



City of Flagstaff

April 22, 2016

Dear Team Flagstaff,

Last July the Champions of Team Flagstaff (formerly Customer Service Team) conducted an employee survey in order to solicit your feedback on a variety of issues relevant to our organization. I want you to know that your input is very important to me and the Leadership Team. In fact, the survey results helped to frame some of our discussions at last October's Leadership Team retreat which continued to flow into the development of this year's budget recommendations to Council. Results of the survey are online: flagstaff.az.gov/teamflagstaff.

I heard you loud and clear when you said that communications within the organization need to be improved and one of the Leadership Team's goals for 2016 is to be deliberate and intentional with consistent and coordinated communications. But this doesn't stop at merely declaring a goal: we have to make tangible progress in this area and that means that all of us here in Team Flagstaff have to get involved in the solution(s). Please let a Champions Team member or your Employee Advisory Committee (EAC) representative know if you have any further recommendations for improving our organization. What you think matters but you won't make much of a difference unless you tell someone. Also, consider joining the Champions of Team Flagstaff or the EAC and get directly involved in helping to lead positive change for the future.

Other items in the employee survey that showed us where improvements could be made included:

- Achieving & maintaining market pay in order to recruit and retain high performers
- Restoring training budgets to invest in employee proficiency and development
- Succession planning and career development

I recently announced a 3 year strategy to move all employees to market pay in my recommended budget to council. Additionally, the Manager's recommended budget will include some restoration of training budgets for the divisions and the Budget Team recognizes that we still have some more work to do in this area. Council will consider these recommendations at their budget retreat in April. Finally, I have directed the development of an organization strategic plan, building off of the culture of service initiative that most of you participated in. This planning process will include engaging employees at all levels of the organization.

I want to leave you with some thoughts from the employee survey that I think are cause for celebration as they show that we are on the right track and working to improve these critical areas: More than 60% of the survey respondents gave the organization high marks for enjoys work, motivation, empowerment, people care, and feedback. I never cease to be impressed and amazed with the high quality and dedication of our employees. Keep up the good work and, to quote Dean Martin (hopefully most of you know who that is) "keep those cards and letters coming in."

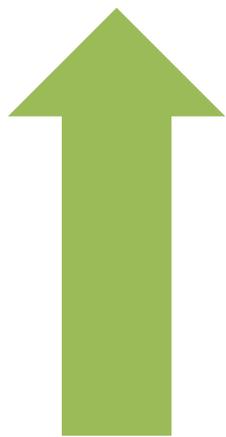
Thank you,

Josh Copley
City Manager

2015 Employee Survey Executive Summary

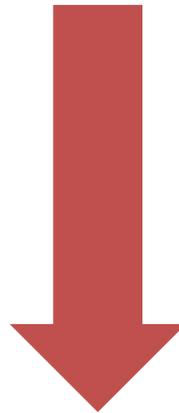
In July 2015, the Champions of Team Flagstaff conducted a survey to measure employees' opinions on various competencies of the organization. The survey was open to all City employees and included fifteen questions that were also asked of employees in 2013. A total of 245 employees responded to the 2015 survey, compared to 294 in 2013. The following is an executive summary of the survey results. The complete results can be found online at www.flagstaff.az.gov/teamflagstaff.

Ranking Summary



2015 Highest Ranked Areas (>60% approval)

- Enjoy Work (-)
- Motivation (+)
- Empowerment (=)
- People Care (=)
- Feedback (=)



2015 Lowest Ranked Areas (<40% approval)

- Succession Planning (-)
- Fair Compensation (=)
- Fair Promotions (=)
- Communication (+)
- Effective Training (-)

* (+) improvement from 2013, (-) decline from 2013, (=) no change from 2013

Additional Comments

Employees were asked about what would improve their experience at the City, in addition to compensation. Almost half of the survey respondents (117) answered this open-ended question. The responses were individually coded and analyzed for rate of recurrence. All the comments received were categorized in the areas of leadership (45%), organizational culture (28%) and employee investment (27%). Examples of the comments received are included in the full survey report. All comments, and their rate of recurrence, are represented below in the three wordles:



Employee Survey 2015 Results

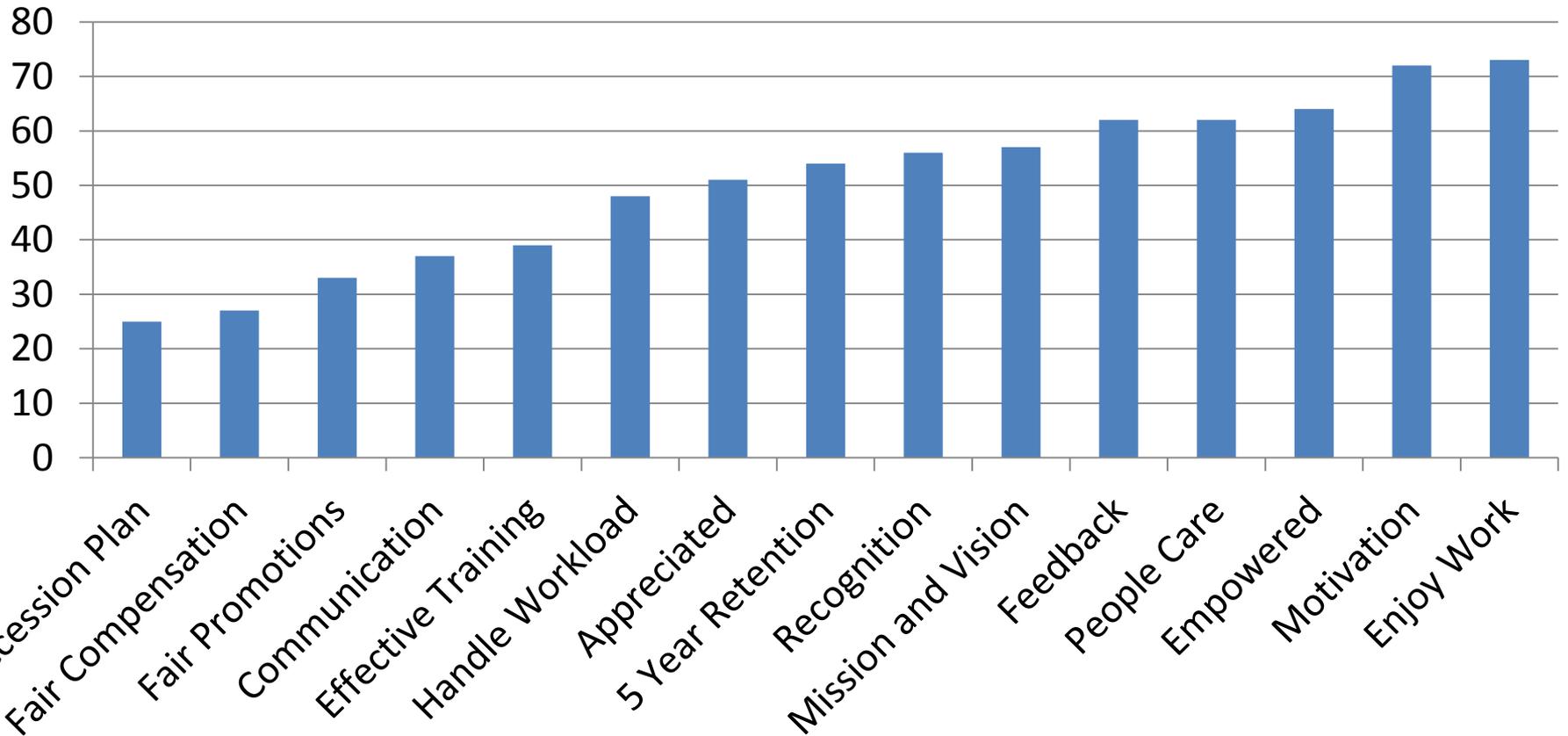
Champions of Team Flagstaff

2015 Employee Survey

- July 2015
- 15 questions
 - Baseline questions from 2013 survey
- Open to all City employees
- Online survey
- 245 Respondents

