

Clovis, CA

The National Employee Survey

Report of Results
2023

Report by:



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National Research Center at Polco is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

About The NES™

This report of The National Employee Survey™ (The NES™) for the City of Clovis presents the opinions of employees regarding their job satisfaction, engagement and key characteristics of their work environment. The survey was developed by the experts from National Research Center at Polco. A periodic sounding of employee opinion on critical workplace 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 NES report is about the work environment of the City of Clovis. 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 aspects of organizational climate as well as community quality and city governance

- Quality of Community
- Quality of Governance
- Employee Engagement
- Workplace essentials
- Organizational Climate
- Employee Development
- Equity and Inclusion



A total of 392 completed surveys were obtained, providing an overall response rate of 51%. Because the survey was intended to be taken by all employees, no traditional margin of error was calculated. However, because not all employees responded, 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 Methods tab.

How the results are reported

For the most part, the percentages presented in the following tabs represent the "percent positive." The percent positive is the combination of the top two most positive response options (i.e., "excellent" and "good," "strongly agree" and "somewhat agree," etc.). On many of the questions in the survey respondents may answer "don't know." The proportion of respondents giving this reply is shown in the full set of responses included in the tab "Complete data." However, these responses have been removed from the analyses presented in most of the tabs. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item. When a table for 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.

Comparisons to the benchmarks

This is Clovis' first administration of The National Employee Survey. The survey was administered during the COVID-19 pandemic, a time of challenge for many local governments. While we provide comparisons to national benchmarks, it is important to note that much of the benchmark data was collected prior to the pandemic, so the comparisons may not be entirely comparable for all of the data points.

NRC's database of comparative employee opinion comprises the perspectives of more than 25,000 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 Clovis was compared to the entire database. A benchmark comparison (the average percent positive from all the comparison organizations where a question was asked, excluding Clovis') 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, two columns are provided in the table. The first column is Clovis' percent positive. The second shows the comparison of Clovis' rating to the benchmark, where Clovis' 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 Clovis' rating to the benchmark where a rating is considered "similar" if it is within the margin of error (five percentage points or less) and "higher" or "lower" if the difference between Clovis' rating and the benchmark is greater the margin of error (greater than five percentage points).

Methods

Survey Background

The City of Clovis partnered with National Research Center (NRC) at Polco to conduct a City-wide employee survey. Employees were asked questions about their job satisfaction, work environment, compensation, supervisory relationships, organizational climate and communication. This was the first survey of Clovis employees. The results can be used by the City to better understand employee experiences, address employee concerns and monitor perspectives over time.

The survey consisted of thematically similar statements grouped into question sets and all were asked on a four-point scale (e.g., strongly agree, somewhat agree, somewhat disagree, strongly disagree or excellent, good, fair, poor).

Selecting Survey Recipients

All City of Clovis employees were eligible to complete the survey. The City provided NRC with a list of email addresses for all employees with City emails. The City also communicated with all employees about the survey so that employees without City emails were informed about and could participate in the survey.

Survey Administration and Response

The survey was administered on the Polco platform. Beginning August 23rd, 2023, employees were mailed a postcard to their homes with a link inviting them to complete the web-based survey on Polco. About a week later, City of Clovis employees with email addresses received two email messages several days apart with a URL link to the survey.

Data collection continued through September 27th, 2023. Of the 767 employees receiving an invitation to complete the survey, a total of 392 employees returned completed surveys, providing a response rate of 51%. The response rate was calculated using the American Association of Public Opinion Research (AAPOR) response rate #2 for Internet surveys of named persons.

Because the survey was intended to be taken by all employees, no traditional margin of error was calculated. However, because not all employees responded, 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. Additionally, no statistical weighting was performed.

Since the surveys were completed online, the data were automatically saved electronically. The survey dataset was analyzed through a combination of software programs including the Statistical Package for the Social Sciences (SPSS), R, Python, and Tableau. The anonymity of all employees was fully maintained as no names or other unique identifiers have been recorded.

Contact

The City of Clovis funded this research. Please contact Shonna Halterman of the City of Clovis at shonah@ci.clovis.ca.us if you have any questions about the survey.

* See AAPOR’s Standard Definitions for more information at <https://www.aapor.org/Publications-Media/AAPOR-Journals/Standard-Definitions.aspx>

** Pasek, J. (2010). ANES Weighting Algorithm. Retrieved from <https://web.stanford.edu/group/iriss/cgi-bin/anesrake/resources/RakingDescription.pdf>

Highlights

Clovis employees praise City leadership and supervisors' performance.

Employees' trust in City leadership is strong, with many ratings surpassing benchmark communities nationwide. The overall quality of the services offered by the City of Clovis received positive reviews from nearly 90% of employees, higher than the national average. A slightly lower proportion, roughly 8 in 10 participants, offered above-average reviews for Clovis government generally acting in the best interest in the community. In addition, about 7 in 10 favorably evaluated the overall direction that Clovis is taking and their overall confidence in Clovis government, the latter of which was higher than counterparts nationwide. Similarly, 70% of employees expressed confidence in the leadership of Council/elected officials, also exceeding national benchmarks.

Within individual work groups, supervisors received high marks for treating employees with respect (82% excellent or good) and promoting a positive working relationship among work group members (80%). About three-quarters of employees also gave positive reviews to their supervisor communicating information in a timely manner, welcoming employee involvement in decision-making, and encouraging employees to come up with innovative solutions to problems. All of these ratings were higher than in comparison communities across the nation.

Employees value Clovis' organizational climate and internal support services.

About two-thirds gave high marks to the organization for the speed of response to important issues or change, higher than the national benchmark. Similarly, the organization's openness to new ideas and initiative (63% excellent or good), collaboration between departments (62%) and communicating information that helps employees understand the problems and issues facing the City (60%) all received above-average ratings. In addition, employees tended to appreciate the internal support services offered by Clovis. Over 8 in 10 offered excellent or good reviews to information technology, facilities maintenance, and personnel services.

Employee development ratings exceeded the national average in many areas.

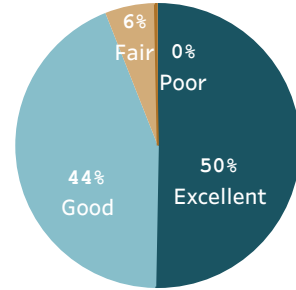
Survey items related to employee development in the City tended to receive positive reviews and score higher than the benchmarks. Three-quarters of Clovis employees gave high marks to the City for supporting continual learning and development and for the availability of opportunities to develop knowledge and skills. The City also received above-average assessments for the accuracy of performance evaluations, opportunities to develop a career path, and showing employee appreciation, all of which were favorably reviewed by about two-thirds.

