



# City of Scottsdale, AZ

## Internal Services Survey Report of Results 2010

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## Survey Background and Methodology

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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™), and provides local governments with the data necessary to meet the reporting standards for ICMA's Center for Performance Measurement™ (CPM™).

The City of Scottsdale elected to conduct the ISS with its employees. This was the first survey of its kind of Scottsdale employees. 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.

All City of Scottsdale employees were invited to complete the Web-based survey in late February 2010. Employees were provided letters in payroll checks and brief updates 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 one final reminder email to all employees. Data collection continued through the second week of March. Of the 2,634 employees receiving an invitation to complete the survey, a total of 1,747 employees returned completed surveys, providing a response rate of 66%.

Since the surveys were completed online, the data were saved electronically. The data were then exported into a text-only format and the electronic dataset was imported and analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions for each question are presented in the body of the report. 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. A complete set of frequencies for each survey question is presented in *Appendix A: Complete Set of Survey Frequencies*.

For all of the questions in the survey, respondents could answer "don't know." The proportion of respondents giving this reply is shown in the full set of responses included in *Appendix A*. 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.

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***

NRC's database of comparative employee opinion comprises the perspectives of more than 4,200 employees gathered from employee surveys from local governments across the U.S. 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, including Scottsdale) 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.

## Scottsdale Employee 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	Comparison to benchmark
Custodial cleaning services	15%	41%	30%	15%	100%	NA
Maintenance and repair services	29%	50%	17%	4%	100%	NA
Facilities management services overall	25%	55%	17%	3%	100%	Above
Fleet maintenance services overall	12%	31%	29%	28%	100%	Below
Recruitment services	17%	48%	26%	9%	100%	NA
Benefits administration	23%	50%	21%	7%	100%	NA
Training services	27%	48%	19%	6%	100%	NA
Human resources services overall	19%	51%	22%	8%	100%	Similar
Radio systems	22%	55%	18%	6%	100%	NA
Telephone system	33%	53%	11%	3%	100%	NA
Network services	34%	51%	13%	2%	100%	NA
Application services	30%	54%	13%	3%	100%	NA
Desktop / Help Desk services	44%	45%	8%	2%	100%	NA
General information technology (IT) services overall	34%	53%	11%	2%	100%	Above
Purchasing services	18%	48%	24%	9%	100%	Below
Finance services	23%	53%	18%	5%	100%	Below
Risk management services	23%	50%	20%	7%	100%	Similar
Overall City internal services	17%	59%	21%	3%	100%	NA

Performance of Support Services: Timeliness						
Please rate the TIMELINESS of each of the following support services in Scottsdale.	Excellent	Good	Fair	Poor	Total	Comparison to benchmark
Custodial cleaning services	18%	45%	26%	12%	100%	NA
Maintenance and repair services	27%	47%	20%	7%	100%	NA
Facilities management services overall	24%	52%	19%	4%	100%	Above
Fleet maintenance services overall	11%	30%	26%	34%	100%	Below
Recruitment services	15%	44%	27%	14%	100%	NA
Benefits administration	23%	51%	20%	6%	100%	NA
Training services	26%	49%	19%	6%	100%	NA
Human resources services overall	19%	51%	23%	7%	100%	Similar
Radio systems	23%	56%	16%	5%	100%	NA
Telephone system	33%	53%	12%	2%	100%	NA
Network services	35%	50%	12%	2%	100%	NA
Application services	33%	52%	12%	3%	100%	NA
Desktop / Help Desk services	44%	45%	9%	2%	100%	NA
General information technology (IT) services overall	35%	53%	11%	1%	100%	Above
Purchasing services	18%	44%	26%	13%	100%	Below
Finance services	23%	54%	18%	5%	100%	Below
Risk management services	24%	50%	18%	8%	100%	Similar
Overall City internal services	17%	59%	21%	3%	100%	NA