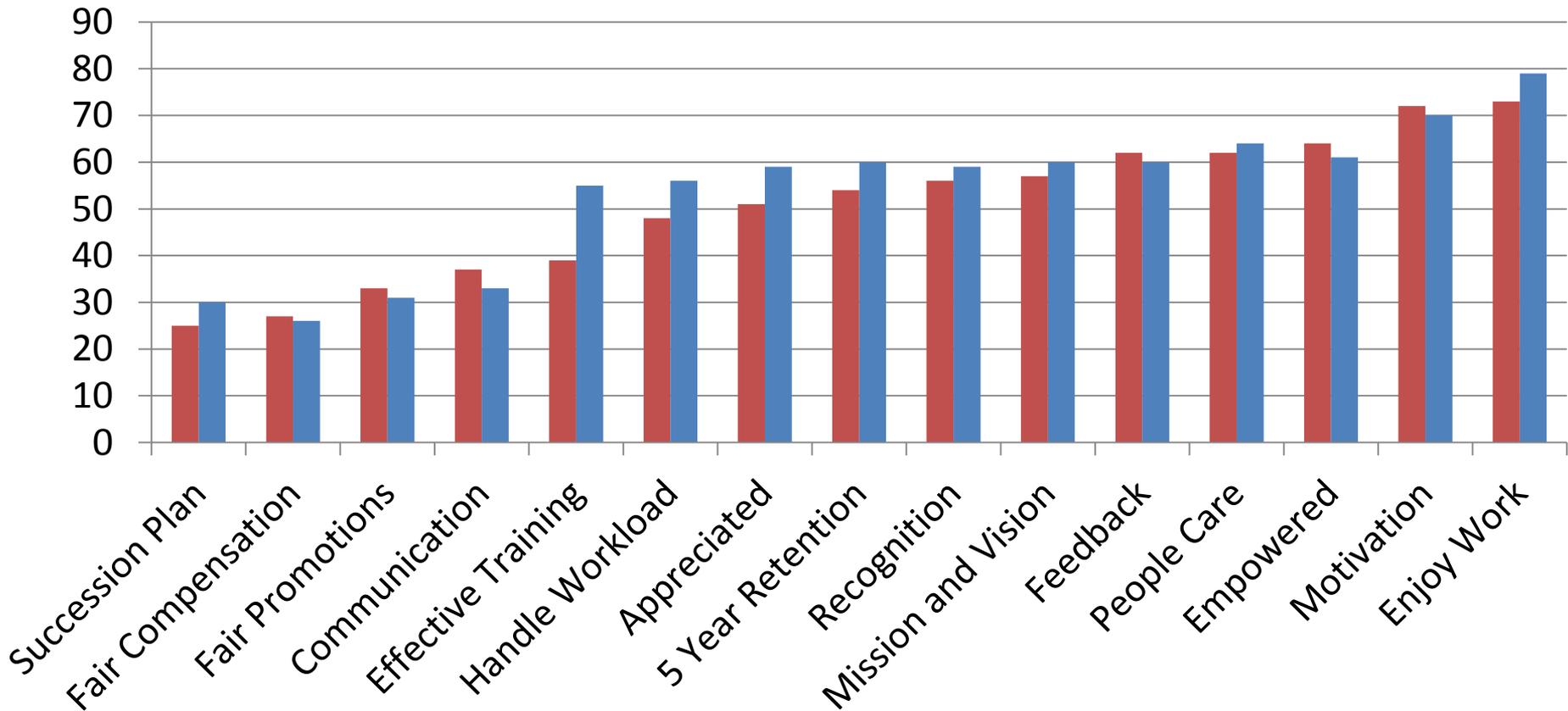
2015 Results

**% of Employees
Strongly Agree/Agree**



2015 Results vs. 2013 Results

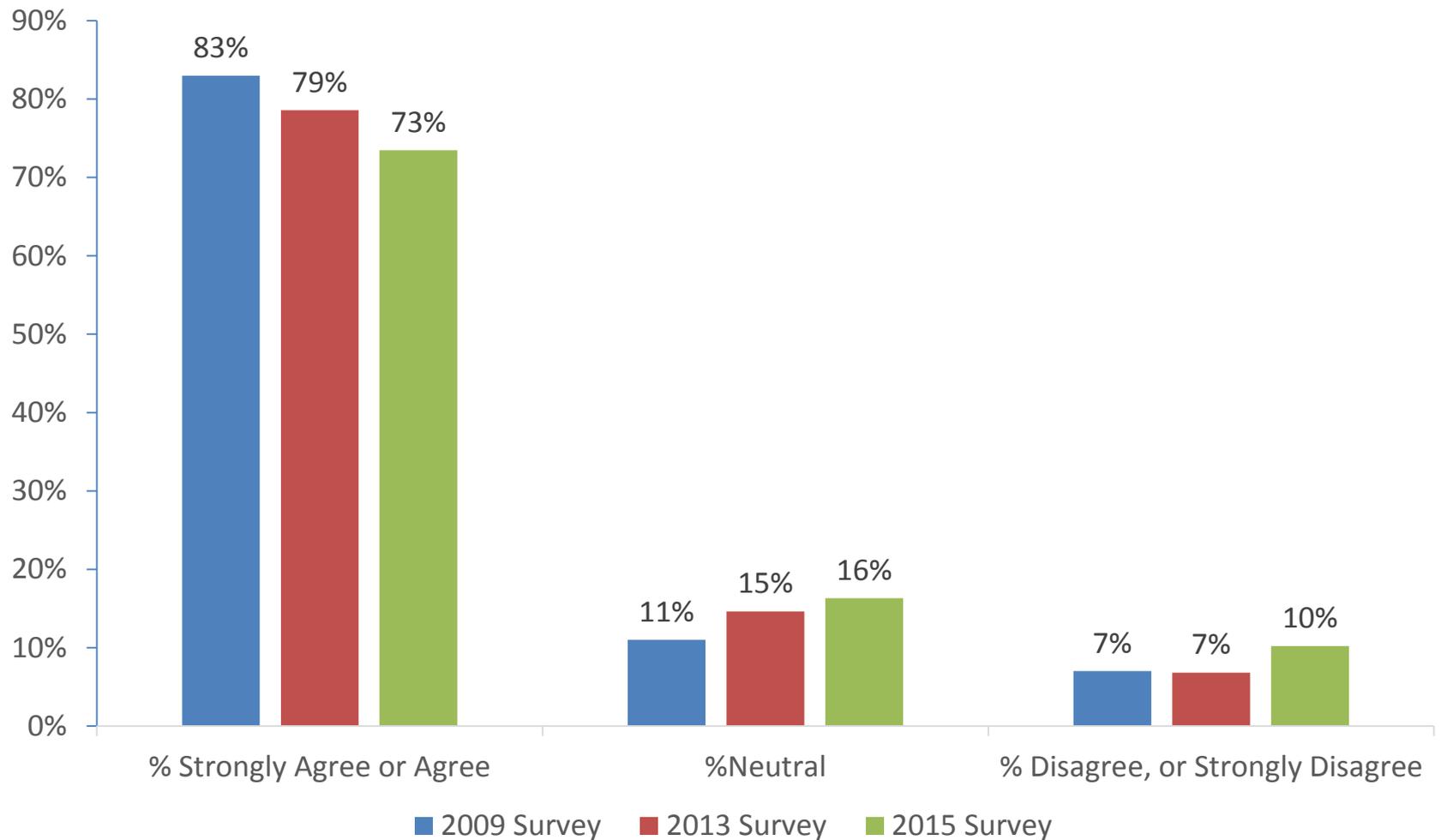