When asked specifically about their supervisor's performance in facilitating employee development, Clovis employees' evaluations surpassed the benchmarks for several survey items in this area. Roughly three-quarters applauded supervisors for communicating expectations of employees and providing specific, constructive feedback that helps improve employee performance, both of which were higher than comparison municipalities. In addition, supervisors received above-average ratings for coaching or mentoring employees (64%), recognizing high-performing employees (66%), and applying discipline fairly and consistently (69%). About half of survey respondents offered positive reviews for their supervisors' performance in managing low-performing employees; while this item scored higher than the benchmark, it was relatively lower than other ratings in this category, indicating a potential opportunity for growth.

A safe and supportive work environment is a cornerstone of the City of Clovis.

Employees awarded high marks to the quality of work being done by their work group (86% excellent or good), and this success is likely fueled by the City's positive work environment. Virtually all employees praised the City for maintaining a work environment that is free from drug or alcohol abuse, higher than other municipalities across the nation. Roughly 9 in 10 respondents also rated the City favorably for protecting employees from health and safety hazards on the job. About 8 in 10 agreed that the City of Clovis does an excellent or good job at providing access to technology and to the necessary materials, resources, and equipment that helps employees do their job effectively. Work schedule flexibility, benefits, and compensation compared with similar opportunities were all highly regarded by at least three-quarters. All of these ratings were higher than the national benchmarks.

Clovis as a place to live



Quality of community

The quality of a government is often revealed through the quality of the community served.

Please rate each of the following aspects of quality of life in the Clovis community.
(% excellent or good)

		vs. benchmark*
Clovis as a place to live	95%	Higher
The overall quality of life in Clovis	91%	Higher
Clovis as a place to work	84%	Higher

How likely or unlikely are you to recommend LIVING in Clovis to someone who asks?
(% very or somewhat likely)

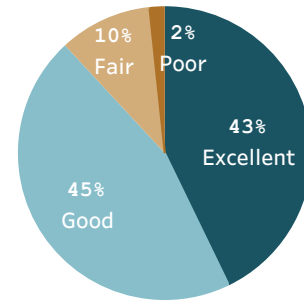
How likely or unlikely are you to recommend LIVING in Clovis to someone who asks?	96%	Higher
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* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Quality of governance

Employees want to be a part of a team that does high quality work that is well received by their community and well supported by the organization.

The overall quality of the services provided by the City of Clovis



Please rate the following categories of Clovis government performance. (% excellent or good)

		vs. benchmark*
The overall quality of the services provided by the City of Clovis	88%	Higher
Generally acting in the best interest of the community	80%	Higher
The overall direction that Clovis is taking	72%	Similar
Overall confidence in Clovis government	71%	Higher

How would you rate the job the organization does at each of the following? (% excellent or good)

The work being done at the City of Clovis overall	85%	Higher
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Please rate each of the following aspects of your WORK GROUP. (% excellent or good)

The quality of work being done in my work group	86%	Similar
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Please rate your overall level of confidence in the leadership of: (% very or moderately confident)

Your supervisor	82%	Similar
Senior staff/Leadership	73%	Similar
Council/elected officials	70%	Higher

* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

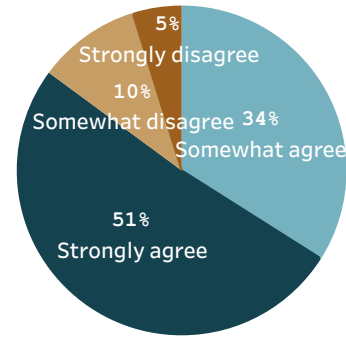
Employee engagement

An organization of engaged employees is one where employees feel motivated to do their best possible work and where they hope to continue working in years to come. To impact employee engagement, an organization typically will want to see which of the other aspects of organizational climate were most influential on their engagement ratings. For employees of the City of Clovis, the key organizational characteristics found to be most closely correlated* with employee ratings of engagement were:

- Protecting employees from health and safety hazards on the job
- Communicating information that helps employees understand the problems and issues facing the City
- Availability of necessary materials, resources and equipment to do the job effectively
- Work schedule flexibility

All of these drivers were higher than the benchmark comparison.

Overall, I am satisfied with my job



Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Clovis.

(% strongly or somewhat agree)

		vs. benchmark**
I plan on working for this organization a year from now	93%	Similar
I have good friends at work	91%	Similar
Overall, I feel positive about working for the City of Clovis	88%	Similar
I gain satisfaction from my current job responsibilities	87%	Similar
Overall, I am satisfied with my job	85%	Similar
My values match or fit with the values of this organization	85%	Similar
I have the opportunity to do what I do best every day at work	84%	Similar
I see a career path for me at City of Clovis	84%	Higher
I feel positively challenged in my current job	82%	Similar
The mission and vision of the City of Clovis make me feel my job is important	82%	Higher

**How likely or unlikely are you to recommend WORKING FOR the City of Clovis to someone who asks?
(% very or somewhat likely)**

How likely or unlikely are you to recommend WORKING FOR the City of Clovis to someone who asks?	87%	Higher
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* A statistical technique called Key Driver Analysis was used to identify the key organizational characteristics most closely associated with employee ratings of job satisfaction and engagement. This technique is used widely in the private sector to help organizations prioritize which aspects of a service are more likely to influence loyalty and overall satisfaction. The Key Driver Analysis was based on both linear and multivariate modeling techniques using an index of employee engagement.

** Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Essentials

Foundational to employee engagement are having a safe work environment, the resources needed to do a good job, and receiving compensation commensurate with work accomplished.

As an employee of City of Clovis, how would you rate the job the organization does at each of the following?
 (% excellent or good) vs.
benchmark*

Maintaining a work environment that is free of drug or alcohol abuse	96%	Higher
Protecting employees from health and safety hazards on the job	87%	Higher
Access to technology that helps employees do their job effectively	84%	Higher
Availability of necessary materials, resources and equipment to do the job effectively	83%	Higher
Maintaining a work environment that is free of violence or harassment	82%	Similar
Providing individual and group work spaces to do the job effectively	81%	Higher
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	81%	Higher
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	77%	Higher
Work schedule flexibility	75%	Higher
Work-life balance	68%	Similar

* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Organizational climate

Organizational climate is a set of policies, strategies, and behaviors that form the primary colors that paint the everyday experience of employees in the workplace. From providing clear communications to encouraging innovation, the quality of these practices directly affects staff morale and engagement.

As an employee of City of Clovis, how would you rate the job the organization does at each of the following?
 (% excellent or good)

		vs. benchmark*
Providing a clear vision for our organization	69%	Similar
Speed of response to important issues or change	65%	Higher
Valuing creativity	65%	Similar
Openness to new ideas and initiatives	63%	Higher
Collaboration between departments (e.g., transportation, planning, etc.)	62%	Higher
Communicating information that helps employees understand the problems and issues facing the City	60%	Higher

Please rate each of the following aspects of your WORK GROUP.
 (% excellent or good)

The working relationships in my work group	82%	Similar
Collaboration among all staff in my work group	78%	Similar
Communication among all staff in my work group	75%	Similar
Effectiveness of meetings in my work group	68%	Similar
Overall staff morale in my work group	65%	Similar

Please rate each of the following aspects of your SUPERVISOR'S performance.
 (% excellent or good)

Encouraging employees to use their own judgment to get the job done	82%	Similar
Communicating information in a timely manner	77%	Higher
Encouraging employees to come up with innovative solutions to problems	76%	Higher
Welcoming employee involvement in decision-making	76%	Higher
Encouraging an environment where employees feel comfortable to raise issues and concerns that are important to them	74%	Similar

* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Employee development

The development of human capital requires investment in performance evaluation and professional development as well as supporting employees as they seek to meet new challenges and career opportunities.

