

THE NESTM

The National Employee SurveyTM

Goodyear, AZ

Trends over Time

DRAFT

2018



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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 2018 ratings for the City of Goodyear to its previous survey results in 2014 and 2016. Additional reports and technical appendices are available under separate cover.

Trend data for Goodyear 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 2016 and 2018 surveys, otherwise the comparison between 2016 and 2018 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.

Overall, ratings in Goodyear for 2018 generally remained stable. Of the 133 items for which comparisons were available, 101 items were rated similarly in 2016 and 2018; no items showed a decrease in ratings and 32 showed an increase in ratings. Notable trends over time included the following:

- Several aspects of the City's Executive Leadership increased in 2018. Goodyear employees gave higher marks to: communicating information that helps employees to understand 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 the overall confidence in the leadership of Goodyear. Ratings given to these items in 2018 were more on par with evaluations given in 2014. All other aspects in this category remained stable over time.
- While most aspects of the City Workplace were consistent with previous survey administrations, there were several notable improvements. In 2018, employees gave notably higher ratings to: the connection between compensation and performance, coaching or mentoring employees, compensation compared with similar opportunities, benefits overall, overall staff morale, the availability of necessary materials, resources and equipment to do the job effectively and to providing individual and group work spaces to do the job effectively.
- Goodyear employees also held several aspects of the City for Residents in higher regard in 2018 compared to 2016. Survey respondents gave higher marks to the overall built environment of Goodyear and to the overall economic health of Goodyear. Public trust ratings were notably improved in almost every category, and closer to ratings given in 2014 in several instances. Ratings increased in 2018 for the value of services for the 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.
- Goodyear employees' perception of internal Support Services remained stable overall; however, some improvements from 2016 to 2018 were observed. Ratings for both the quality and timeliness of maintenance and repair services, facilities management services overall, fleet maintenance services overall, purchasing services overall and finance services overall increased in 2018. Further, ratings for the timeliness of custodial cleaning services also improved during this time period.

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Table 1: Aspects of Job Satisfaction

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)			2018 rating compared to 2016	Comparison to benchmark		
		2014	2016	2018		2014	2016	2018
Job Satisfaction	Overall, I am satisfied with my job	89%	90%	89%	Similar	Similar	Similar	Similar
	Overall, I feel positive about working for the City of Goodyear	89%	87%	89%	Similar	Similar	Similar	Similar
	Overall, I think the City of Goodyear is a good employer	90%	91%	93%	Similar	Similar	Higher	Higher
	I plan on working for this organization a year from now	93%	95%	94%	Similar	Similar	Similar	Similar
	I gain satisfaction from my current job responsibilities	89%	89%	90%	Similar	NA	Similar	Similar
	I feel positively challenged in my current job	88%	85%	88%	Similar	NA	Similar	Similar
Employee Contribution and Fit	I feel that my workload is manageable most of the time	83%	80%	80%	Similar	Similar	Similar	Similar
	On average, I could take on a heavier workload than I currently have	39%	33%	36%	Similar	NA	Similar	Similar
	The mission and vision of the City of Goodyear make me feel my job is important	82%	77%	85%	Similar	NA	Similar	Higher
	I have good friends at work	87%	86%	90%	Similar	Similar	Similar	Similar
	I know what is expected of me at work	92%	91%	91%	Similar	NA	Similar	Similar
	I have the opportunity to do what I do best every day at work	87%	85%	84%	Similar	Higher	Higher	Higher
	My values match or fit with the values of this organization	88%	90%	93%	Similar	Similar	Similar	Higher
Work Group Performance	My co-workers are committed to doing quality work	86%	85%	90%	Similar	Similar	Similar	Higher
Employee Performance Evaluation	I have received recognition or praise for doing good work in the last seven days	64%	64%	66%	Similar	NA	Higher	Higher
	In the last six months, someone at work has talked to me about my progress	86%	86%	79%	Similar	NA	Higher	Higher

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Table 2: Aspects of Supervisor and Work Group Relationship