**% Employees
Strongly Agree/Agree**



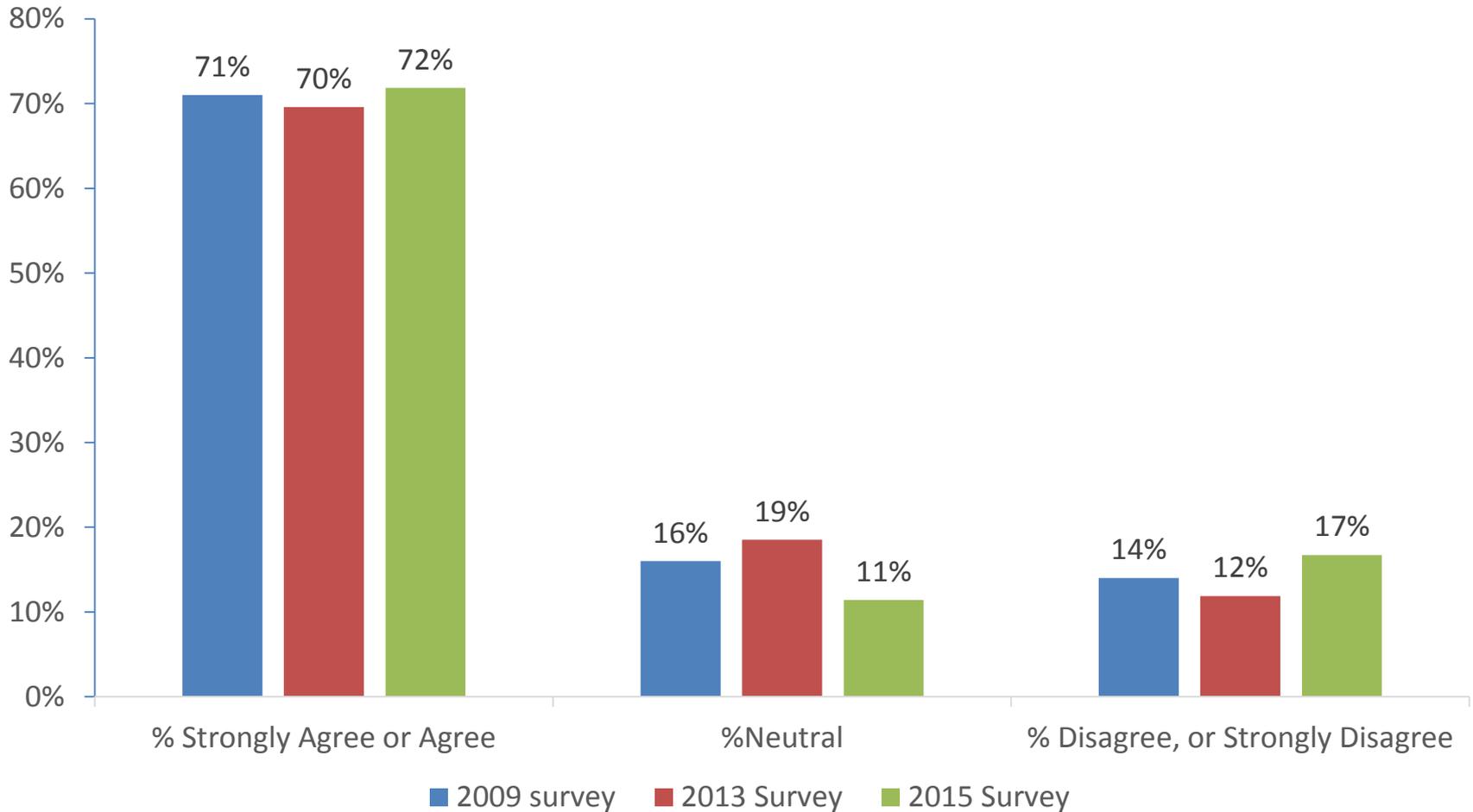
Question Data

Highest to Lowest Scores

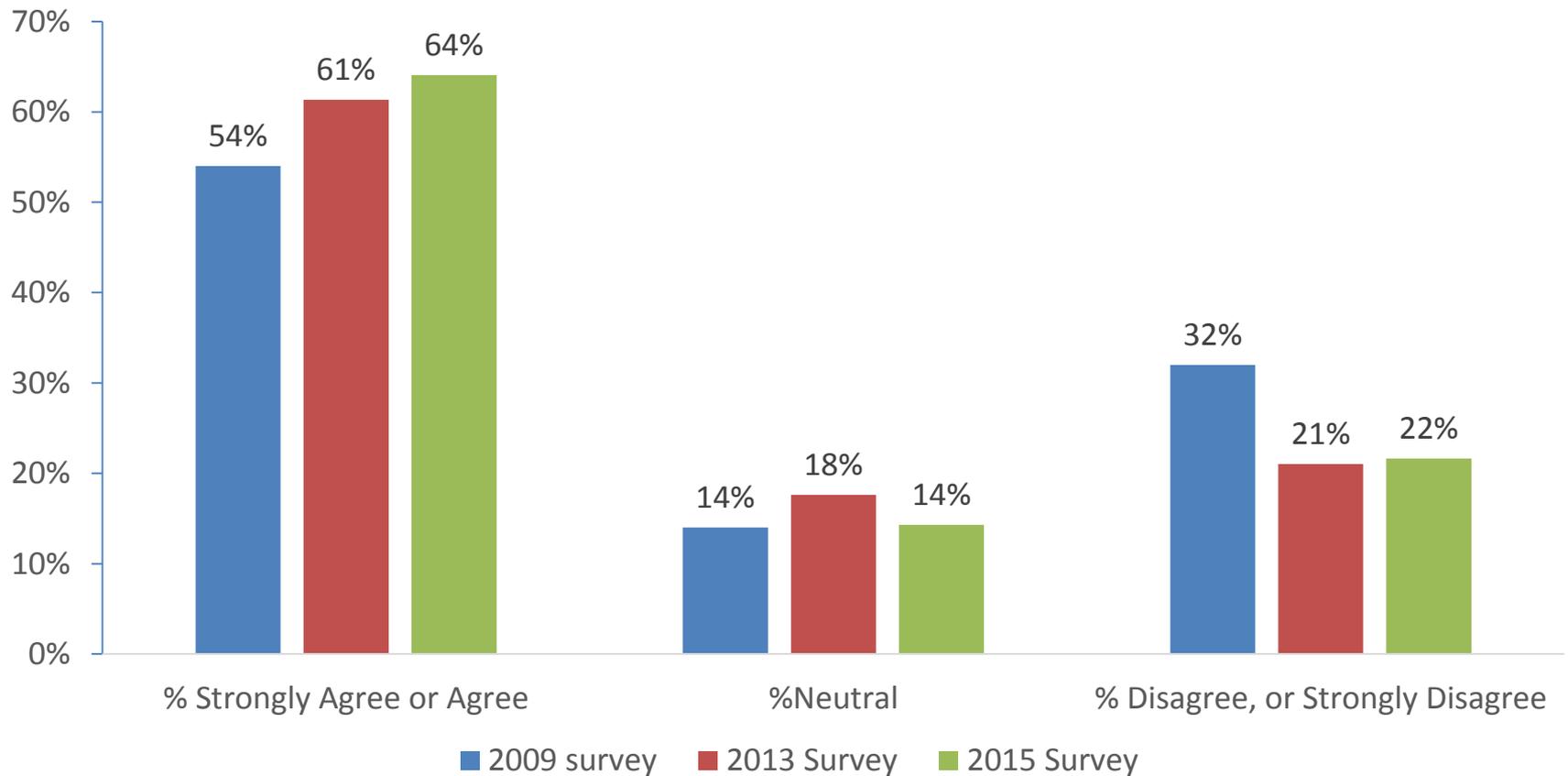
Overall, I enjoy coming to work every day.



