

# 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<sup>™</sup> (The NES<sup>™</sup>) 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 shonnah@ci.clovis.ca.us if you have any questions about the survey.

\* See AAPOR's Standard Definitions for more information at <u>https://www.aapor.org/Publications-Media/AAPOR-Journals/Standard-Definitions.aspx</u> \*\* Pasek, J. (2010). ANES Weighting Algorithm. Retrieved from <u>https://web.stanford.edu/group/iriss/cgi-bin/anesrake/resources/RakingDescription.pdf</u>

## 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)

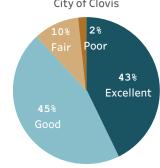
How likely or unlikely are you to recommend LIVING in Clovis to someone who	96%	Higher	
asks?	50%	nighei	

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

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

## **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.



Similar

#### Please rate the following categories of Clovis government performance. vs. (% excellent or good) benchmark\* 88% The overall quality of the services provided by the City of Clovis Higher 80% Generally acting in the best interest of the community Higher The overall direction that Clovis is taking 72% Similar 71% Higher Overall confidence in Clovis government

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

he work being done at the City of Clovis overall	85%	Higher

## 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%	¢,

## Please rate your overall level of confidence in the leadership of:

### (% very or moderately confident)

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

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

Overall, I am satisfied with my job

## **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.

## 5% Strongly disagree 10% Somewhat disagree 34% Somewhat agree 51% Strongly agree

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

(% 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	87%	Higher	
someone who asks?		<b>5</b>	

\* 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)

(% excellent or good)		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

vs.

st 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) honchmark\*

		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

vs.

## 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)

(% excellent or good)		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

vs.

# 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

 $\ast$  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.



vs.

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

(% excellent or good)		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) $% \left( \left( \frac{1}{2}\right) \right) =0$

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

## $\label{eq:please} Please \ rate \ each \ of \ the \ following \ aspects \ of \ your \ SUPERVISOR'S \ performance.$

(% 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.

		No	
Please rate the QUALITY of each of the following internal support	Information Technology	Excellent	50%
services in Clovis.		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%

Include "don't know" No

## 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	Clovis as a place to live	Higher	95%	3	44	95
following aspects of quality of life in the Clovis	Clovis as a place to work	Higher	84%	4	44	93
community.	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	The overall direction that Clovis is taking	Similar	72%	15	43	67
categories of Clovis government performance.	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	Overall, I am satisfied with my job	Similar	85%	28	67	60
which you agree or disagree with the following statements about your job	I plan on working for this organization a year from now	Similar	93%	15	67	79
working for the City of Clovis.	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	888	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	Availability of necessary materials, resources and equipment to do the	Higher	83%	6	67	92
Clovis, how would you rate the job the organization does at each of the	Providing individual and group work spaces to do the job effectively	Higher	81%	8	66	89
does at each of the following?	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	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	Higher	81%	12	64	83
the job the organization does at each of the	Work-life balance	Similar	68%	25	49	51
following?	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	Demonstrating respect for employees of different cultures and belief s	Similar	83%	8	32	78
each of the following?	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