## 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.

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
Custodial cleaning services	14%	39%	28%	14%	5%	100%
Maintenance and repair services	28%	48%	16%	4%	4%	100%
Facilities management services overall	24%	52%	17%	3%	5%	100%
Fleet maintenance services overall	8%	21%	19%	18%	34%	100%
Recruitment services	13%	37%	20%	7%	22%	100%
Benefits administration	21%	46%	19%	7%	7%	100%
Training services	25%	45%	18%	6%	6%	100%
Human resources services overall	18%	48%	21%	8%	5%	100%
Radio systems	12%	30%	10%	3%	45%	100%
Telephone system	32%	50%	11%	2%	5%	100%
Network services	32%	48%	12%	2%	6%	100%
Application services	25%	45%	11%	2%	18%	100%
Desktop / Help Desk services	42%	43%	8%	2%	5%	100%
General information technology (IT) services overall	33%	52%	11%	2%	3%	100%
Purchasing services	12%	31%	15%	6%	37%	100%
Finance services	14%	32%	11%	3%	39%	100%
Risk management services	18%	39%	16%	5%	23%	100%
Overall City internal services	16%	55%	20%	3%	7%	100%

**Question 2: Performance of Support Services: Timeliness**

<b>Please rate the TIMELINESS of each of the following support services in Scottsdale.</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Don't know</b>	<b>Total</b>
Custodial cleaning services	16%	40%	23%	11%	10%	100%
Maintenance and repair services	25%	44%	18%	6%	6%	100%
Facilities management services overall	23%	49%	18%	4%	7%	100%
Fleet maintenance services overall	7%	19%	17%	22%	35%	100%
Recruitment services	11%	32%	20%	10%	27%	100%
Benefits administration	20%	44%	17%	5%	13%	100%
Training services	23%	43%	16%	5%	13%	100%
Human resources services overall	17%	46%	21%	7%	10%	100%
Radio systems	12%	28%	8%	3%	50%	100%
Telephone system	28%	46%	10%	2%	13%	100%
Network services	31%	44%	11%	2%	13%	100%
Application services	25%	40%	10%	3%	22%	100%
Desktop / Help Desk services	41%	42%	8%	2%	8%	100%
General information technology (IT) services overall	32%	48%	10%	1%	9%	100%
Purchasing services	11%	26%	15%	8%	40%	100%
Finance services	13%	31%	11%	3%	41%	100%
Risk management services	17%	37%	13%	6%	28%	100%
Overall City internal services	15%	53%	18%	3%	10%	100%

**Question 3: Managerial Status**

<b>What is your management status?</b>	<b>Percent of respondents</b>
Manager	21%
Non-manager	78%
Don't know	2%
Total	100%



## **Appendix B: Survey Instrument**

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The following pages contain the City of Scottsdale 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 email 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.

	Excellent	Good	Fair	Poor	Don't know
Custodial cleaning services .....	1	2	3	4	5
Maintenance and repair services.....	1	2	3	4	5
<i>Facilities management services overall.....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Fleet maintenance services overall .....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
Recruitment services .....	1	2	3	4	5
Benefits administration.....	1	2	3	4	5
Training services.....	1	2	3	4	5
<i>Human resources services overall .....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
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
<i>General information technology (IT) services overall.....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Purchasing services .....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Finance services.....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Risk management services.....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<b>Overall City internal services .....</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

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

	Excellent	Good	Fair	Poor	Don't know
Custodial cleaning services.....	1	2	3	4	5
Maintenance and repair services.....	1	2	3	4	5
<i>Facilities management services overall.....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Fleet maintenance services overall .....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
Recruitment services .....	1	2	3	4	5
Benefits administration.....	1	2	3	4	5
Training services.....	1	2	3	4	5
<i>Human resources services overall.....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
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
<i>General information technology (IT) services overall.....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Purchasing services .....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Finance services.....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Risk management services.....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Overall City internal services .....</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

**Employment Information**

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**3. What is your management status?**

- Manager
- Non-manager
- Don't know



## City of Scottsdale, AZ

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Crosstablulation of Internal Services Survey Results

2010



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## Crosstabulations by Management Status

The following tables show comparisons of internal support services ratings by respondents' management status.