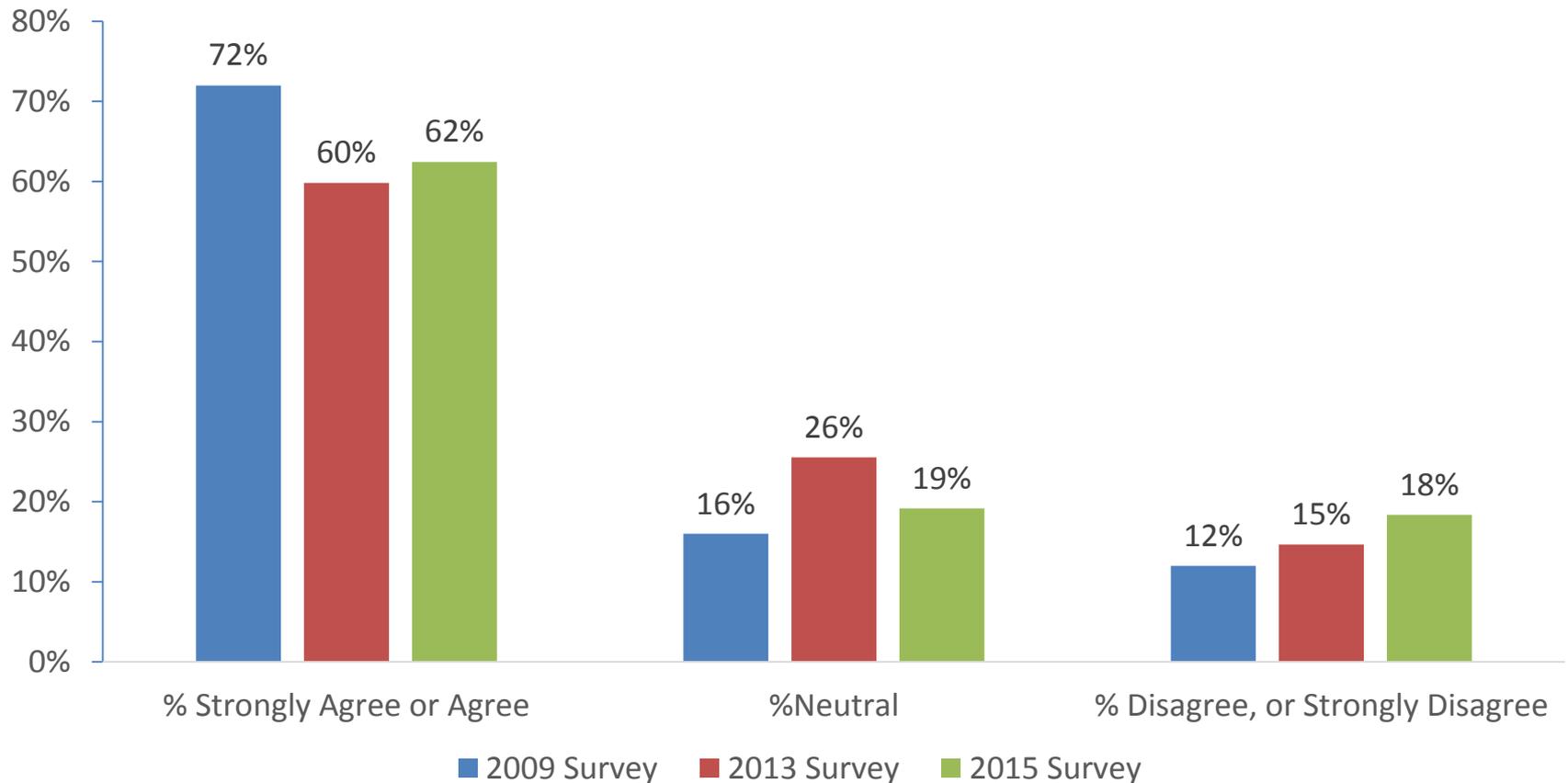
My direct supervisor motivates me to perform my best.



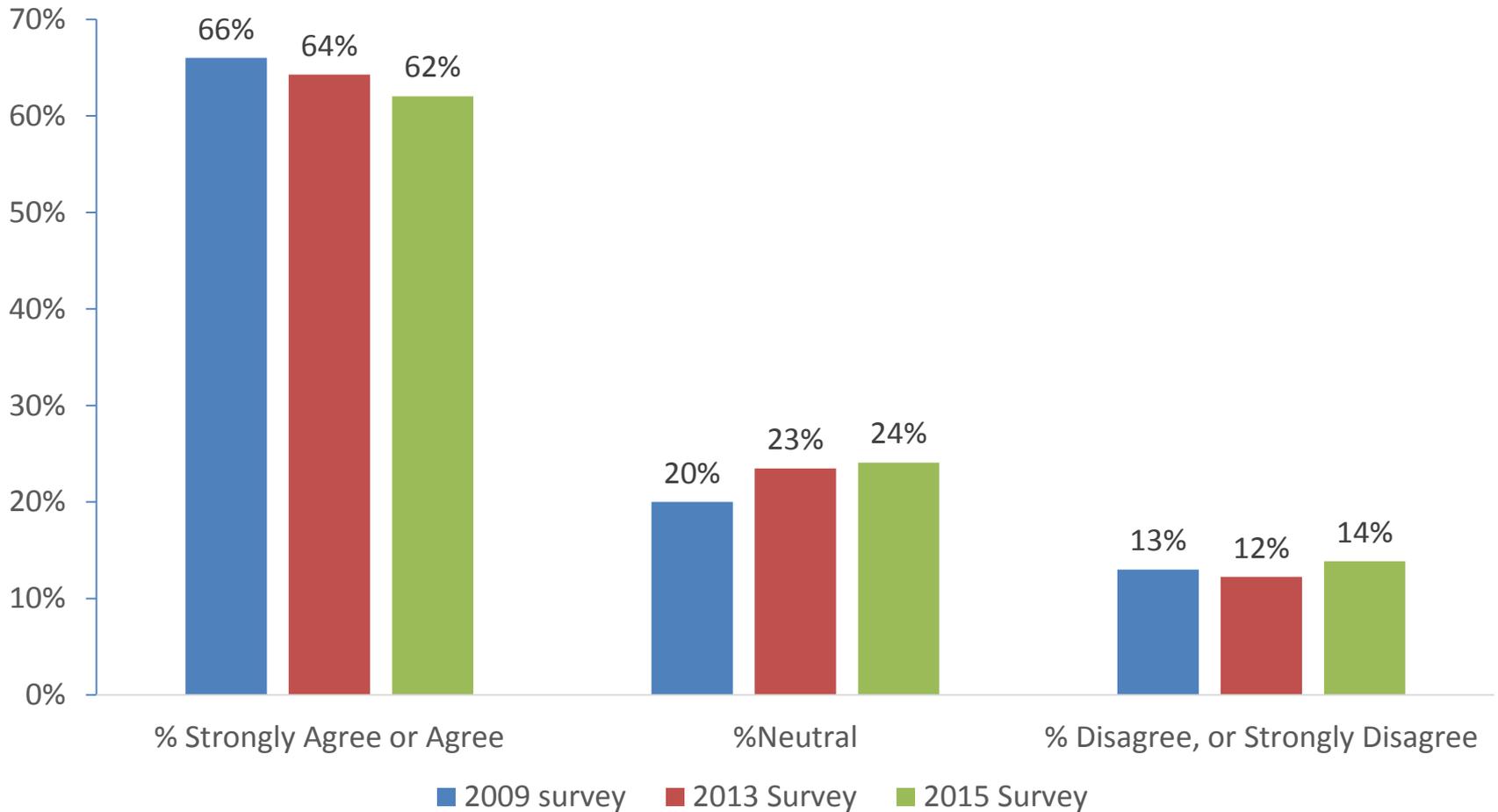
I am empowered to engage in problem-solving without having to go through several levels of approval.



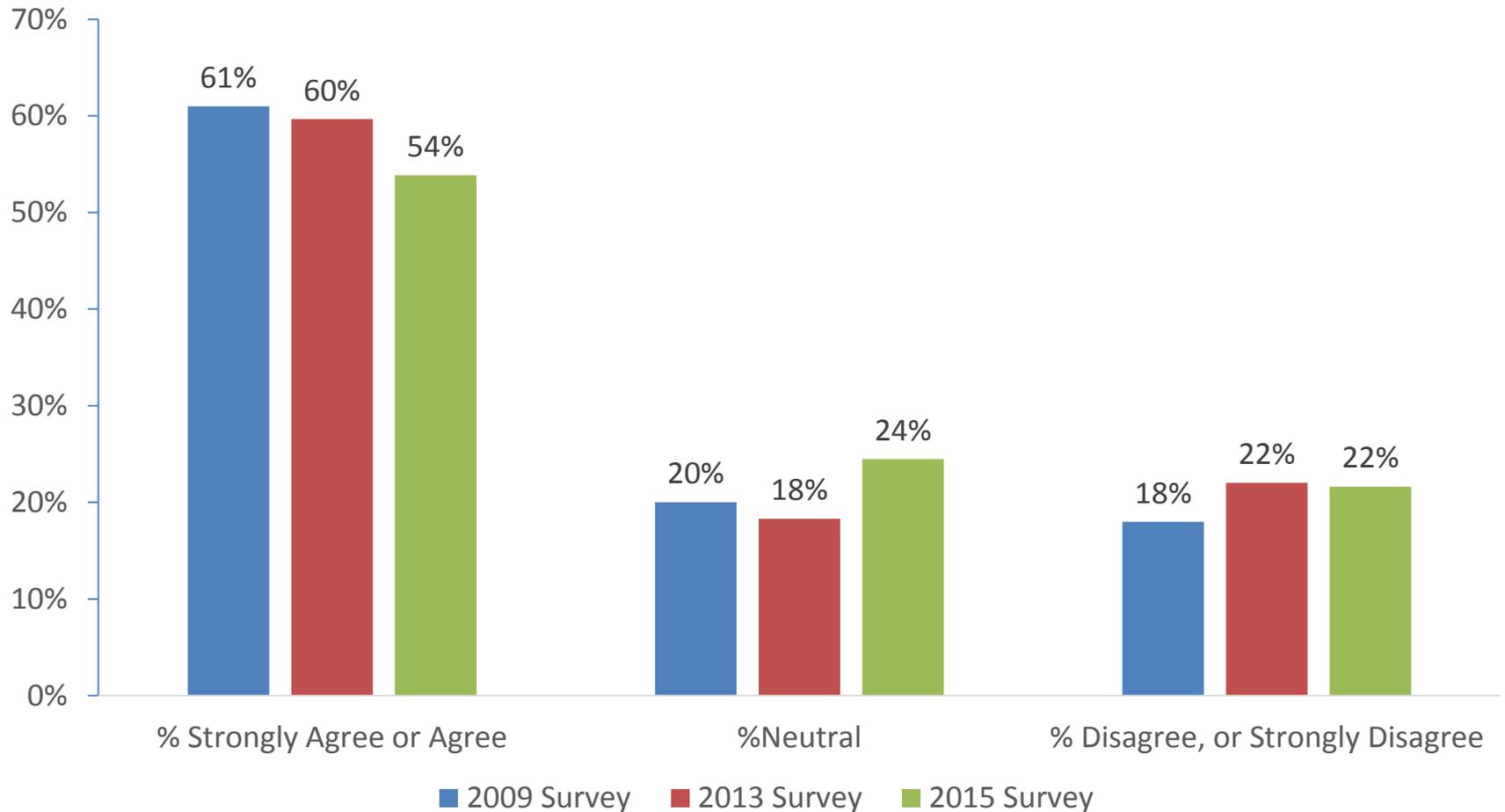
The feedback I receive regarding my performance helps me to improve the quality of my work.