and order all order all of the source being done at the City of Cloubs overall	How would you rate the job						
Pollowing aspects of yow         Smallender function allowing in claim my work group         Smallender function         Smallender function           Collaboration among all staff in my work group         Sinilia         68         3         6         6           Overall staff morale in my work group         Sinilia         68         3         6         6           The working relationships in my work group         Sinilia         68         3         6         6           Please rate each of the following aspects of yow         Find unilizitie in my work group         Sinilia         68         7         5         5           Please rate each of the following aspects of yow         Find unilizitie in my work group with innovative solutions to proble.         Hinte:         7         18         5         7           Please rate each of the following aspects of yow         Find unilizitie in my work group with innovative solutions to proble.         Hinte:         7         18         5         7         18         5         7         18         5         7         18         5         7         18         5         7         18         5         7         18         5         7         18         5         7         18         5         7         18         5         7	the organization does at each of the following?	The work being done at the City of Clovis overall	Higher	85%	8	49	85
WORK GROUP.The working relationships in my work groupState isState isStat		Communication among all staff in my work group	Similar	75%	13	50	76
Decay I staff morale in my work group         Sinility		The working relationships in my work group	Similar	82%	22	67	69
Effectiveness of meetings in my work groupSi nilarSi169.0		Collaboration among all staff in my work group	Similar	78%	17	49	67
The quality of work being done in my work groupSimila86476732Please rate each of the SUPERVISOR'S Performance.Communicating information in a timely mannerfiftige77186718Velcoming employee involvement in decision-makingsingter6174186718Encouraging an environment where employees fiel confortable toral.singter6161617318Encouraging employees to come up with innovative solutions to proble.fiftige61617318737373Foroting a positive working relationship among work group membersfiftige6110617373737373Forting and mologees to their own judgment to get the job domSimila74 <th></th> <th>Overall staff morale in my work group</th> <th>Similar</th> <th>65%</th> <th>17</th> <th>50</th> <th>68</th>		Overall staff morale in my work group	Similar	65%	17	50	68
Please rate each of the following aspects of yoar SUPERVISOR'S performance.     Genmunicating information in a timely manner     Bitgher     7.4     1.8     6.0       SUPERVISOR'S performance.     Hitgher     7.65     1.4     6.6     80       Encouraging an environment where employees feel comfortable to rai     Ginila     7.65     1.6     6.0       Encouraging employees to come up with innovative solutions to proble     Hitgher     7.65     1.6     6.0     7.7       Encouraging employees to use their own judgment to get the job doon     Simila     7.65     1.0     6.0     7.0       Fortering an atmosphere of mutual trust and confidence     Simila     7.65     1.0     6.0     7.0       Valuing employees tim respect     Hitgher     7.65     1.0     6.0     7.0       Valuing specific, constructive feedback that helps improve employee     Ritgher     7.65     1.0     6.0     7.0       Communicating expectations of employees     Ginila     7.05     2.0     6.6     7.0       Valuing specific, constructive feedback that helps improve employee     Ritgher     7.05     2.0     6.6     7.0       Communicating expectations of employees     Ginila     7.05     2.0     6.6     7.0       Providing peopriming employees to gaoal     Mittine     6.05     1.0		Effectiveness of meetings in my work group	Similar	68%	16	48	68
Following aspects of your sympatric matrix sectors in the sector of the secto		The quality of work being done in my work group	Similar	86%	47	67	32
SUPERVISOR'S performance.         Welcoming employee involvement in decision-making         If their         765         14         66         00           Encouraging an environment where employees feel comfortable to rail.         Sinilat         745         15         53         57           Encouraging employees to scene up with innovative solutions to proble.         Higher         765         16         66         77           Encouraging employees to use their own judgment to get the job doe         Sinilat         785         20         66         73           Foretring an atmosphere of mutual trust and confidence         Sinilat         785         20         66         73           Valuing employees with respect         Higher         68         17         68         18         68         73           Treating all employees fram diverse backgrounds         Sinilat         745         17         66         76           Origing specific, constructive feedback that helps improve employee.         If their         765         17         66         71           Providing specific, constructive feedback that helps improve employee.         If their         765         17         76         72         76         72         76         72         76         72         76         73		Communicating information in a timely manner	Higher	77%	18	67	75
Finction register of the set of the	SUPERVISOR'S	Welcoming employee involvement in decision-making	Higher	76%	14	66	80
Providing encloses of the point of	performance.	Encouraging an environment where employees feel comfortable to rai	Similar	74%	15	33	57