How would you rate the job the organization does at each of the following? (% excellent or good)

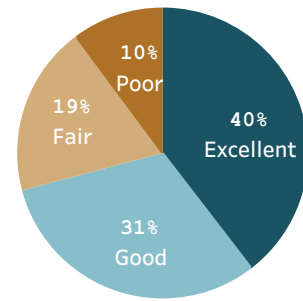
		vs. benchmark*
The overall skill set of staff	81%	Similar
Supporting continual learning and development	74%	Higher
Availability of opportunities for employees to develop knowledge and skills	73%	Higher
Clarity of staff roles and responsibilities	67%	Similar
Accuracy of performance evaluations	67%	Higher
Opportunities to develop a career path	66%	Higher
Showing employee appreciation	65%	Higher
Connection between compensation and performance	61%	Higher

Please rate each of the following aspects of your SUPERVISOR'S performance. (% excellent or good)

Communicating expectations of employees	76%	Higher
Providing opportunities for employees to learn and grow	75%	Similar
Providing specific, constructive feedback that helps improve employee performance	74%	Higher
Working together with employees to set goals	70%	Similar
Applying discipline fairly and consistently	69%	Higher
Providing recognition for doing good work	68%	Similar
Recognizing high-performing employees	66%	Higher
Coaching or mentoring employees	64%	Higher
Managing low-performing employees	54%	Higher

* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Making all employees feel welcome



Equity and inclusion

Inclusion and equity are a priority for local government organizations. Strategically building a more diverse workforce fosters relevance, innovation, and organizational effectiveness.

As an employee of City of Clovis, how would you rate the job the organization does at each of the following? (% excellent or good)

		vs. benchmark*
Fostering a respectful atmosphere	75%	Higher
Helping new employees feel connected and integrated	73%	Similar
Making all employees feel welcome	71%	Similar

How would you rate the job the organization does at each of the following? (% excellent or good)

Providing a safe and secure environment for employees of all backgrounds	84%	Similar
Demonstrating respect for employees of different cultures and belief systems	83%	Similar
Respecting individual cultural beliefs and values	83%	Similar
Providing equal employment opportunities to employees of all backgrounds	79%	Similar
Promoting workplace diversity	72%	Similar
Attracting employees from diverse backgrounds	72%	Higher
Recruiting diverse people into positions of organizational leadership	72%	Higher
Applying policies and procedures equally to all employees	66%	Similar

Please rate each of the following aspects of your SUPERVISOR'S performance.
 (% excellent or good)

Valuing employees from diverse backgrounds	84%	Similar
Treating employees with respect	82%	Higher
Promoting a positive working relationship among work group members	80%	Higher
Fostering an atmosphere of mutual trust and confidence	75%	Similar
Treating all employees fairly	75%	Similar

* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Custom questions

Below are the complete set of responses to each custom question on the survey. By default, "don't know" responses are excluded, but may be added to the table using the response filter below.

Include "don't know"
No

Please rate the QUALITY of each of the following internal support services in Clovis.				
Information Technology	Excellent		50%	
	Good		35%	
	Fair		10%	
	Poor		5%	
Fleet services	Excellent		34%	
	Good		37%	
	Fair		20%	
	Poor		10%	
Facilities maintenance	Excellent		41%	
	Good		44%	
	Fair		13%	
	Poor		3%	
Personnel	Excellent		42%	
	Good		38%	
	Fair		14%	
	Poor		5%	

National benchmark tables

This table contains the comparisons of Clovis' results to those from other organizations. The first column shows the comparison of Clovis' rating to the benchmark. Clovis' results are noted as being "higher", "lower" or "similar" to the benchmark, meaning that the average rating given by Clovis employees is statistically similar to or different than the benchmark. The second column is Clovis' "percent positive." Most commonly, the percent positive is the combination of the top two most positive response options (i.e., "excellent" and "good"). The third column is the rank assigned to Clovis' rating among organizations where a similar question was asked. The fourth column is the number of organizations that asked a similar question. The fifth column shows the percentile for Clovis' result -- that is what percent of surveyed organizations had a lower rating than Clovis.

			% positive	Rank	Number of communities	Percentile
Please rate each of the following aspects of quality of life in the Clovis community.	Clovis as a place to live	Higher	95%	3	44	95
	Clovis as a place to work	Higher	84%	4	44	93
	The overall quality of life in Clovis	Higher	91%	5	44	90
	How likely or unlikely are you to recommend LIVING in Clovis to someo..	Higher	96%	1	43	100
Please rate the following categories of Clovis government performance.	The overall direction that Clovis is taking	Similar	72%	15	43	67
	Generally acting in the best interest of the community	Higher	80%	9	43	81
	Overall confidence in Clovis government	Higher	71%	9	43	81
	The overall quality of the services provided by the City of Clovis	Higher	88%	12	43	74
Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Clovis.	Overall, I am satisfied with my job	Similar	85%	28	67	60
	I plan on working for this organization a year from now	Similar	93%	15	67	79
	I see a career path for me at City of Clovis	Higher	84%	7	33	81
	I gain satisfaction from my current job responsibilities	Similar	87%	23	48	54
	I feel positively challenged in my current job	Similar	82%	23	50	56
	I have the opportunity to do what I do best every day at work	Similar	84%	23	59	63
	My values match or fit with the values of this organization	Similar	85%	27	66	61
	I have good friends at work	Similar	91%	22	66	68
	Overall, I feel positive about working for the City of Clovis	Similar	88%	22	66	68
	The mission and vision of the City of Clovis make me feel my job is impo..	Higher	82%	13	48	75
	How likely or unlikely are you to recommend WORKING FOR the City of ..	Higher	87%	8	50	86
As an employee of City of Clovis, how would you rate the job the organization does at each of the following?	Availability of necessary materials, resources and equipment to do the..	Higher	83%	6	67	92
	Providing individual and group work spaces to do the job effectively	Higher	81%	8	66	89
	Access to technology that helps employees do their job effectively	Higher	84%	3	33	93
	Compensation (salary, benefits and incentives/bonuses) compared wit..	Higher	77%	2	64	98

