NESTM

The National Employee SurveyTM

Goodyear, AZ

Workplace Report

DRAFT

2018



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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 Goodyear 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 Goodyear. 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 Work Group, Executive Leadership, Workplace, External Customers and Support Services.

A total of 547 completed surveys were obtained, providing an overall response rate of 99%. Because the survey was intended to be taken by all employees and no statistical weighting was performed, no traditional margin of error was calculated. However, 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

Job Satisfaction is strong and morale is at an all-time high.

Most employees viewed the various aspects of Job Satisfaction positively, with about 9 in 10 agreeing that they were satisfied with their job overall and indicating that they were likely to recommend working for the City. Almost all employees felt the City of Goodyear was a good employer and a similar proportion planned to be working for the City a year from now. City employees tended to give evaluations that were similar to or higher than those given by employees in other organizations across the country for all aspects related to Job Satisfaction.

While most aspects of the City Workplace remained stable from 2016 to 2018 (see the *Trends over Time* report under separate cover), there were several notable increases in 2018. City of Goodyear employees gave higher ratings to the connection between compensation and performance, compensation compared with similar opportunities, benefits overall, coaching or mentoring opportunities, availability of resources and equipment and providing individual and work group spaces. Not only were these ratings the highest employees have given since the baseline survey in 2014, but ratings for overall staff morale were also at an all-time high in 2018. The rating for overall staff morale was also higher than ratings observed in other local governments across the nation.

Confidence in the City's Executive Leadership and in City Government soars.

All aspects of the City's Executive Leadership were rated positively by at least two-thirds of employees and all were higher than ratings in comparison organizations. Ratings for seven of the 13 aspects of Goodyear's Executive Leadership increased in 2018 to their highest levels yet. Employees gave higher marks to: the job the City's Executive Leadership does at communicating information that helps employees to understand the problems and issues facing the City, welcoming employee involvement in decision-making, listening to employee opinions, process for making important decisions, modeling a high standard, managing costs responsibly and logically and to the overall level of confidence in the leadership of the City of Goodyear.

When ratings aspects of the City for Residents, about four in five gave excellent or good ratings to each aspect of Government Quality and all ratings were higher than average ratings in other local governments across the nation. Goodyear employees also gave higher marks to several aspects of Government Quality in 2018 compared to 2016. Ratings increased for the value of services for the taxes paid to Goodyear, generally acting in the best interest of the community, being honest, treating all residents fairly and to the overall confidence in Goodyear government.

Support Services remain strong with some notable improvements.

City of Goodyear employees rated the quality and timeliness of several internal Support Services. All aspects of quality and timeliness were rated as excellent or good by at least two-thirds of employees. Many services received ratings higher than the benchmarks, and none received ratings lower than the benchmarks. Most evaluations remained stable from 2016 to 2018, none declined and several improved over time. Goodyear employees gave higher ratings to both the quality and the timeliness of maintenance and repair services, facilities management, fleet maintenance, purchasing and finance services in 2018 compared to 2016. Nearly all support services received their highest scores to-date.

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 Goodyear were:

- Employee Contribution and Fit
- Employee-Supervisor Relationship
- 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 the case of Goodyear, no key drivers were below the benchmark. Therefore, Goodyear may wish to seek improvements to Employee Contribution and Fit, as this key driver received ratings similar to other benchmark jurisdictions. Ratings for Employee-Supervisor Relationship and Respect and Ethics were higher than the benchmarks.

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 Goodyear, 89% 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. All aspects of Job Satisfaction were rated positively by at least four in five employees and all were similar to or higher than the benchmark comparisons. Most aspects of Employee Contribution and Fit were rated positively by at least 8 in 10 respondents and were similar to the benchmark. More Goodyear employees felt their job was important compared to employees in other jurisdictions across the country and felt their values matched with the City. At least two-thirds of employees gave positive assessments to aspects of Employee Performance Evaluation, which were higher than ratings seen elsewhere.