Promoting a positive working relationship among work group members       flight       600       1.0       6.6       7.3         Fostering an atmosphere of mutual trust and confidence       Similar       7.5       0.1       6.5       7.5         Treating employees with respect       flight       6.1       0.1       6.5       7.5         Valuing employees from diverse backgrounds       Similar       7.5       1.9       0.3       4.55         Treating all employees fairly       Similar       7.5       1.9       0.6       7.6         Communicating expectations of employees       Hight       7.6       1.7       6.6       7.0         Working together with employees to set goals       Similar       7.0       2.0       6.6       7.1         Recognizing high-performing employees       Hight       6.6       2.0       6.7       7.2         Providing recognition for doing good work       Similar       7.0       6.6       7.1         Anaging low-performing employees       Bighter       6.6       2.0       6.7         Providing opportunities for employees to learn and grow       Similar       7.6       6.6       7.5         Providing opportunities for employees to learn and grow       Similar       6.4       2.0       6		Encouraging employees to come up with innovative solutions to proble	Higher	76%	16	66	77
Fostering an atmosphere of mutual trust and confidence       Similar       75       20       66       71         Treating employees with respect       Higher       628       17       65       75         Valuing employees from diverse backgrounds       Similar       845       19       33       435         Treating all employees fairly       Similar       758       19       33       435         Providing specific, constructive feedback that helps improve employee.       Higher       74       17       66       76         Communicating expectations of employees to set goals       Similar       705       20       66       71         Recognizing high-performing employees       Higher       668       20       66       71         Applying discipline fairly and consistently       Higher       654       18       67       75         Managing low-performing employees       Bingher       546       18       63       64		Encouraging employees to use their own judgment to get the job done	Similar	82%	13	33	63
Freating employees with respectHigher828116575Valuing employees from diverse backgroundsSimilat845193345Treating all employees fairlySimilat755103345Providing specific, constructive feedback that helps improve employee.Higher745176676Communicating expectations of employeesHigher76510667676Working together with employees to set goalsSimilat705206671Recognizing high-performing employeesHigher665206772Providing recognition for doing good workSimilat665206772Anaging low-performing employeesHigher675116636364Providing opportunities for employeesHigher675116636364Please rate to goal confidence in the leadership of:73573573 <th></th> <th>Promoting a positive working relationship among work group members</th> <th>Higher</th> <th>80%</th> <th>19</th> <th>66</th> <th>73</th>		Promoting a positive working relationship among work group members	Higher	80%	19	66	73
Valuing employees from diverse backgrounds         Similar         84%         19         33         45           Treating all employees fairly         Similar         75%         10         33         45           Providing specific, constructive feedback that helps improve employee.         H19her         74%         17         66         76           Communicating expectations of employees         H19her         76%         17         66         76           Working together with employees to set goals         Similar         70%         20         66         71           Recognizing high-performing employees         H19her         66%         20         67         72           Providing opportunities for employees to learn and grow         Similar         66%         20         66         71           Managing low-performing employees         H19her         64%         20         67         75           Please rate your overall leadership of:         Forviding opportunities for employees to learn and grow         Similar         64%         24         66         75           Please rate your overall leadership of:         Your supervisor         Similar         73%         16         33         54           Please rate the QUALTY of each of the following 		Fostering an atmosphere of mutual trust and confidence	Similar	75%	20	66	71
Image: Providing specific, constructive feedback that helps improve employee       Higher       74       17       66       76         Providing specific, constructive feedback that helps improve employee       Higher       76       17       66       76         Communicating expectations of employees       Higher       76       17       66       76         Working together with employees to set goals       Similar       70       20       66       72         Recognizing high-performing employees       Higher       66       20       66       72         Providing recognition for doing good work       Similar       66       66       76       72         Applying discipline fairly and consistently       Higher       66       67       73         Managing low-performing employees       Finder       75       18       67       75         Providing opportunities for employees to learn and grow       Similar       75       16       33       64         Persect of confridence infl       Conching or mentoring employees       Higher       64       24       66       33       64         Persect of confridence infl       Concollyclected officials       Similar       73       17       33       51         Providing		Treating employees with respect	Higher	82%	17	65	75