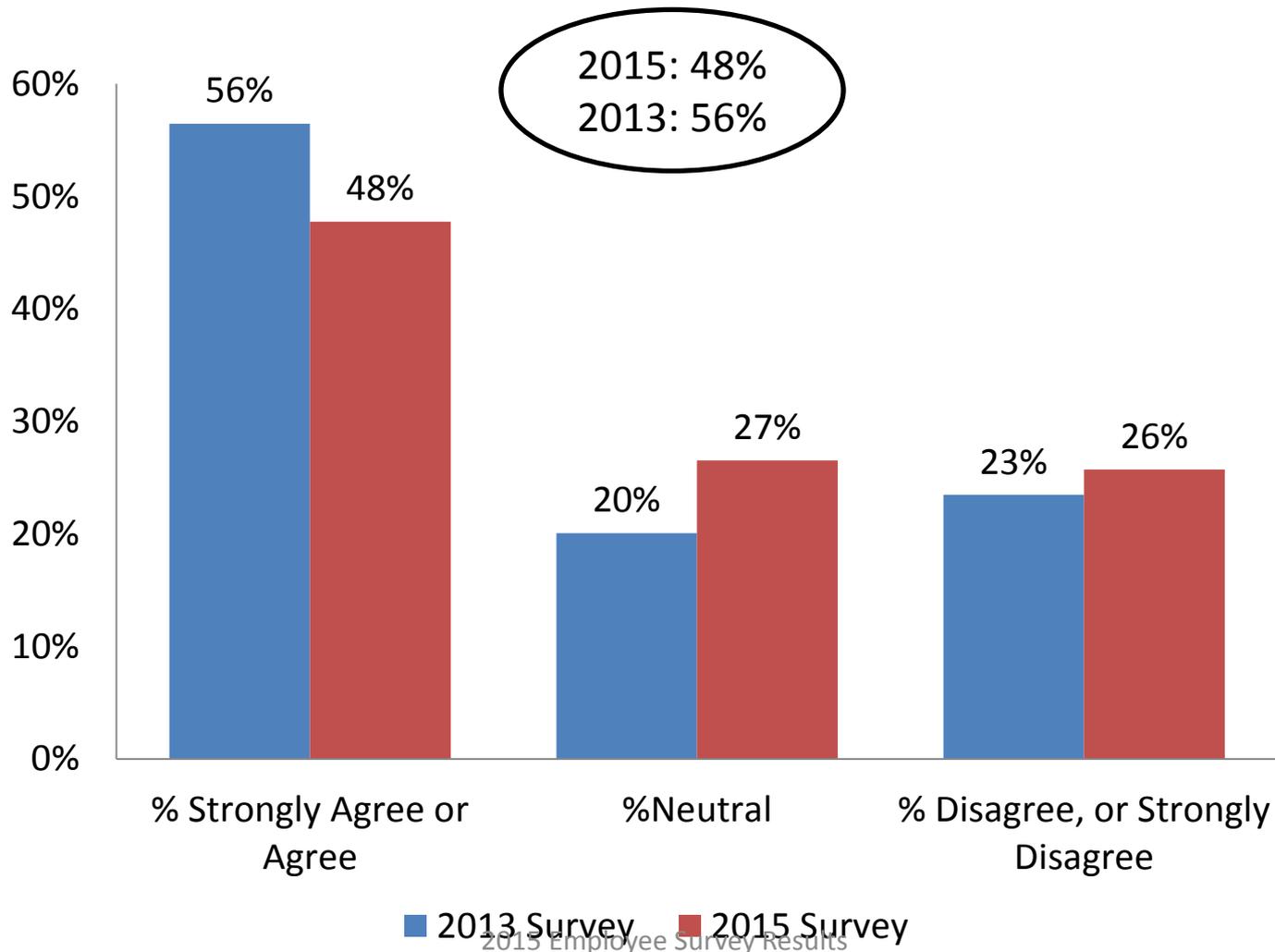
People care about each other at the City of Flagstaff.



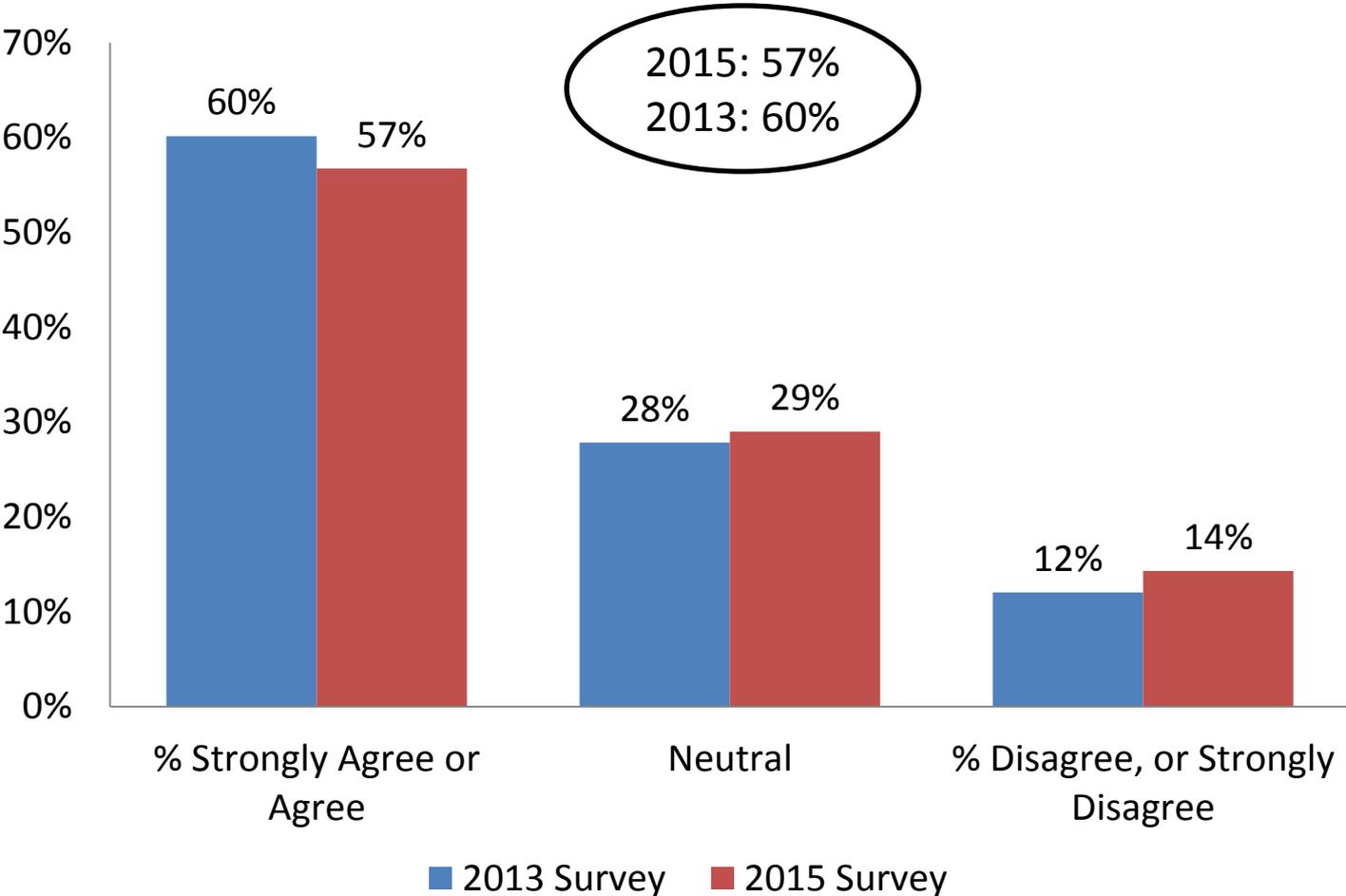
I expect that I will still be working for the City of Flagstaff in 5 years.