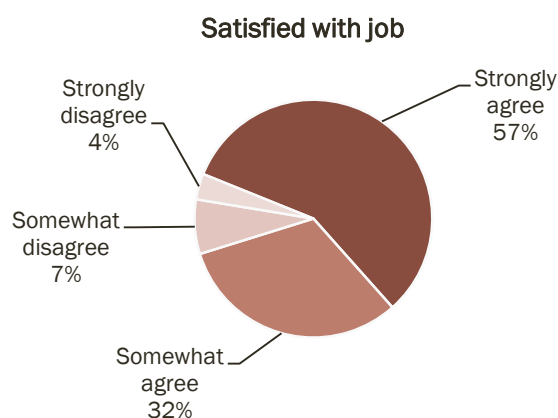


Figure 1: Aspects of Job with City

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

Comparison to benchmark

- Higher
- Similar
- Lower



Supervisor and Work Group

Employees' relationships with their supervisor and work group 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 7 in 10 City of Goodyear employees gave high marks to each aspect. All ratings were higher than the benchmarks, and these strong ratings remained stable over time.

In addition, survey respondents provided feedback on the quality of work group performance. These aspects also received strong ratings, and almost all were higher than the benchmarks. While 85% gave excellent or good marks to the working relationships in their work groups overall; this rating was similar to ratings in other local governments across the U.S.

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. Goodyear employees provided feedback regarding the City leadership's performance along the dimensions of Employee Development, Communication and Decision-making and Respect and Ethics. This was an area where the City of Goodyear excelled, with evaluations of the executive leadership receiving ratings that were higher than the national benchmarks. About 7 in 10 employees believed the City does well at communicating an inspiring vision, providing clarity of strategic direction and the process for making important decisions. About three-quarters felt the aspects of Respect and Ethics exhibited by City leaders was positive. Further, several of these ratings increased from 2016 to 2018. Goodyear employees gave higher marks in 2018 to communicating information, welcoming employee involvement in decision-making, listening to employee opinions, the process for making important decisions, modeling a high standard, managing costs responsibly and logically and to the overall confidence in the leadership of Goodyear.

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, 90% would be very or somewhat likely to recommend working for City. The portion of employees that would recommend working for the City was higher 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 at least 7 in 10 City of Goodyear employees and these ratings were similar to or higher than the benchmarks. Although evaluations varied for aspects of Employee Performance Evaluation, all aspects were higher than the benchmark comparisons; about 7 in 10 employees felt the City did an excellent or good job with the accuracy of performance evaluations, while about 4 in 10 felt positively about the City dealing with low-performing employees.

Evaluations of the other dimensions of the City workplace, including Employee Development, Wages and Benefits, Respect and Ethics and Physical Work Environment, were positive. These ratings ranged from 50% (opportunities for promotion) to 97% excellent or good (maintaining an environment free of drug or alcohol abuse) and almost all were higher than average ratings in comparison communities.

Most evaluations of the City Workplace remained stable from 2016 to 2018, however several improved over time. Goodyear employees gave higher marks to the connection between compensation and performance, coaching or mentoring employees, compensation compared with similar opportunities, benefits overall, overall staff morale, availability of necessary materials, resources and equipment and to individual and group work spaces in 2018 compared to 2016.