As an employee of City of Clovis, how would you rate the job the organization does at each of the following?	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	Higher	81%	12	64	83
	Work-life balance	Similar	68%	25	49	51
	Work schedule flexibility	Higher	75%	15	67	79
	Maintaining a work environment that is free of violence or harassment	Similar	82%	19	67	73
	Maintaining a work environment that is free of drug or alcohol abuse	Higher	96%	11	66	85
	Protecting employees from health and safety hazards on the job	Higher	87%	6	33	84
	Providing a clear vision for our organization	Similar	69%	10	33	72
	Communicating information that helps employees understand the pro..	Higher	60%	13	66	82
	Speed of response to important issues or change	Higher	65%	9	48	83
	Collaboration between departments (e.g., transportation, planning, et..	Higher	62%	6	33	84
	Openness to new ideas and initiatives	Higher	63%	8	33	78
	Valuing creativity	Similar	65%	11	33	69
	Making all employees feel welcome	Similar	71%	16	33	54
	Helping new employees feel connected and integrated	Similar	73%	8	33	78
	Fostering a respectful atmosphere	Higher	75%	15	66	79
How would you rate the job the organization does at each of the following?	Demonstrating respect for employees of different cultures and belief s..	Similar	83%	8	32	78
	Respecting individual cultural beliefs and values	Similar	83%	8	32	78
	Attracting employees from diverse backgrounds	Higher	72%	6	32	84
	Recruiting diverse people into positions of organizational leadership	Higher	72%	5	32	87
	Promoting workplace diversity	Similar	72%	7	32	81
	Applying policies and procedures equally to all employees	Similar	66%	13	33	63
	Providing equal employment opportunities to employees of all backgr..	Similar	79%	10	33	72
	Providing a safe and secure environment for employees of all backgrou..	Similar	84%	8	33	78
	Clarity of staff roles and responsibilities	Similar	67%	16	50	70
	Accuracy of performance evaluations	Higher	67%	15	63	78
	Connection between compensation and performance	Higher	61%	3	64	96
	Showing employee appreciation	Higher	65%	9	49	83
	Supporting continual learning and development	Higher	74%	12	67	83
	Availability of opportunities for employees to develop knowledge and ..	Higher	73%	12	67	83
	Opportunities to develop a career path	Higher	66%	7	49	88
The overall skill set of staff	Similar	81%	19	48	62	

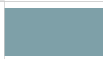


























How would you rate the job the organization does at each of the following?	The work being done at the City of Clovis overall	Higher	85%	8	49	85
Please rate each of the following aspects of your WORK GROUP.	Communication among all staff in my work group	Similar	75%	13	50	76
	The working relationships in my work group	Similar	82%	22	67	69
	Collaboration among all staff in my work group	Similar	78%	17	49	67
	Overall staff morale in my work group	Similar	65%	17	50	68
	Effectiveness of meetings in my work group	Similar	68%	16	48	68
	The quality of work being done in my work group	Similar	86%	47	67	32
Please rate each of the following aspects of your SUPERVISOR'S performance.	Communicating information in a timely manner	Higher	77%	18	67	75
	Welcoming employee involvement in decision-making	Higher	76%	14	66	80
	Encouraging an environment where employees feel comfortable to rai..	Similar	74%	15	33	57
	Encouraging employees to come up with innovative solutions to proble..	Higher	76%	16	66	77
	Encouraging employees to use their own judgment to get the job done	Similar	82%	13	33	63
	Promoting a positive working relationship among work group members	Higher	80%	19	66	73
	Fostering an atmosphere of mutual trust and confidence	Similar	75%	20	66	71
	Treating employees with respect	Higher	82%	17	65	75
	Valuing employees from diverse backgrounds	Similar	84%	19	33	45
	Treating all employees fairly	Similar	75%	19	33	45
	Providing specific, constructive feedback that helps improve employee..	Higher	74%	17	66	76
	Communicating expectations of employees	Higher	76%	17	66	76
	Working together with employees to set goals	Similar	70%	20	66	71
	Recognizing high-performing employees	Higher	66%	20	67	72
	Providing recognition for doing good work	Similar	68%	20	66	71
	Applying discipline fairly and consistently	Higher	69%	19	67	73
	Managing low-performing employees	Higher	54%	18	67	75
	Providing opportunities for employees to learn and grow	Similar	75%	16	33	54
Coaching or mentoring employees	Higher	64%	24	66	65	
Please rate your overall level of confidence in the leadership of:	Your supervisor	Similar	82%	20	33	42
	Senior staff/Leadership	Similar	73%	17	33	51
	Council/elected officials	Higher	70%	4	28	89
Please rate the QUALITY of each of the following internal support services in Clovis.	Information Technology	Higher	85%	3	42	95
	Fleet services	Similar	71%	25	42	44
































Please rate the QUALITY of each of the following internal support services in Clovis.
































Facilities maintenance	Higher	84%	5	49	92
Personnel	Higher	80%	6	50	90

Complete set of frequencies

This dashboard contains a complete set of responses to each question on the survey. By default, "don't know" responses are excluded, but may be added to the table using the response filter to the right. In some tables, the percentages may not sum to 100%; this is either because the question permitted the respondent to "choose all that apply", or for a question that asked the respondent to select one answer, it is due to the customary practice of rounding values to the nearest whole number.
































Please rate each of the following aspects of quality of life in the Clovis community.	Clovis as a place to live	Excellent		50% N=168
		Good		44% N=146
		Fair		6% N=19
		Poor		0% N=1
	Clovis as a place to work	Excellent		47% N=171
		Good		37% N=136
		Fair		13% N=46
		Poor		3% N=12
	The overall quality of life in Clovis	Excellent		40% N=144
		Good		51% N=186
		Fair		9% N=33
		Poor		0% N=1
How likely or unlikely are you to recommend LIVING in Clovis to someone who asks?	Very likely		61% N=220	
	Somewhat likely		35% N=125	
	Somewhat unlikely		3% N=11	
	Very unlikely		1% N=4	
Please rate the following categories of Clovis government performance.	The overall direction that Clovis is taking	Excellent		22% N=80
		Good		50% N=180
		Fair		21% N=77
		Poor		7% N=25
	Generally acting in the best interest of the community	Excellent		31% N=112
		Good		49% N=178
		Fair		16% N=58
		Poor		4% N=15
	Overall confidence in Clovis government	Excellent		26% N=94
		Good		45% N=163
		Fair		23% N=83

Please rate the following categories of Clovis government performance.	Overall confidence in Clovis government	Poor		6% N=22
	The overall quality of the services provided by the City of Clovis	Excellent		43% N=155
		Good		45% N=164
		Fair		10% N=37
		Poor		2% N=6
Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Clovis.	Overall, I am satisfied with my job	Strongly agree		51% N=182
		Somewhat agree		34% N=121
		Somewhat disagree		10% N=36
		Strongly disagree		5% N=17
I plan on working for this organization a year from now	Strongly agree		77% N=263	
	Somewhat agree		16% N=54	
	Somewhat disagree		4% N=15	
	Strongly disagree		3% N=10	
I see a career path for me at City of Clovis	Strongly agree		57% N=199	
	Somewhat agree		27% N=95	
	Somewhat disagree		10% N=35	
	Strongly disagree		7% N=23	
I gain satisfaction from my current job responsibilities	Strongly agree		53% N=193	
	Somewhat agree		34% N=125	
	Somewhat disagree		8% N=31	
	Strongly disagree		5% N=17	
I feel positively challenged in my current job	Strongly agree		49% N=180	
	Somewhat agree		33% N=119	
	Somewhat disagree		12% N=45	
	Strongly disagree		5% N=20	
I have the opportunity to do what I do best every day at work	Strongly agree		44% N=160	
	Somewhat agree		40% N=144	
	Somewhat disagree		10% N=38	
	Strongly disagree		6% N=21	
My values match or fit with the values of this organization	Strongly agree		54% N=194	
	Somewhat agree		31% N=112	

Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Clovis.	My values match or fit with the values of this organization	Somewhat disagree		9% N=32	
		Strongly disagree		6% N=23	
	I have good friends at work	Strongly agree		54% N=196	
		Somewhat agree		37% N=136	
		Somewhat disagree		6% N=20	
		Strongly disagree		3% N=11	
	Overall, I feel positive about working for the City of Clovis	Strongly agree		58% N=213	
		Somewhat agree		29% N=106	
		Somewhat disagree		7% N=26	
		Strongly disagree		5% N=20	
	The mission and vision of the City of Clovis make me feel my job is important	Strongly agree		50% N=182	
		Somewhat agree		31% N=113	
		Somewhat disagree		12% N=43	
		Strongly disagree		6% N=23	
	How likely or unlikely are you to recommend WORKING FOR the City of Clovis to someone who asks?	Very likely		63% N=229	
		Somewhat likely		24% N=87	
		Somewhat unlikely		8% N=30	
		Very unlikely		5% N=19	
As an employee of City of Clovis, how would you rate the job the organization does at each of the following?	Availability of necessary materials, resources and equipment to do the job effectively	Excellent		51% N=188	
		Good		32% N=116	
		Fair		12% N=45	
		Poor		5% N=18	
	Providing individual and group work spaces to do the job effectively	Excellent		44% N=161	
		Good		37% N=134	
		Fair		15% N=53	
		Poor		5% N=17	
	Access to technology that helps employees do their job effectively	Excellent		53% N=192	
		Good		31% N=112	
		Fair		10% N=38	
		Poor		6% N=20	
		Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	Excellent		40% N=144


















As an employee of City of Clovis, how would you rate the job the organization does at each of the following?			Percentage	Count (N)
	Rating	Bar		
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	Good		37%	N=135
	Fair		17%	N=61
	Poor		7%	N=24
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	Excellent		45%	N=162
	Good		35%	N=128
	Fair		15%	N=54
	Poor		5%	N=18
Work-life balance	Excellent		28%	N=102
	Good		40%	N=147
	Fair		22%	N=81
	Poor		10%	N=36
Work schedule flexibility	Excellent		40%	N=146
	Good		35%	N=126
	Fair		17%	N=61
	Poor		9%	N=32
Maintaining a work environment that is free of violence or harassment	Excellent		57%	N=207
	Good		25%	N=93
	Fair		12%	N=43
	Poor		6%	N=23
Maintaining a work environment that is free of drug or alcohol abuse	Excellent		75%	N=273
	Good		21%	N=76
	Fair		4%	N=13
	Poor		1%	N=3
Protecting employees from health and safety hazards on the job	Excellent		54%	N=198
	Good		32%	N=118
	Fair		10%	N=36
	Poor		4%	N=13
Providing a clear vision for our organization	Excellent		37%	N=134
	Good		32%	N=118
	Fair		20%	N=74
	Poor		10%	N=38

As an employee of City of Clovis, how would you rate the job the organization does at each of the following?
































Communicating information that helps employees understand the problems and issues facing the City	Excellent		23% N=85
	Good		37% N=134
	Fair		26% N=95
	Poor		14% N=50
Speed of response to important issues or change	Excellent		26% N=95
	Good		39% N=139
	Fair		22% N=78
	Poor		13% N=48
Collaboration between departments (e.g., transportation, planning, etc.)	Excellent		24% N=84
	Good		38% N=132
	Fair		27% N=93
	Poor		11% N=39
Openness to new ideas and initiatives	Excellent		24% N=84
	Good		39% N=140
	Fair		23% N=80
	Poor		14% N=51
Valuing creativity	Excellent		27% N=96
	Good		38% N=132
	Fair		20% N=72
	Poor		15% N=52
Making all employees feel welcome	Excellent		40% N=144
	Good		31% N=114
	Fair		19% N=69
	Poor		10% N=37
Helping new employees feel connected and integrated	Excellent		39% N=137
	Good		34% N=120
	Fair		19% N=67
	Poor		8% N=30
Fostering a respectful atmosphere	Excellent		42% N=152
	Good		34% N=122
	Fair		15% N=56

As an employee of City of Clovis, how would you rate the job the organization does at each of the following?























How would you rate the job the organization does at each of the following?

Fostering a respectful atmosphere	Poor		9% N=34
Demonstrating respect for employees of different cultures and belief systems	Excellent		47% N=165
	Good		36% N=125
	Fair		13% N=46
	Poor		5% N=16
Respecting individual cultural beliefs and values	Excellent		47% N=165
	Good		35% N=124
	Fair		13% N=45
	Poor		5% N=17
Attracting employees from diverse backgrounds	Excellent		37% N=128
	Good		34% N=117
	Fair		21% N=73
	Poor		7% N=25
Recruiting diverse people into positions of organizational leadership	Excellent		36% N=121
	Good		35% N=117
	Fair		18% N=59
	Poor		11% N=37
Promoting workplace diversity	Excellent		36% N=124
	Good		35% N=121
	Fair		20% N=69
	Poor		8% N=27
Applying policies and procedures equally to all employees	Excellent		37% N=131
	Good		29% N=103
	Fair		17% N=59
	Poor		18% N=64
Providing equal employment opportunities to employees of all backgrounds	Excellent		44% N=153
	Good		34% N=117
	Fair		13% N=45
	Poor		9% N=30
Providing a safe and secure environment for employees of all backgrounds	Excellent		49% N=174
	Good		35% N=122
































How would you rate the job the organization does at each of the following?				
	Rating	Percentage		
Providing a safe and secure environment for employees of all backgrounds	Fair	12%	N=43	
	Poor	4%	N=14	
Clarity of staff roles and responsibilities	Excellent	31%	N=111	
	Good	37%	N=133	
	Fair	20%	N=71	
	Poor	13%	N=48	
Accuracy of performance evaluations	Excellent	27%	N=94	
	Good	40%	N=139	
	Fair	19%	N=68	
	Poor	14%	N=49	
Connection between compensation and performance	Excellent	27%	N=94	
	Good	34%	N=120	
	Fair	23%	N=83	
	Poor	16%	N=57	
Showing employee appreciation	Excellent	31%	N=113	
	Good	34%	N=124	
	Fair	21%	N=76	
	Poor	14%	N=52	
Supporting continual learning and development	Excellent	39%	N=139	
	Good	35%	N=126	
	Fair	18%	N=66	
	Poor	8%	N=29	
Availability of opportunities for employees to develop knowledge and skills	Excellent	35%	N=129	
	Good	38%	N=137	
	Fair	18%	N=65	
	Poor	9%	N=33	
Opportunities to develop a career path	Excellent	30%	N=110	
	Good	35%	N=128	
	Fair	23%	N=82	
	Poor	12%	N=42	
The overall skill set of staff	Excellent	33%	N=119	