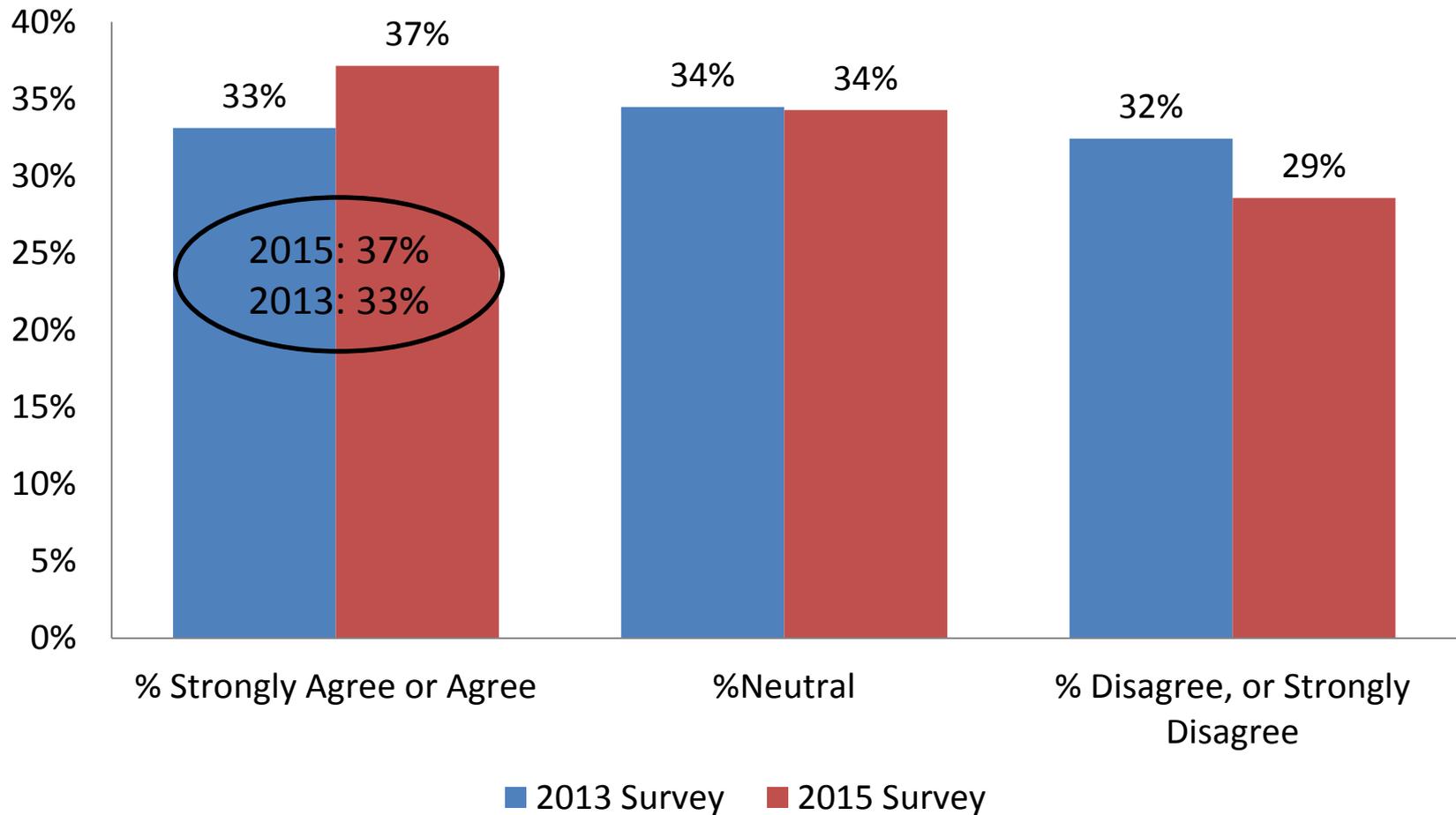
I am able to handle my work load without burnout.



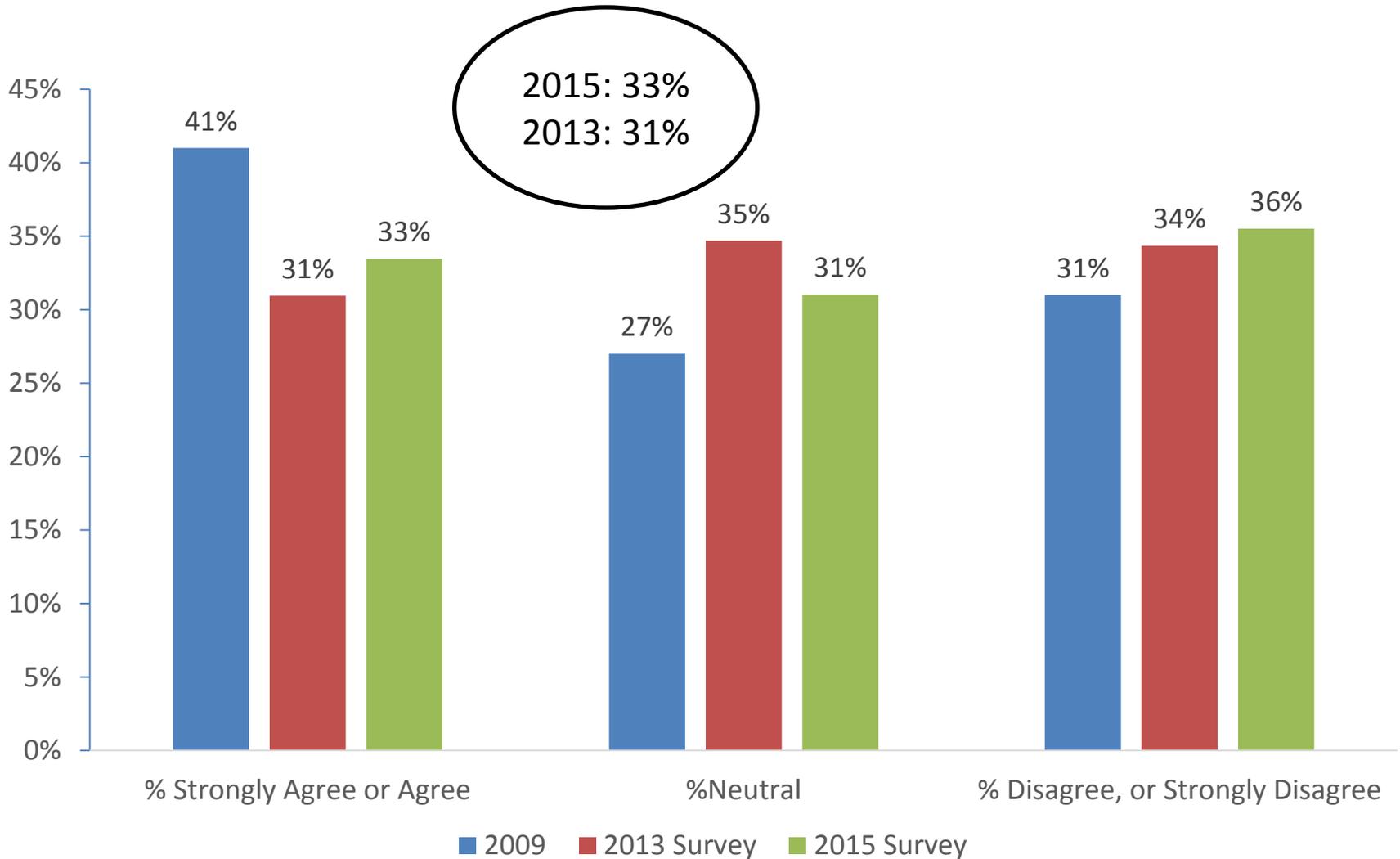
Citywide we are accomplishing our mission and upholding our values.