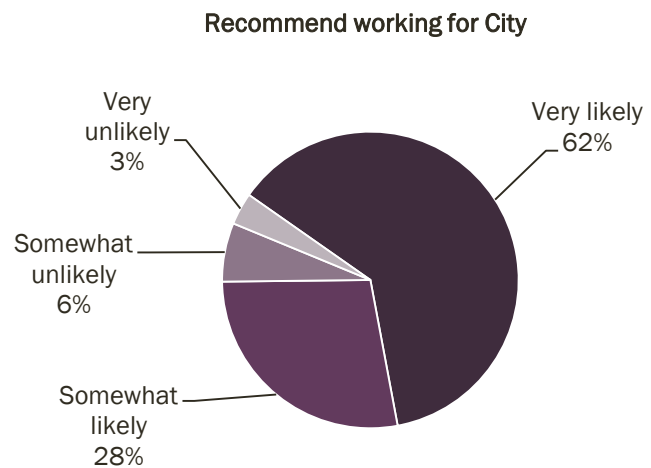
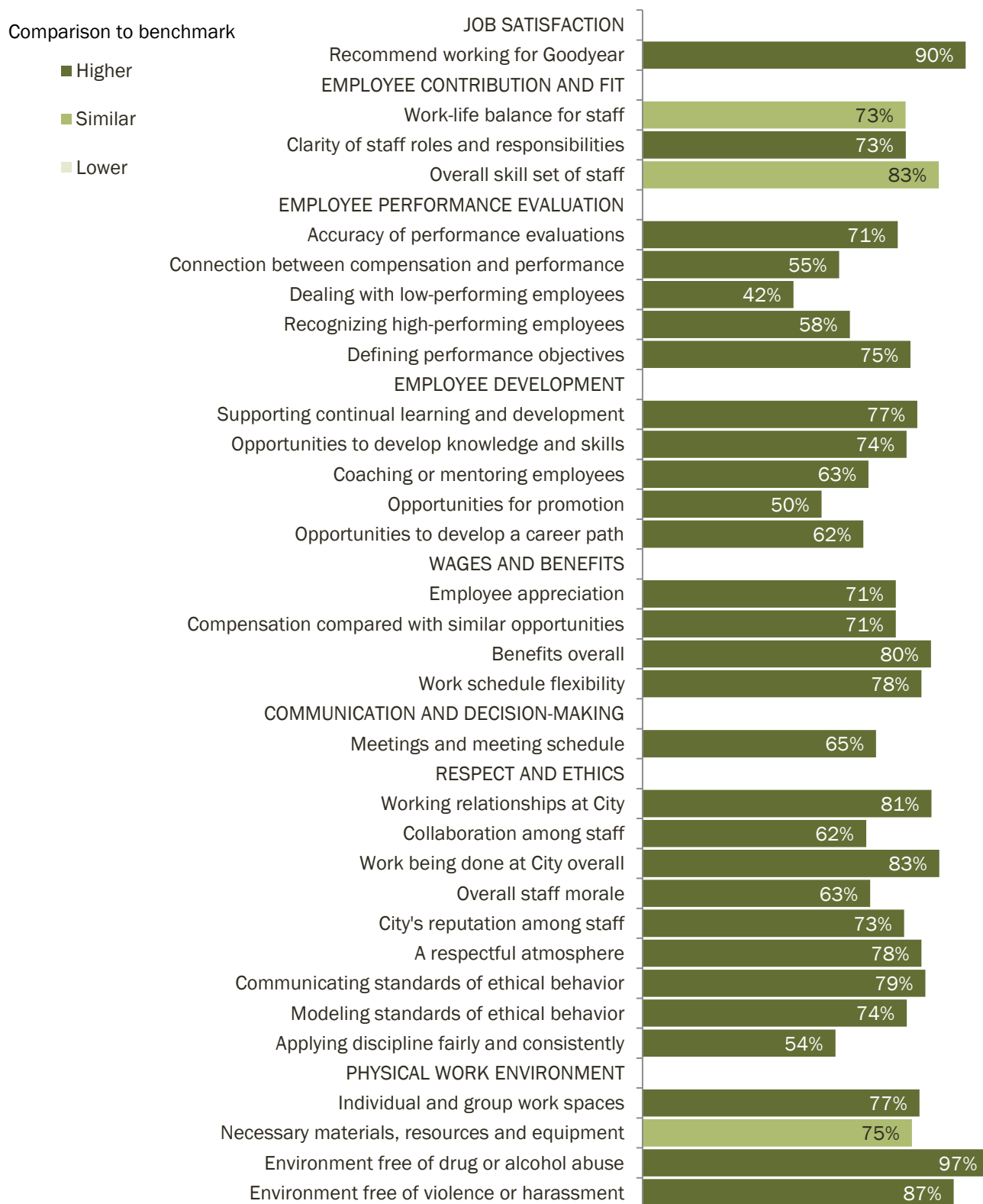


Figure 4: Aspects of City Workplace

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 Goodyear gave their opinions on which areas were most important for the Goodyear community to focus on in the next two years. About 9 in 10 felt that the overall feeling of safety and economic health were essential or very important areas on which the City should focus in the coming years. Fewer believed that the overall natural environment should be an area of focus for the City, though a strong majority still felt it was essential or very important.