<b>Question 1: Quality of Support Services by Management Status</b>			
<b>Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")</b>	<b>Management status</b>		
	<b>Manager</b>	<b>Non-manager</b>	<b>Overall</b>
Custodial cleaning services	49%	57%	56%
Maintenance and repair services	82%	79%	79%
Facilities management services overall	79%	80%	80%
Fleet maintenance services overall	33%	47%	43%
Recruitment services	68%	65%	66%
Benefits administration	76%	72%	73%
Training services	76%	75%	75%
Human resources services overall	68%	70%	70%
Radio systems	82%	76%	77%
Telephone system	90%	85%	86%
Network services	91%	83%	85%
Application services	87%	84%	85%
Desktop / Help Desk services	93%	89%	90%
General information technology (IT) services overall	92%	86%	88%
Purchasing services	59%	70%	67%
Finance services	79%	76%	77%
Risk management services	77%	72%	73%
Overall City internal services	77%	76%	76%

<b>Question 2: Timeliness of Support Services by Management Status</b>			
<b>Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")</b>	<b>Management status</b>		
	<b>Manager</b>	<b>Non-manager</b>	<b>Overall</b>
Custodial cleaning services	59%	63%	62%
Maintenance and repair services	74%	74%	74%
Facilities management services overall	78%	76%	77%
Fleet maintenance services overall	30%	44%	41%
Recruitment services	56%	60%	59%
Benefits administration	78%	73%	74%
Training services	75%	76%	76%
Human resources services overall	67%	71%	70%
Radio systems	83%	78%	79%
Telephone system	91%	85%	86%
Network services	90%	85%	86%
Application services	87%	84%	85%
Desktop / Help Desk services	94%	88%	90%
General information technology (IT) services overall	92%	87%	88%
Purchasing services	56%	65%	62%
Finance services	77%	77%	77%
Risk management services	78%	73%	74%
Overall City internal services	76%	77%	77%