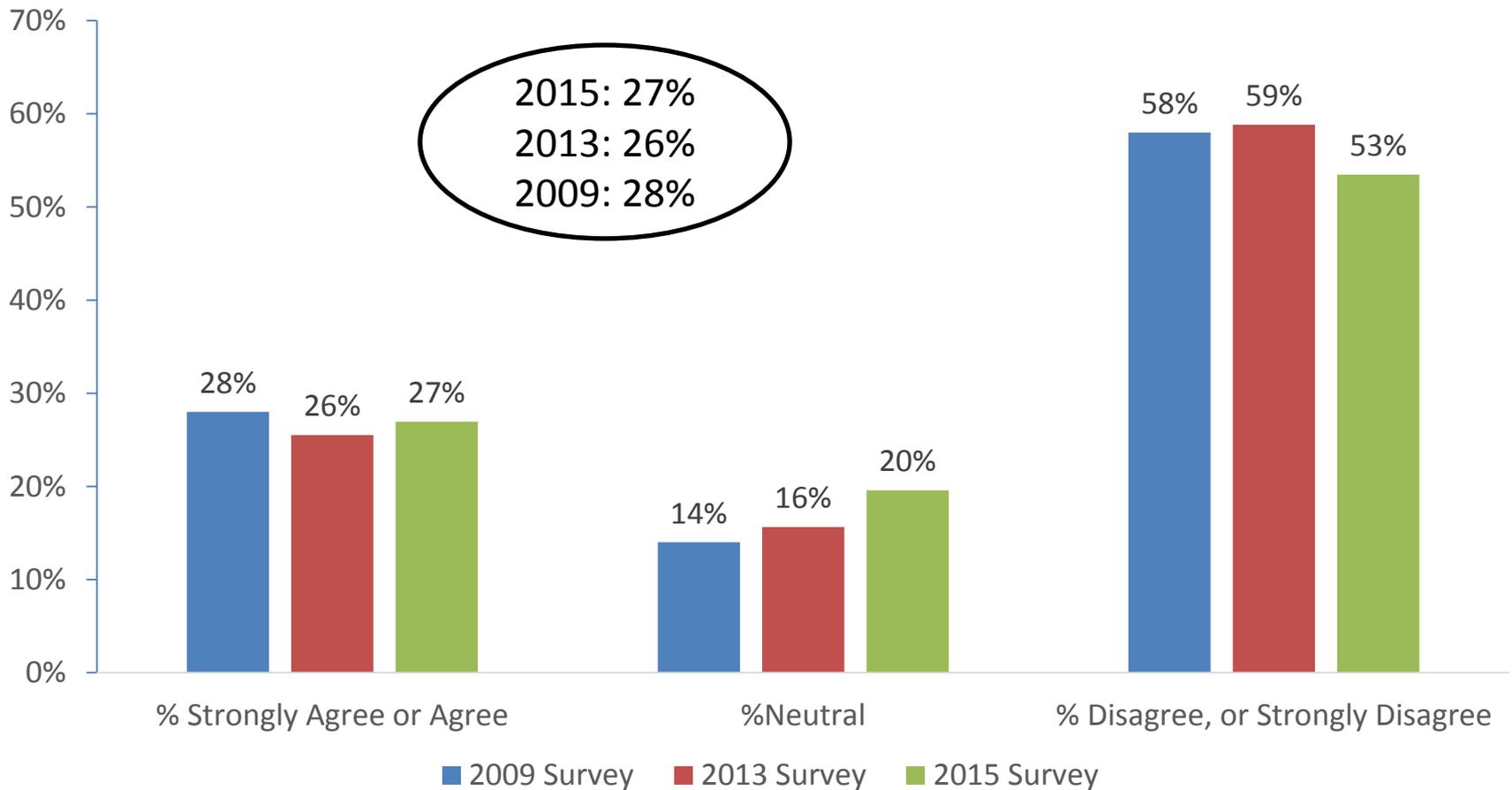
There is open, two-way Communication City wide.



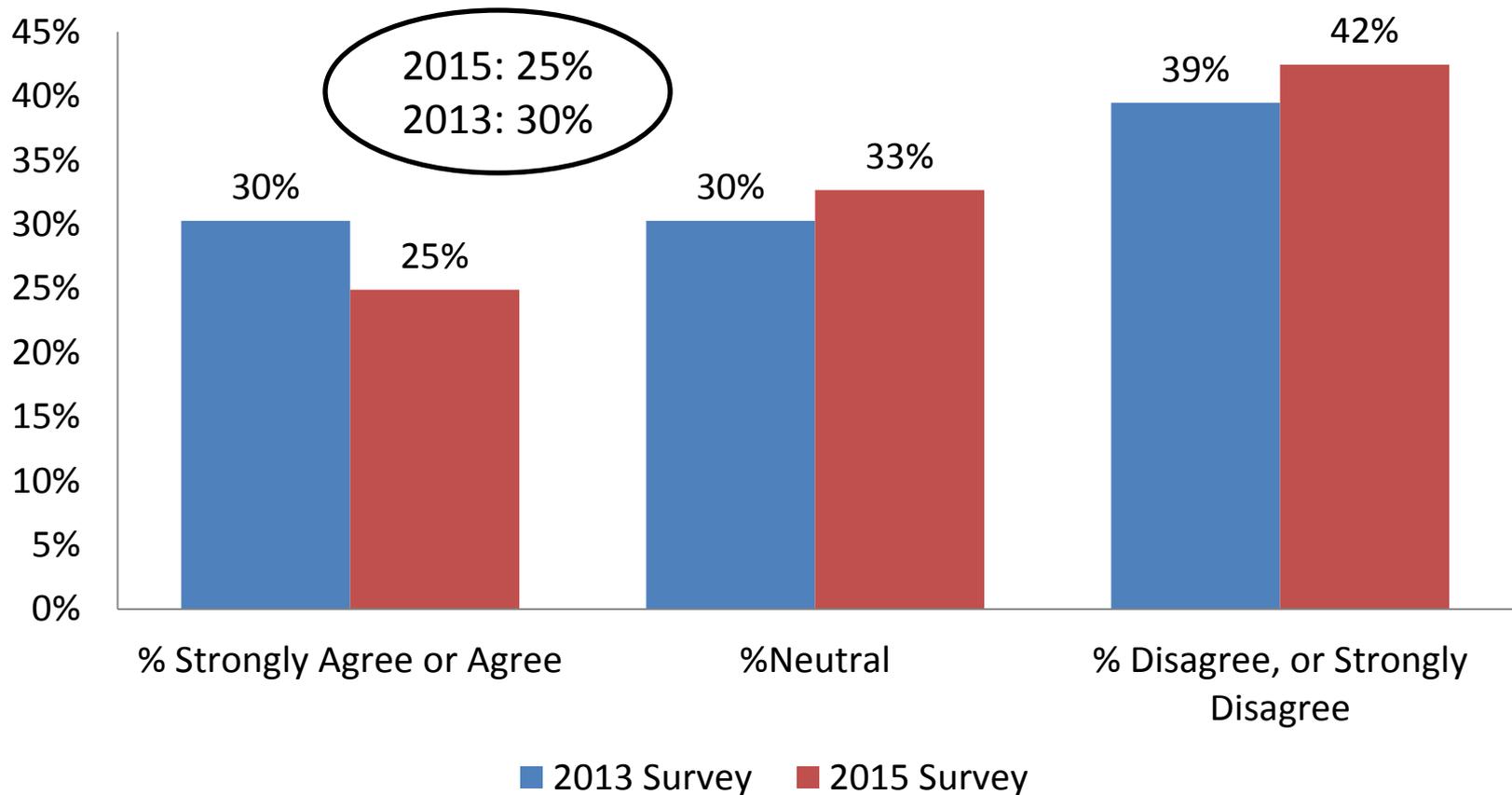
Promotions are awarded fairly.