In addition to rating the importance of these areas, respondents offered their views of the quality of various aspects of the Goodyear community including Goodyear as a place to live and work. All aspects of Community Quality were rated as excellent or good by at least two-thirds of employees and almost all ratings were higher than the national benchmarks. All aspects of Government Quality received high ratings from at least three-quarters of respondents and were higher than the national benchmarks.

City of Goodyear employees gave higher marks to several aspects of Community and Government Quality in 2018. Notable increases in ratings from 2016 to 2018 included; the overall built environment of Goodyear, the overall economic health, the value of services for taxes paid to Goodyear, overall confidence in Goodyear government, generally acting in the best interest of the community, being honest and treating all residents fairly.

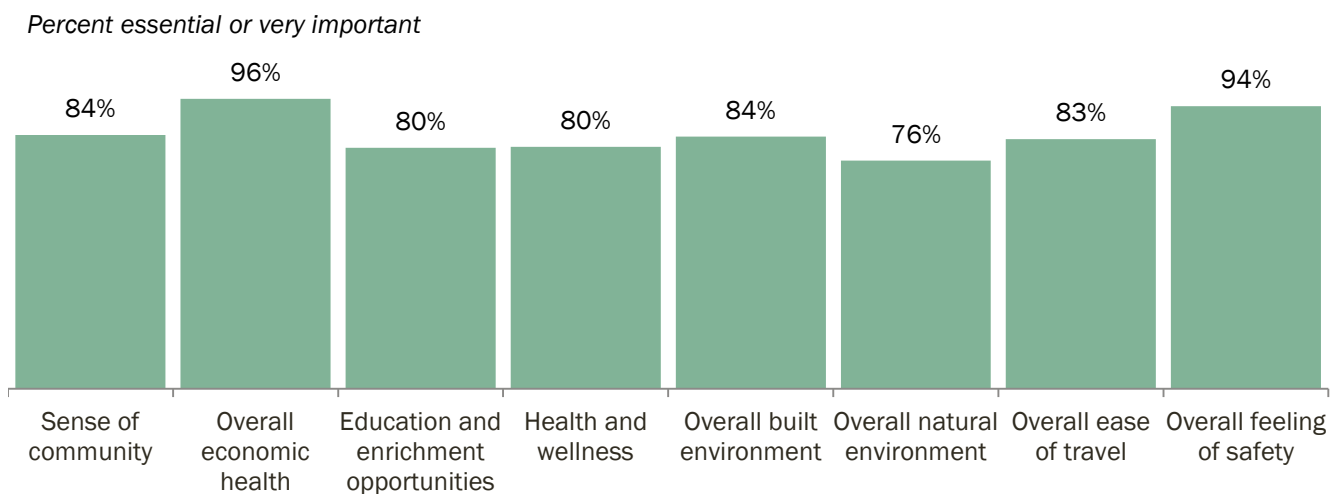
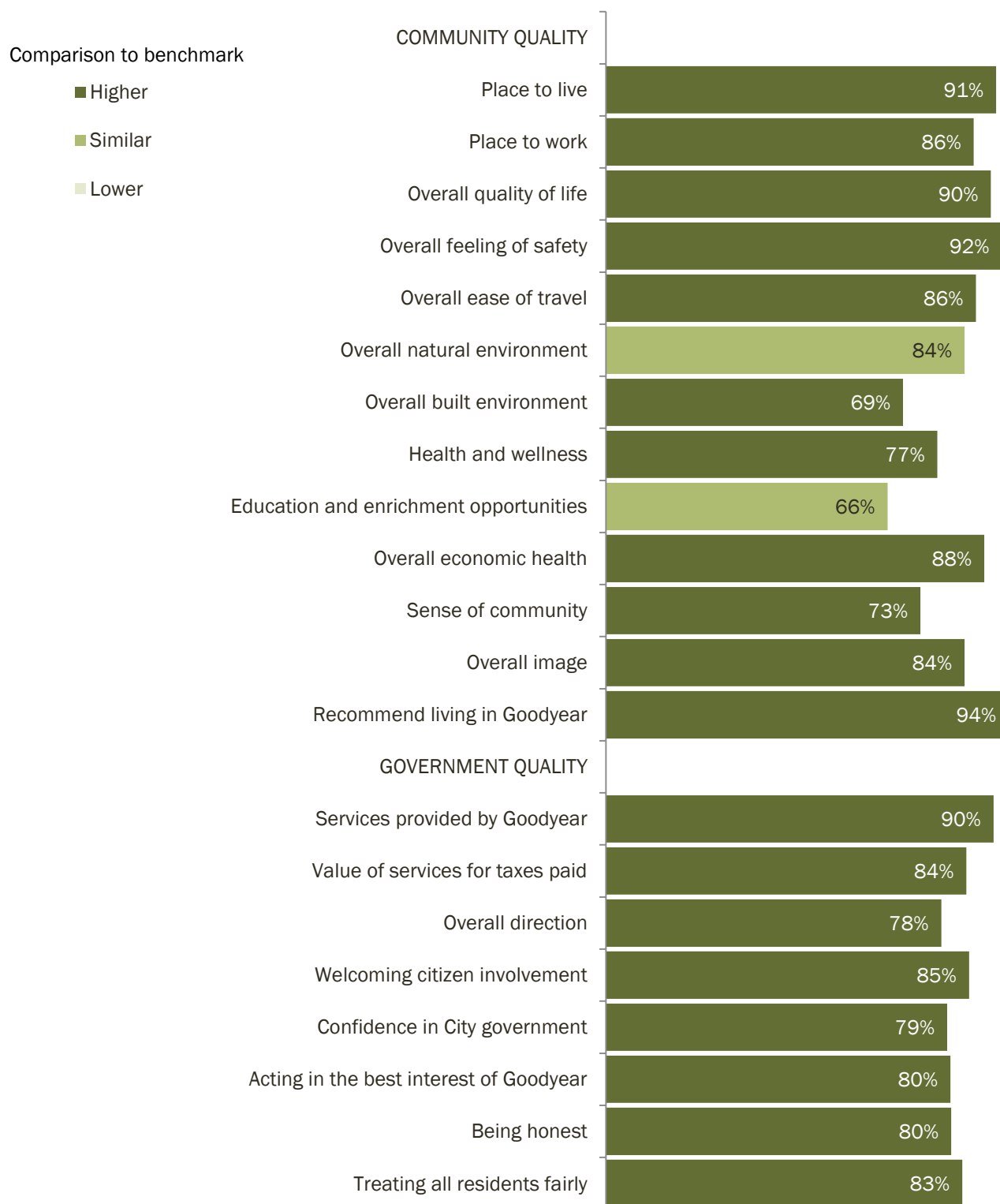


Figure 5: Aspects of City for Residents

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.

Overall, the rating of Quality and Timeliness for each individual support service was similar. The Quality and Timeliness of the City’s internal support services overall were rated positively by about 8 in 10 employees, ratings that were higher than the national benchmark.

Quality evaluations for the individual support services ranged from 68% to 84% excellent or good, with the most favorable ratings given to facilities management services overall, telephone systems and desktop/help desk services. Quality ratings of support services in Goodyear tended to be higher than or similar to the national benchmarks. Goodyear employees gave higher ratings to the quality of maintenance and repair services, facilities management, fleet maintenance, purchasing and finance services in 2018 compared to 2016.

Ratings of the Timeliness of support services ranged from 69% to 83% excellent or good, with facilities management services, benefits administration and telephone systems receiving the highest ratings. Most ratings for the Timeliness of support services were higher than in other jurisdictions across the nation. Goodyear employees gave higher ratings in 2018 compared to 2016 to the timeliness of custodial cleaning services, maintenance and repair services, facilities management, fleet maintenance, purchasing and finance services.

Figure 6: Aspects of City's Support Services

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