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)			2018 rating compared to 2016	Comparison to benchmark		
		2014	2016	2018		2014	2016	2018
Work Group Performance	The working relationships in my work group overall	82%	80%	85%	Similar	Similar	Similar	Similar
	Communication among all staff in my work group overall	76%	74%	79%	Similar	NA	Higher	Higher
	Collaboration among all staff in my work group overall	76%	75%	81%	Similar	NA	Higher	Higher
	The quality of work being done in my work group overall	89%	87%	88%	Similar	Higher	Higher	Higher
	Overall staff morale in my work group	66%	71%	74%	Similar	NA	Higher	Higher
Employee-Supervisor Relationship	Fostering an atmosphere of mutual trust and confidence	74%	77%	79%	Similar	Higher	Higher	Higher
	Promoting a positive working relationship among work group members	75%	80%	80%	Similar	Higher	Higher	Higher
	Providing specific, constructive feedback that helps improve performance	72%	73%	76%	Similar	Higher	Higher	Higher
	Working together with employees to set goals	72%	73%	77%	Similar	Higher	Higher	Higher
	Communicating expectations of employees	77%	75%	78%	Similar	Higher	Higher	Higher
	Informing employees about decisions that impact work	71%	72%	75%	Similar	Higher	Higher	Higher
	Providing recognition for doing good work	64%	71%	72%	Similar	Similar	Higher	Higher
	Treating employees with respect	81%	84%	84%	Similar	Higher	Higher	Higher
	Welcoming employee involvement in decision-making	73%	77%	78%	Similar	Higher	Higher	Higher

Table 3: Aspects of City's Executive Leadership

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)			2018 rating compared to 2016	Comparison to benchmark		
		2014	2016	2018		2014	2016	2018
Employee Development	Encouraging employees to come up with innovative solutions to problems	72%	68%	74%	Similar	Higher	Higher	Higher
Communication and Decision-making	Communicating an inspiring vision	73%	69%	75%	Similar	Higher	Higher	Higher
	Clarity of strategic direction, goals and objectives	74%	66%	74%	Similar	NA	Higher	Higher
	Communicating information in a timely manner	63%	65%	73%	Similar	Higher	Higher	Higher
	Communicating information that helps employees to understand the problems and issues facing the City	62%	58%	69%	Higher	Higher	Higher	Higher

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		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)			2018 rating compared to 2016	Comparison to benchmark		
		2014	2016	2018		2014	2016	2018
	Welcoming employee involvement in decision-making	65%	60%	70%	Higher	Higher	Higher	Higher
	Listening to employee opinions	63%	60%	70%	Higher	Higher	Higher	Higher
	Speed of response to important issues or change	60%	59%	64%	Similar	NA	Higher	Higher
	Process for making important decisions	68%	64%	74%	Higher	NA	Similar	Higher
Respect and Ethics	Strength of shared understanding among employees of what the organization is supposed to do	73%	67%	75%	Similar	NA	Higher	Higher
	Modeling a high standard	73%	69%	77%	Higher	NA	Higher	Higher
	Managing costs responsibly and logically	73%	66%	77%	Higher	NA	Similar	Higher
	Overall level of confidence in the leadership of the City of Goodyear	71%	64%	76%	Higher	NA	Similar	Higher

Table 4: Aspects of City Workplace

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)			2018 rating compared to 2016	Comparison to benchmark		
		2014	2016	2018		2014	2016	2018
Job Satisfaction	How likely or unlikely you are to recommend working for the City of Goodyear to someone who asks?	90%	88%	90%	Similar	NA	Higher	Higher
Employee Contribution and Fit	Work-life balance for staff	73%	74%	73%	Similar	NA	Higher	Similar
	Clarity of staff roles and responsibilities	70%	73%	73%	Similar	NA	Higher	Higher
	The overall skill set of staff	84%	82%	83%	Similar	NA	Similar	Similar
Employee Performance Evaluation	Accuracy of performance evaluations	67%	69%	71%	Similar	Higher	Higher	Higher
	Connection between compensation and performance	41%	44%	55%	Higher	Higher	Higher	Higher
	Dealing with low-performing employees	33%	36%	42%	Similar	Higher	Higher	Higher
	Recognizing high-performing employees	55%	52%	58%	Similar	Higher	Higher	Higher
	Defining performance objectives	75%	70%	75%	Similar	Higher	Higher	Higher
Employee Development	Supporting continual learning and development	70%	72%	77%	Similar	Higher	Higher	Higher
	Availability of opportunities for employees to develop knowledge and skills	65%	67%	74%	Similar	Similar	Higher	Higher
	Coaching or mentoring employees	56%	54%	63%	Higher	Higher	Higher	Higher
	Opportunities for promotion	41%	44%	50%	Similar	NA	Higher	Higher
	Opportunities to develop a career path	54%	59%	62%	Similar	Higher	Higher	Higher
Wages and Benefits	Employee appreciation	64%	66%	71%	Similar	NA	Higher	Higher