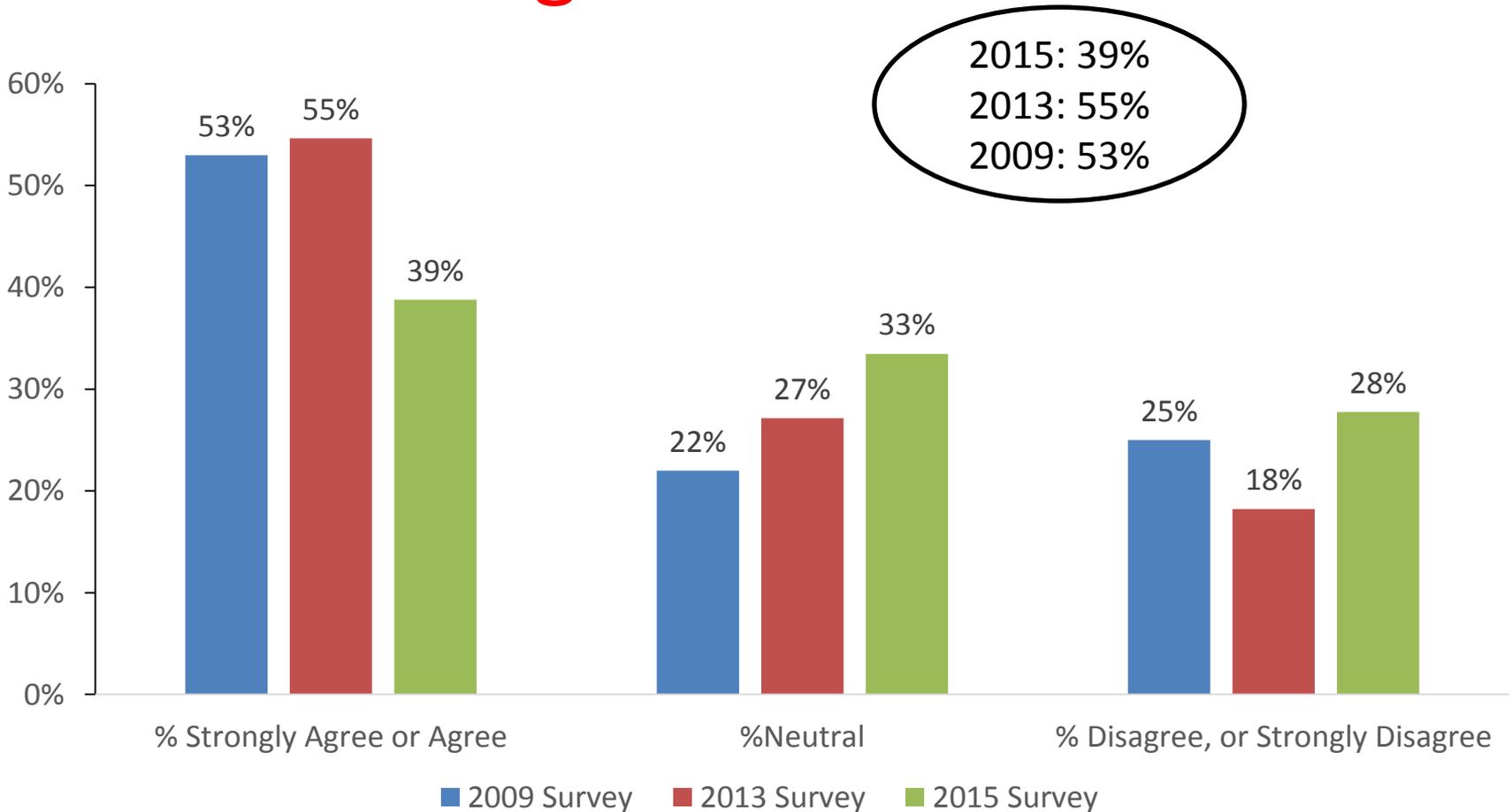
Compared to others in my line of work, I am paid fairly.



I believe there is a succession plan in place and I will be able to advance during my employment at the City.



The City of Flagstaff provides effective training in areas of need.



Written Comments

Employees were also asked:

In addition to compensation, what would improve your experience as an employee of the City of Flagstaff?

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Response Themes *117 responses*

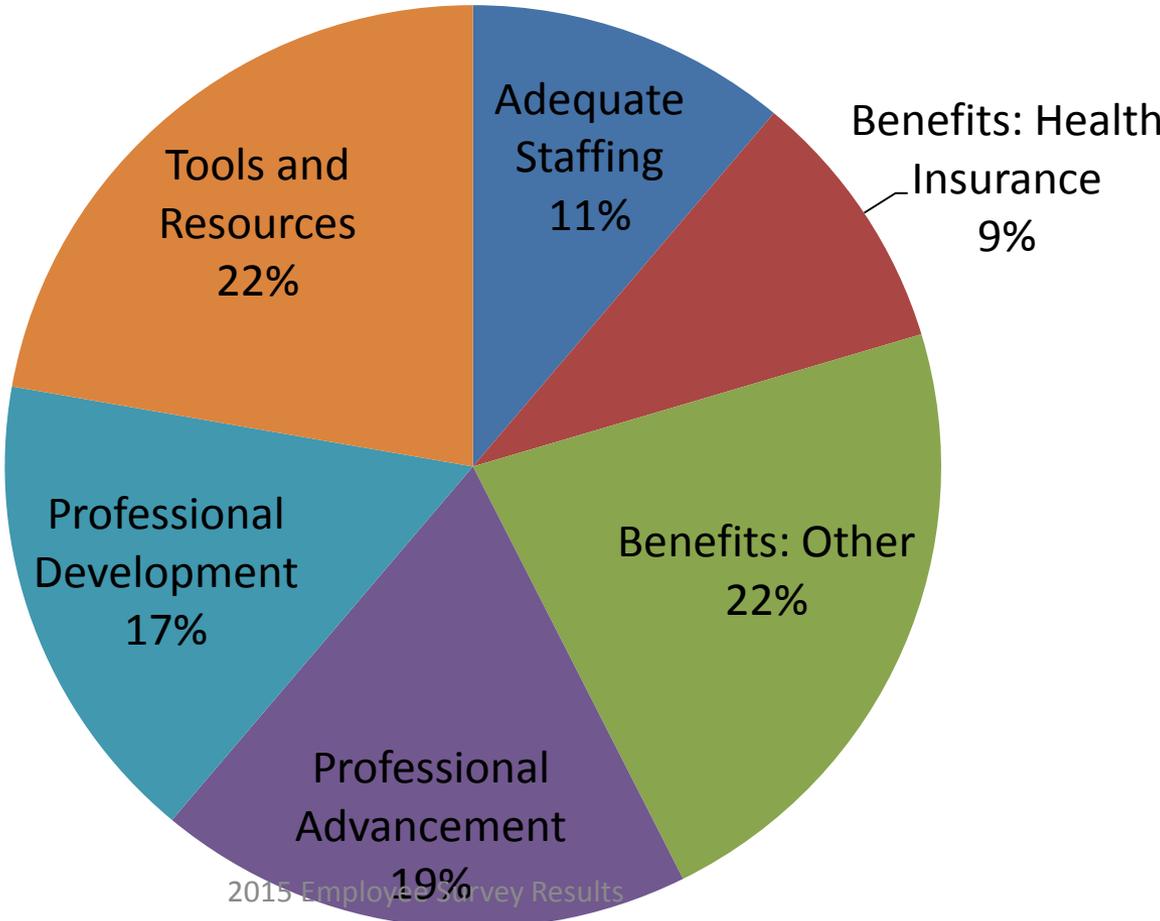
In addition to compensation, what would improve your experience as an employee of the City of Flagstaff?

Leadership



In addition to compensation, what would improve your experience as an employee of the City of Flagstaff?

Employee Investment



In addition to compensation, what would improve your experience as an employee of the City of Flagstaff?

Organizational Culture