How would you rate the job the organization does at each of the following?	The overall skill set of staff	Good		48% N=176
		Fair		14% N=51
		Poor		5% N=18
	The work being done at the City of Clovis overall	Excellent		39% N=141
		Good		46% N=166
		Fair		13% N=47
Poor			3% N=10	
Please rate each of the following aspects of your WORK GROUP.	Communication among all staff in my work group	Excellent		35% N=128
		Good		40% N=145
		Fair		17% N=63
		Poor		8% N=31
	The working relationships in my work group	Excellent		41% N=149
		Good		41% N=152
		Fair		13% N=46
		Poor		5% N=20
	Collaboration among all staff in my work group	Excellent		39% N=143
		Good		39% N=141
		Fair		14% N=52
		Poor		8% N=30
Overall staff morale in my work group	Excellent		32% N=118	
	Good		33% N=120	
	Fair		20% N=73	
	Poor		15% N=55	
Effectiveness of meetings in my work group	Excellent		30% N=109	
	Good		37% N=134	
	Fair		21% N=76	
	Poor		11% N=41	
The quality of work being done in my work group	Excellent		43% N=158	
	Good		42% N=153	
	Fair		11% N=40	
	Poor		4% N=13	



Please rate each of the following aspects of your SUPERVISOR'S performance.

Communicating information in a timely manner	Excellent		40% N=147
	Good		37% N=134
	Fair		13% N=47
	Poor		10% N=38
Welcoming employee involvement in decision-making	Excellent		48% N=174
	Good		27% N=99
	Fair		13% N=46
	Poor		12% N=43
Encouraging an environment where employees feel comfortable to raise issues and concerns that are important to them	Excellent		50% N=183
	Good		24% N=86
	Fair		13% N=48
	Poor		13% N=47
Encouraging employees to come up with innovative solutions to problems	Excellent		50% N=182
	Good		26% N=93
	Fair		11% N=41
	Poor		13% N=47
Encouraging employees to use their own judgment to get the job done	Excellent		54% N=196
	Good		28% N=101
	Fair		9% N=34
	Poor		9% N=34
Promoting a positive working relationship among work group members	Excellent		48% N=175
	Good		32% N=115
	Fair		9% N=31
	Poor		12% N=43
Fostering an atmosphere of mutual trust and confidence	Excellent		43% N=157
	Good		32% N=117
	Fair		10% N=37
	Poor		15% N=54
Treating employees with respect	Excellent		55% N=201
	Good		27% N=99
	Fair		10% N=38

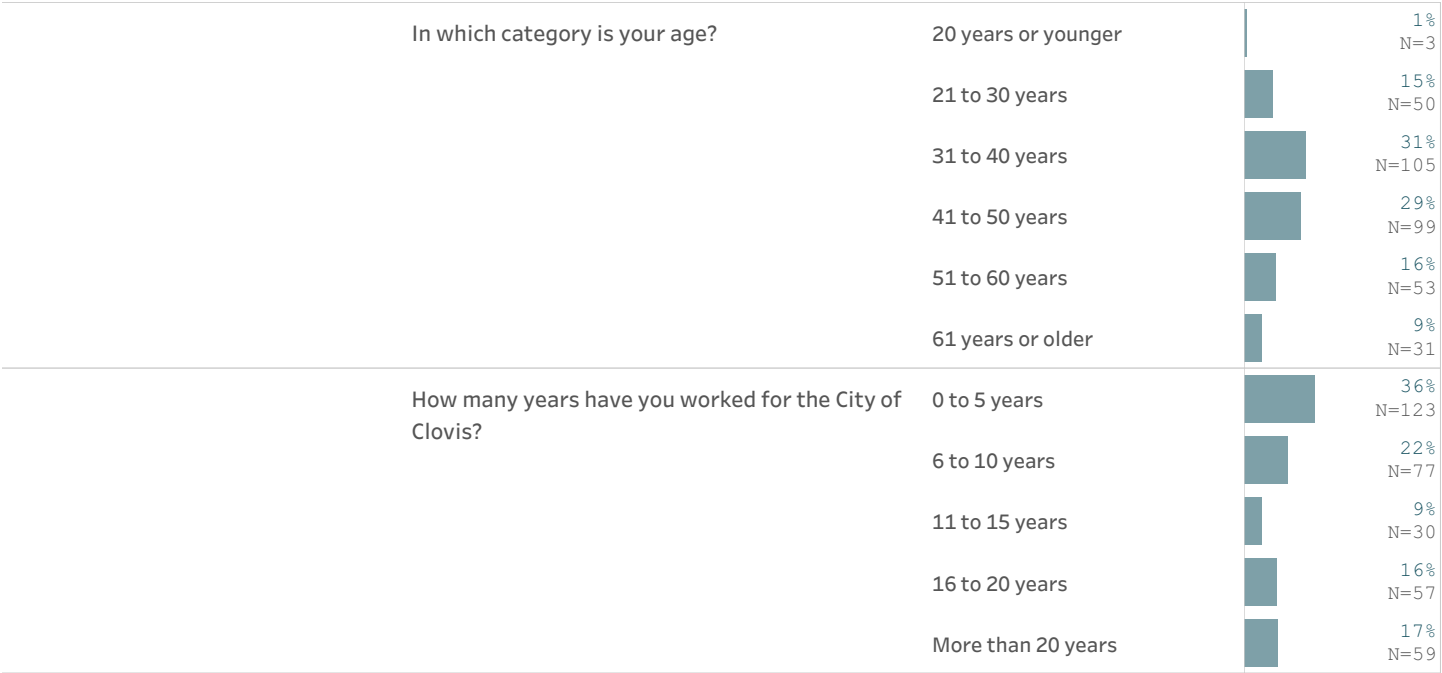
Please rate each of the following aspects of your SUPERVISOR'S performance.				
	Rating	Percentage	Count (N)	Bar
Treating employees with respect	Poor	8%	N=28	
Valuing employees from diverse backgrounds	Excellent	55%	N=189	
	Good	29%	N=100	
	Fair	11%	N=38	
	Poor	5%	N=17	
Treating all employees fairly	Excellent	49%	N=177	
	Good	26%	N=95	
	Fair	12%	N=43	
	Poor	13%	N=49	
Providing specific, constructive feedback that helps improve employee performance	Excellent	43%	N=155	
	Good	31%	N=112	
	Fair	13%	N=48	
	Poor	13%	N=47	
Communicating expectations of employees	Excellent	40%	N=145	
	Good	36%	N=130	
	Fair	13%	N=46	
	Poor	12%	N=42	
Working together with employees to set goals	Excellent	41%	N=146	
	Good	29%	N=106	
	Fair	15%	N=55	
	Poor	15%	N=53	
Recognizing high-performing employees	Excellent	35%	N=126	
	Good	30%	N=108	
	Fair	16%	N=57	
	Poor	19%	N=67	
Providing recognition for doing good work	Excellent	38%	N=139	
	Good	29%	N=107	
	Fair	16%	N=59	
	Poor	16%	N=58	
Applying discipline fairly and consistently	Excellent	37%	N=127	
	Good	31%	N=108	