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		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)			2018 rating compared to 2016	Comparison to benchmark		
		2014	2016	2018		2014	2016	2018
	Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	51%	54%	71%	Higher	Similar	Similar	Higher
	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	67%	70%	80%	Higher	Lower	Lower	Higher
	Work schedule flexibility	77%	77%	78%	Similar	Higher	Higher	Higher
Communication and Decision-making	Communication among all staff overall	58%	57%	60%	Similar	NA	Higher	Higher
	Effectiveness of meetings and meeting schedule	63%	61%	65%	Similar	NA	Higher	Higher
Respect and Ethics	The working relationships at the City of Goodyear overall	78%	78%	81%	Similar	NA	Higher	Higher
	Collaboration among all staff overall	60%	60%	62%	Similar	NA	Higher	Higher
	The work being done at the City of Goodyear overall	82%	78%	83%	Similar	NA	Similar	Higher
	Overall staff morale	52%	53%	63%	Higher	NA	Higher	Higher
	The City of Goodyear's reputation among staff	64%	67%	73%	Similar	NA	Higher	Higher
	A respectful atmosphere	73%	73%	78%	Similar	Higher	Higher	Higher
	Communicating standards of ethical behavior	80%	81%	79%	Similar	Higher	Higher	Higher
	Modeling standards of ethical behavior	72%	75%	74%	Similar	Higher	Higher	Higher
	Applying discipline fairly and consistently	50%	51%	54%	Similar	Higher	Higher	Higher
Physical Work Environment	Maintaining a work environment that is free of violence or harassment	90%	88%	87%	Similar	Higher	Higher	Higher
	Maintaining a work environment that is free of drug or alcohol abuse	95%	95%	97%	Similar	Similar	Similar	Higher
	Availability of necessary materials, resources and equipment to do the job effectively	67%	65%	75%	Higher	Lower	Lower	Similar
	Providing individual and group work spaces to do the job effectively	64%	66%	77%	Higher	Lower	Similar	Higher

Table 5: Aspects of City for Residents

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)			2018 rating compared to 2016	Comparison to benchmark		
		2014	2016	2018		2014	2016	2018
Community Quality	Goodyear as a place to live	83%	86%	91%	Similar	NA	Similar	Higher
	Goodyear as a place to work	84%	79%	86%	Similar	NA	Similar	Higher
	The overall quality of life in Goodyear	85%	87%	90%	Similar	NA	Higher	Higher
	Overall feeling of safety in Goodyear	91%	92%	92%	Similar	NA	Higher	Higher
	Overall ease of getting to the places you usually have to visit	84%	81%	86%	Similar	NA	Higher	Higher

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		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)			2018 rating compared to 2016	Comparison to benchmark		
		2014	2016	2018		2014	2016	2018
	Quality of overall natural environment in Goodyear	80%	82%	84%	Similar	NA	Similar	Similar
	Overall "built environment" of Goodyear (including overall design, buildings, parks and transportation systems)	61%	60%	69%	Higher	NA	Similar	Higher
	Health and wellness opportunities in Goodyear	69%	74%	77%	Similar	NA	Similar	Higher
	Overall opportunities for education and enrichment	50%	58%	66%	Similar	NA	Lower	Similar
	Overall economic health of Goodyear	71%	73%	88%	Higher	NA	Higher	Higher
	Sense of community	65%	67%	73%	Similar	NA	Similar	Higher
	Overall image or reputation of Goodyear	77%	79%	84%	Similar	NA	Higher	Higher
	How likely or unlikely you are to recommend living in Goodyear to someone who asks?	86%	90%	94%	Similar	NA	Higher	Higher
Government Quality	Overall, how would you rate the quality of the services provided by the City of Goodyear?	90%	89%	90%	Similar	NA	Higher	Higher
	The value of services for the taxes paid to Goodyear	76%	74%	84%	Higher	NA	Similar	Higher
	The overall direction that Goodyear is taking	75%	73%	78%	Similar	NA	Higher	Higher
	The job Goodyear government does at welcoming citizen involvement	80%	80%	85%	Similar	NA	Higher	Higher
	Overall confidence in Goodyear government	75%	67%	79%	Higher	NA	Higher	Higher
	Generally acting in the best interest of the community	79%	71%	80%	Higher	NA	Higher	Higher
	Being honest	74%	70%	80%	Higher	NA	Higher	Higher
	Treating all residents fairly	79%	74%	83%	Higher	NA	Higher	Higher