# Rating of Quality of Support Services

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

General information technology (IT) services overall

Desktop / Help Desk services

Telephone system

Network services

Maintenance and repair services

Facilities management services overall

Overall City internal services

Training services

Application services

Benefits administration

Human resources services overall

Risk management services

Custodial cleaning services

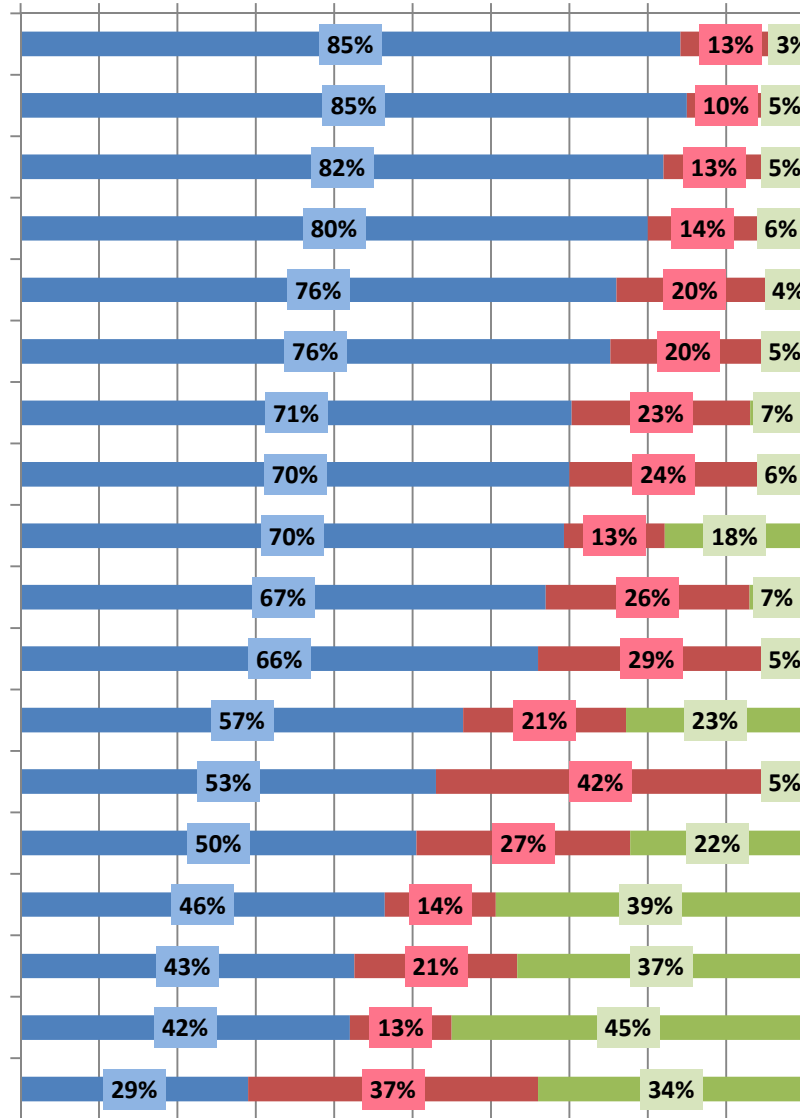
Recruitment services

Finance services

Purchasing services

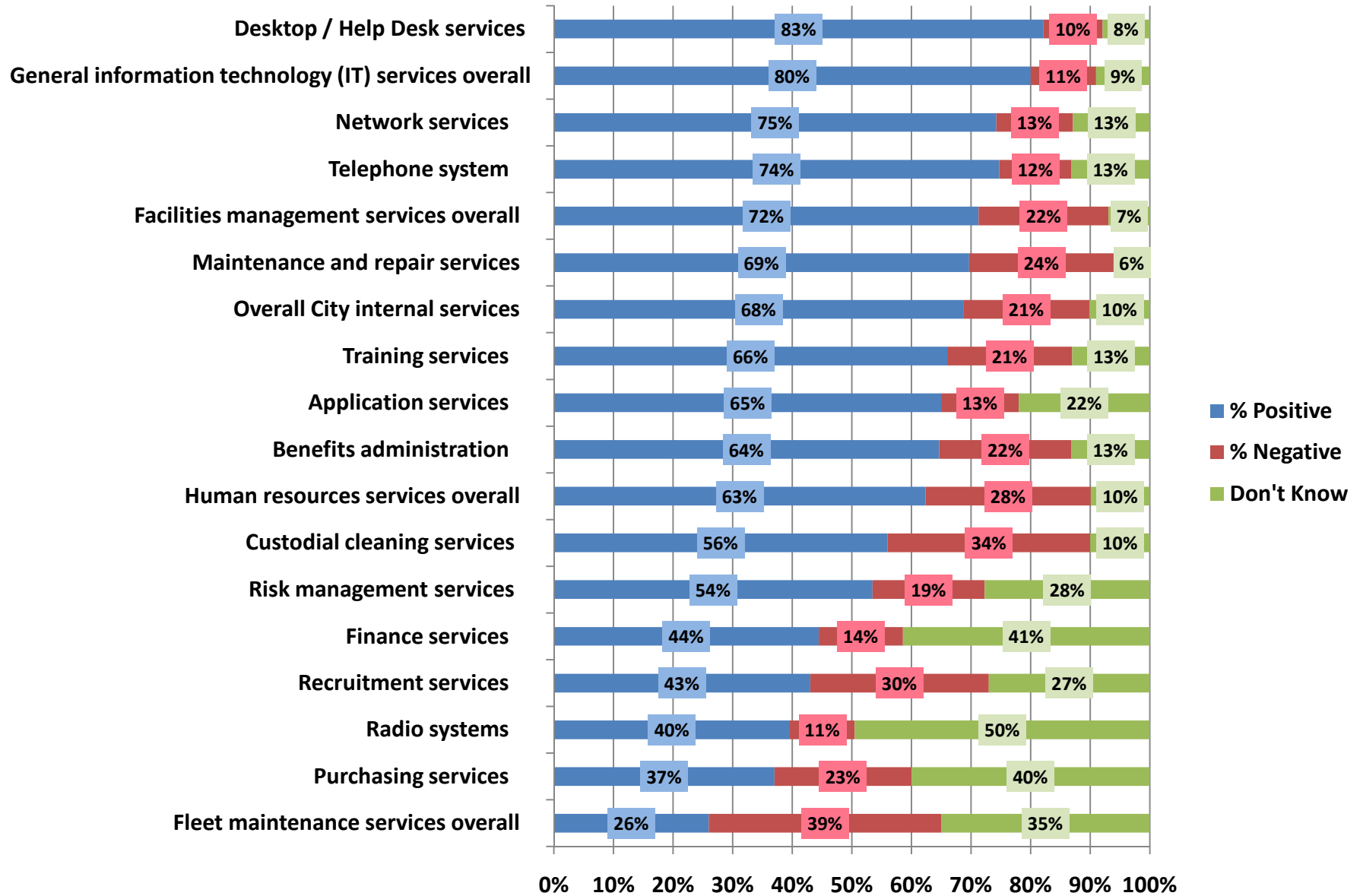
Radio systems

Fleet maintenance services overall



■ % Positive  
 ■ % Negative  
 ■ Don't Know

## Rating of Timeliness of Support Services





## City of Scottsdale, AZ

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### Benchmark Report

2010

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## Understanding the Benchmark Comparisons

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### ***Comparison Data***

NRC's database of comparative employee opinion comprises the perspectives of more than 4200 employees gathered from employee surveys from nine organizations. Those employees evaluated the organization in which they work and gave their opinion about the delivery of 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, including Scottsdale's) has been provided when there were at least five organizations in which the question was asked. The percent positive was created by combining the most favorable response options (i.e., "excellent" and "good").

### ***Interpreting the Results***

Where comparisons are available, three columns are provided in the table. The first column is your organization's rating or percent positive (i.e., "excellent" and "good"). The second column shows the benchmark (e.g., the average percent positive of all organizations in the database including Scottsdale's), and the third column is a comparison of your organization's rating (column one) to this benchmark.