Please rate each of the following aspects of your SUPERVISOR'S performance.	Applying discipline fairly and consistently	Fair		13% N=46	
		Poor		18% N=62	
	Managing low-performing employees	Excellent		26% N=85	
		Good		28% N=93	
		Fair		21% N=68	
		Poor		26% N=85	
	Providing opportunities for employees to learn and grow	Excellent		41% N=147	
		Good		34% N=123	
		Fair		13% N=47	
		Poor		12% N=42	
	Coaching or mentoring employees	Excellent		34% N=122	
		Good		30% N=107	
		Fair		19% N=68	
		Poor		17% N=61	
	Please rate your overall level of confidence in the leadership of:	Your supervisor	Very confident		61% N=217
			Moderately confident		21% N=74
Slightly confident				8% N=30	
Not confident				10% N=36	
Senior staff/Leadership		Very confident		46% N=167	
		Moderately confident		26% N=95	
		Slightly confident		14% N=50	
		Not confident		13% N=48	
Council/elected officials		Very confident		29% N=97	
		Moderately confident		40% N=133	
		Slightly confident		19% N=64	
		Not confident		11% N=36	
Please rate the QUALITY of each of the following internal support services in Clovis.		Information Technology	Excellent		49% N=180
			Good		35% N=128
			Fair		10% N=37
			Poor		5% N=18
	Don't Know			1% N=2	

Please rate the QUALITY of each of the following internal support services in Clovis.

Fleet services	Excellent		30% N=110
	Good		33% N=121
	Fair		17% N=64
	Poor		8% N=31
	Don't Know		11% N=40
Facilities maintenance	Excellent		39% N=143
	Good		42% N=154
	Fair		13% N=46
	Poor		3% N=10
	Don't Know		3% N=12
Personnel	Excellent		41% N=151
	Good		37% N=135
	Fair		14% N=51
	Poor		5% N=19
	Don't Know		2% N=9
In which City agency or department do you work? (Please choose one.)	General Services: Public Transit		4% N=14
	General Services: Senior Services		1% N=5
	General Services: Recreation		1% N=5
	General Services: Personnel & Facilities Maintenance		4% N=13
	Planning & Development Services: Building		1% N=5
	Planning & Development Services: Planning/Administrat..		3% N=12
	Planning & Development Services: Construction Manage..		2% N=8
	Planning & Development Services: CIP/DRU		4% N=13
	Public Utilities: Streets Maintenance		2% N=7
	Public Utilities: Solid Waste		5% N=16
	Public Utilities: Parks		4% N=14
	Public Utilities: Water Production		3% N=9
	Public Utilities: Water Utilities		3% N=10
	Public Utilities: Sewer Utilities		2% N=6
	Public Utilities: Fleet		3% N=9
	Public Utilities: Administration & Technical		5% N=16

In which City agency or department do you work? (Please choose one.)	Police: Records	4% N=14
	Police: Animal & Youth Services	3% N=12
	Police: Dispatch	2% N=7
	Police: Investigations	4% N=15
	Police: Misc. Patrol	11% N=39
	Police: Patrol Shift 1	2% N=8
	Police: Patrol Shift 2	1% N=3
	Police: Patrol Shift 3	2% N=7
	Police: Patrol Shift 4	2% N=8
	Police: Patrol Shift 6	0% N=1
	Fire	11% N=40
	Finance	5% N=17
	Administration	3% N=9
	Information Technology	3% N=11
What is your management status?	Manager	22% N=76
	Non-manager	78% N=265
Are you employed full time or part time?	Full time	91% N=331
	Part time	9% N=33
Do you live in Clovis?	Yes	55% N=198
	No	45% N=159
Are you of Hispanic, Latino/a/x, or Spanish origin?	No, not of Hispanic, Latino/a/x, or Spanish origin	73% N=252
	Yes, I consider myself to be of Hispanic, Latino/a/x, or Spanis..	27% N=93
What is your race? (Mark one or more races to indicate what race you consider yourself to be.)	American Indian or Alaska Native	3% N=9
	Asian	8% N=26
	Black or African American	2% N=8
	Native Hawaiian or Other Pacific Islander	1% N=3
	White	73% N=235
	A race not listed	20% N=64
	Other	3% N=10
What is your gender?	Woman	25% N=87
	Man	64% N=226
	Other/prefer not to answer	11% N=38



This survey is to be completed by the City of Clovis employee who received an invitation. Your responses will be kept anonymous and no identifying information will be shared.

1. Please rate each of the following aspects of quality of life in the Clovis community.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Clovis as a place to live	1	2	3	4	5
Clovis as a place to work.....	1	2	3	4	5
The overall quality of life in Clovis.....	1	2	3	4	5

2. How likely or unlikely are you to recommend LIVING in Clovis to someone who asks?

- Very likely Somewhat likely Somewhat unlikely Very unlikely Don't know

3. Please rate the following categories of Clovis government performance.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
The overall direction that Clovis is taking	1	2	3	4	5
Generally acting in the best interest of the community	1	2	3	4	5
Overall confidence in Clovis government	1	2	3	4	5
The overall quality of the services provided by the City of Clovis	1	2	3	4	5

4. Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Clovis.

	<u>Strongly agree</u>	<u>Somewhat agree</u>	<u>Somewhat disagree</u>	<u>Strongly disagree</u>	<u>Don't know</u>
Overall, I am satisfied with my job.....	1	2	3	4	5
I plan on working for this organization a year from now.....	1	2	3	4	5
I see a career path for me at City of Clovis.....	1	2	3	4	5
I gain satisfaction from my current job responsibilities	1	2	3	4	5
I feel positively challenged in my current job	1	2	3	4	5
I have the opportunity to do what I do best every day at work.....	1	2	3	4	5
My values match or fit with the values of this organization.....	1	2	3	4	5
I have good friends at work.....	1	2	3	4	5
Overall, I feel positive about working for the City of Clovis.....	1	2	3	4	5
The mission and vision of the City of Clovis make me feel my job is important.....	1	2	3	4	5