Table 6: Support Services

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)			2018 rating compared to 2016	Comparison to benchmark		
		2014	2016	2018		2014	2016	2018
Quality of Support Services	Custodial cleaning services	57%	65%	68%	Similar	Lower	Similar	Similar
	Maintenance and repair services	64%	65%	80%	Higher	Similar	Lower	Higher
	Facilities management services overall	62%	58%	84%	Higher	Lower	Lower	Higher
	Fleet maintenance services overall	64%	64%	78%	Higher	Lower	Lower	Similar
	Recruitment services	67%	65%	69%	Similar	Higher	Higher	Higher
	Benefits administration	69%	73%	79%	Similar	Similar	Similar	Higher
	Training services	70%	75%	77%	Similar	Higher	Higher	Higher
	Human resources services overall	78%	70%	72%	Similar	Higher	Similar	Higher
	Radio systems	77%	72%	79%	Similar	Higher	Higher	Higher
	Telephone systems	74%	82%	82%	Similar	Similar	Higher	Higher

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		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)			2018 rating compared to 2016	Comparison to benchmark		
		2014	2016	2018		2014	2016	2018
	Network services	61%	69%	76%	Similar	Lower	Similar	Higher
	Application services	64%	69%	77%	Similar	Lower	Similar	Higher
	Desktop / Help Desk services	74%	83%	81%	Similar	Similar	Higher	Similar
	General information technology (IT) services overall	68%	74%	77%	Similar	Lower	Similar	Similar
	Purchasing services overall	65%	62%	74%	Higher	Lower	Lower	Similar
	Finance services overall (which could include payroll, budgeting, etc.)	71%	68%	76%	Higher	Lower	Lower	Similar
	Risk management services overall	74%	73%	79%	Similar	Similar	Similar	Higher
	Overall City internal services	74%	73%	79%	Similar	Higher	Similar	Higher
Timeliness of Support Services	Custodial cleaning services	62%	67%	77%	Higher	Lower	Similar	Higher
	Maintenance and repair services	60%	60%	79%	Higher	Lower	Lower	Higher
	Facilities management services overall	62%	58%	83%	Higher	Lower	Lower	Higher
	Fleet maintenance services overall	59%	61%	77%	Higher	Lower	Lower	Higher
	Recruitment services	64%	65%	69%	Similar	Higher	Higher	Higher
	Benefits administration	73%	77%	82%	Similar	Similar	Higher	Higher
	Training services	72%	79%	80%	Similar	Higher	Higher	Higher
	Human resources services overall	76%	73%	74%	Similar	Higher	Higher	Higher
	Radio systems	73%	76%	78%	Similar	Higher	Higher	Higher
	Telephone systems	74%	84%	82%	Similar	Similar	Higher	Higher
	Network services	66%	73%	77%	Similar	Similar	Similar	Higher
	Application services	65%	70%	77%	Similar	Similar	Similar	Higher
	Desktop / Help Desk services	72%	80%	81%	Similar	Similar	Similar	Similar
	General information technology (IT) services overall	68%	77%	78%	Similar	Similar	Similar	Similar
	Purchasing services overall	67%	66%	77%	Higher	Similar	Similar	Similar
	Finance services overall (which could include payroll, budgeting, etc.)	73%	69%	79%	Higher	Similar	Lower	Similar
	Risk management services overall	76%	73%	80%	Similar	Higher	Similar	Higher
	Overall City internal services	74%	72%	80%	Similar	Higher	Similar	Higher