The comparisons of "above," "below" and "similar" come from a statistical comparison of your organization's rating to the benchmark (the average percent positive from all the comparison organizations). Differences of more than five percentage points between Scottsdale's ratings and the average of the comparison organizations are considered meaningful 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.

## Benchmark Comparisons

Quality of Support Services Index Benchmarks			
Please rate the QUALITY of each of the following support services in Scottsdale. (Percent "excellent" or "good")	City of Scottsdale Rating	Benchmark	Comparison to benchmark
Custodial cleaning services	56%	NA	NA
Maintenance and repair services	79%	NA	NA
Facilities management services overall	79%	69%	Above
Fleet maintenance services overall	43%	79%	Below
Recruitment services	65%	NA	NA
Benefits administration	72%	NA	NA
Training services	75%	NA	NA
Human resources services overall	69%	66%	Similar
Radio systems	77%	NA	NA
Telephone system	86%	NA	NA
Network services	85%	NA	NA
Application services	84%	NA	NA
Desktop / Help Desk services	90%	NA	NA
General information technology (IT) services overall	87%	75%	Above
Purchasing services	67%	76%	Below
Finance services	76%	87%	Below
Risk management services	73%	76%	Similar
Overall City internal services	76%	NA	NA

Timeliness of Support Services Index Benchmarks			
Please rate the TIMELINESS of each of the following support services in Scottsdale. (Percent "excellent" or "good")	City of Scottsdale Rating	Benchmark	Comparison to benchmark
Custodial cleaning services	62%	NA	NA
Maintenance and repair services	74%	NA	NA
Facilities management services overall	77%	68%	Above
Fleet maintenance services overall	40%	78%	Below
Recruitment services	59%	NA	NA
Benefits administration	74%	NA	NA
Training services	76%	NA	NA
Human resources services overall	69%	66%	Similar
Radio systems	79%	NA	NA
Telephone system	86%	NA	NA
Network services	86%	NA	NA
Application services	84%	NA	NA
Desktop / Help Desk services	89%	NA	NA
General information technology (IT) services overall	88%	73%	Above
Purchasing services	62%	74%	Below
Finance services	76%	87%	Below
Risk management services	74%	77%	Similar
Overall City internal services	76%	NA	NA