5. How likely or unlikely are you to recommend WORKING FOR the City of Clovis to someone who asks?

- Very likely Somewhat likely Somewhat unlikely Very unlikely Don't know

6. As an employee of City of Clovis, how would you rate the job the organization does at each of the following?

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Availability of necessary materials, resources and equipment to do the job effectively.....	1	2	3	4	5
Providing individual and group work spaces to do the job effectively..	1	2	3	4	5
Access to technology that helps employees do their job effectively....	1	2	3	4	5
Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities	1	2	3	4	5
Benefits overall (vacation, sick leave, health care, retirement plan, etc.) ...	1	2	3	4	5
Work-life balance.....	1	2	3	4	5
Work schedule flexibility.....	1	2	3	4	5
Maintaining a work environment that is free of violence or harassment.....	1	2	3	4	5
Maintaining a work environment that is free of drug or alcohol abuse...	1	2	3	4	5
Protecting employees from health and safety hazards on the job.....	1	2	3	4	5
Providing a clear vision for our organization.....	1	2	3	4	5
Communicating information that helps employees understand the problems and issues facing the City.....	1	2	3	4	5
Speed of response to important issues or change	1	2	3	4	5
Collaboration between departments (e.g., transportation, planning, etc.)....	1	2	3	4	5
Openness to new ideas and initiatives	1	2	3	4	5
Valuing creativity.....	1	2	3	4	5
Making all employees feel welcome	1	2	3	4	5
Helping new employees feel connected and integrated.....	1	2	3	4	5
Fostering a respectful atmosphere	1	2	3	4	5

7. How would you rate the job the organization does at each of the following?

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Demonstrating respect for employees of different cultures and belief systems	1	2	3	4	5
Respecting individual cultural beliefs and values	1	2	3	4	5
Attracting employees from diverse backgrounds.....	1	2	3	4	5
Recruiting diverse people into positions of organizational leadership....	1	2	3	4	5
Promoting workplace diversity	1	2	3	4	5
Applying policies and procedures equally to all employees.....	1	2	3	4	5
Providing equal employment opportunities to employees of all backgrounds.....	1	2	3	4	5
Providing a safe and secure environment for employees of all backgrounds.....	1	2	3	4	5
Clarity of staff roles and responsibilities.....	1	2	3	4	5
Accuracy of performance evaluations	1	2	3	4	5
Connection between compensation and performance	1	2	3	4	5
Showing employee appreciation	1	2	3	4	5
Supporting continual learning and development	1	2	3	4	5
Availability of opportunities for employees to develop knowledge and skills.....	1	2	3	4	5
Opportunities to develop a career path.....	1	2	3	4	5
The overall skill set of staff	1	2	3	4	5
The work being done at the City of Clovis overall	1	2	3	4	5

8. Please rate each of the following aspects of your WORK GROUP.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Communication among all staff in my work group.....	1	2	3	4	5
The working relationships in my work group.....	1	2	3	4	5
Collaboration among all staff in my work group.....	1	2	3	4	5
Overall staff morale in my work group.....	1	2	3	4	5
Effectiveness of meetings in my work group.....	1	2	3	4	5
The quality of work being done in my work group.....	1	2	3	4	5

9. Please rate each of the following aspects of your SUPERVISOR'S performance.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Communicating information in a timely manner.....	1	2	3	4	5
Welcoming employee involvement in decision-making.....	1	2	3	4	5
Encouraging an environment where employees feel comfortable to raise issues and concerns that are important to them.....	1	2	3	4	5
Encouraging employees to come up with innovative solutions to problems.....	1	2	3	4	5
Encouraging employees to use their own judgment to get the job done.....	1	2	3	4	5
Promoting a positive working relationship among work group members.....	1	2	3	4	5
Fostering an atmosphere of mutual trust and confidence.....	1	2	3	4	5
Treating employees with respect.....	1	2	3	4	5
Valuing employees from diverse backgrounds.....	1	2	3	4	5
Treating all employees fairly.....	1	2	3	4	5
Providing specific, constructive feedback that helps improve employee performance.....	1	2	3	4	5
Communicating expectations of employees.....	1	2	3	4	5
Working together with employees to set goals.....	1	2	3	4	5
Recognizing high-performing employees.....	1	2	3	4	5
Providing recognition for doing good work.....	1	2	3	4	5
Applying discipline fairly and consistently.....	1	2	3	4	5
Managing low-performing employees.....	1	2	3	4	5
Providing opportunities for employees to learn and grow.....	1	2	3	4	5
Coaching or mentoring employees.....	1	2	3	4	5

10. Please rate your overall level of confidence in the leadership of:

	<u>Very confident</u>	<u>Moderately confident</u>	<u>Slightly confident</u>	<u>Not confident</u>	<u>Don't know</u>
Your supervisor.....	1	2	3	4	5
Senior staff/leadership.....	1	2	3	4	5
Council/elected officials.....	1	2	3	4	5

11. Please rate the QUALITY of each of the following internal support services in Clovis.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Information Technology	1	2	3	4	5
Fleet services	1	2	3	4	5
Facilities maintenance	1	2	3	4	5
Personnel.....	1	2	3	4	5
City Hall Administration	1	2	3	4	5
Finance Department.....	1	2	3	4	5

12. Is there anything else you would like to share with management?

Our last questions are about you. Again, all of your responses to this survey are completely anonymous and no identifying information will be revealed or shared. Completing this information will help us better understand employees' experiences working for the City.

Employee Information

D1. In which City agency or department do you work? (Please choose one.)

- General Services: Public Transit
- General Services: Senior Services
- General Services: Recreation
- General Services: Personnel & Facilities Maintenance
- Planning & Development Services: Building
- Planning & Development Services: Planning / Administration Services
- Planning & Development Services: Construction Management / Engineering Admin
- Planning & Development Services: CIP / DRU
- Public Utilities: Streets Maintenance
- Public Utilities: Solid Waste
- Public Utilities: Parks
- Public Utilities: Water Production
- Public Utilities: Water Utilities
- Public Utilities: Sewer Utilities
- Public Utilities: Fleet
- Public Utilities: Administration & Technical
- Police: Records
- Police: Animal & Youth Services
- Police: Dispatch
- Police: Investigations
- Police: Misc. Patrol
- Police: Patrol - Cadets
- Police: Patrol Shift 1
- Police: Patrol Shift 2
- Police: Patrol Shift 3
- Police: Patrol Shift 4
- Police: Patrol Shift 6
- Fire
- Finance
- Administration
- Information Technology

D2. What is your management status?

- Manager
- Non-manager
- Don't know

D4. Are you employed full time or part time?

- Full time
- Part time

Demographic Information

D5. Do you live in Clovis?

- Yes
- No

D6. Are you of Hispanic, Latino/a/x, or Spanish origin?

- No
- Yes

D7. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

- American Indian or Alaskan Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White
- A race not listed

D8. What is your gender?

- Woman
- Man
- Other/prefer not to answer

D9. In which category is your age?

- 20 years or younger
- 21-30 years
- 31-40 years
- 41-50 years
- 51-60 years
- 61 years or older

D10. How many years have you worked for the City of Clovis?

- 0 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- More than 20 years