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       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         Providing or mentoring employees       Higher       64%       24       66       65         Please rate your overall leadership       Similar       73%       17       33       51         Please rate the QUALITY of       Council/elected officials       Higher       61%       24       65       38       42       65         Please rate the Golowing enforming employees       Finet services       Similar       73%       17       33       51         Please rate the		Valuing employees from diverse backgrounds	Similar	84%	19	33	45
Please rate your overall leadership of:         Your supervisor         Similar         70%         20         66         71           Please rate the QUALITY of each of the following internal support services in then allowed services in the following         For the following		Treating all employees fairly	Similar	75%	19	33	45
Providing cognition for doing good workSimilar70%206671Recognizing high-performing employeesHigher66%206772Providing recognition for doing good workSimilar68%206671Applying discipline fairly and consistentlyHigher69%196773Managing low-performing employeesHigher54%186775Providing opportunities for employees to learn and growSimilar75%163354Coaching or mentoring employeesHigher64%246665Please rate your overall level of confidence in the leadership of:Your supervisorSimilar73%173351Please rate the QUALITY of each of the following internal support services in Elect servicesHigher61%24244		Providing specific, constructive feedback that helps improve employee	Higher	74%	17	66	76
Providing recognizing high-performing employees       Higher       66%       20       67       72         Providing recognizion 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         Please rate your overall level of confidence in the leadership of:       Your supervisor       Similar       62%       20       33       42         Please rate the QUALITY of each of the following internal support services       Information Technology       Higher       85%       3       42       95         Please rate the QUALITY of each of the following internal support services       Information Technology       Higher       85%       3       42       95		Communicating expectations of employees	Higher	76%	17	66	76
Providing recognition for doing good workSimilar68%206671Applying discipline fairly and consistentlyHigher69%196773Managing low-performing employeesHigher54%186775Providing opportunities for employees to learn and growSimilar75%163354Coaching or mentoring employeesHigher64%246665Please rate your overall leadership of:Your supervisorSimilar73%173351Council/elected officialsSimilar73%173351Please rate the QUALITY of each of the following internal support services in 		Working together with employees to set goals	Similar	70%	20	66	71
Applying discipline fairly and consistentlyHigher698196773Managing low-performing employeesHigher548186775Providing opportunities for employees to learn and growSimilar758163354Coaching or mentoring employeesHigher648246665Please rate your overall leadership of:Your supervisorSimilar738173351Council/elected officialsSimilar738173351Please rate the QUALITY of each of the following internal support services in Leat servicesInformation TechnologyHigher85834295Similar718254244		Recognizing high-performing employees	Higher	66%	20	67	72
NameNa		Providing recognition for doing good work	Similar	68%	20	66	71
Providing opportunities for employees to learn and growSimilar75%163354Coaching or mentoring employeesHigher64%246665Please rate your overall leadership of:Your supervisorSimilar82%203342Senior staff/LeadershipSimilar73%173351Council/elected officialsHigher70%42889Please rate the QUALITY of each of the following internal support servicesInformation TechnologyHigher51milar71%254244		Applying discipline fairly and consistently	Higher	69%	19	67	73
Noticities of perturbation interprojects to realificationHigherInitial<		Managing low-performing employees	Higher	54%	18	67	75
Please rate your overall level of confidence in the leadership of:Your supervisorSimilar82%203342Senior staff/LeadershipSimilar73%173351Council/elected officialsHigher70%42889Please rate the QUALITY of each of the following internal support services in Elevet servicesInformation TechnologyHigher85%342Similar71%254244		Providing opportunities for employees to learn and grow	Similar	75%	16	33	54
level of confidence in the leadership of:Senior staff/LeadershipSimilar73%173351Senior staff/LeadershipCouncil/elected officialsHigher70%42889Please rate the QUALITY of each of the following internal support services in Eleat servicesInformation TechnologyHigher85%34295		Coaching or mentoring employees	Higher	64%	24	66	65
leadership of:Senior staff/LeadershipSimilar73%173351Council/elected officialsHigher70%42889Please rate the QUALITY of each of the following internal support services in Elect servicesInformation TechnologyHigher85%34295		Your supervisor	Similar	82%	20	33	42
Please rate the QUALITY of each of the followingInformation TechnologyHigher85%34295internal support services in Elect servicesSimilar71%254244		Senior staff/Leadership	Similar	73%	17	33	51
each of the following       Information Technology       Higher       85%       3       42       95         internal support services in       Elect services       Similar       71%       25       42       44		Council/elected officials	Higher	70%	4	28	89
Floot services Similar / & 25 42 44	each of the following	Information Technology	Higher	85%	3	42	95
		Fleet services	Similar	71%	25	42	44

Please rate the QUALITY of each of the following	Facilities maintenance	Higher	84%	5	49	92
internal support services in Clovis.	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	Clovis as a place to live	Excellent	50% N=168
community.		Good	44% N=146
		Fair	6% N=19
		Poor	0 원 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
	LIVING IN CIOVIS LO SOMEONE WHO asks?	Somewhat likely	35% N=125
		Somewhat unlikely	3% N=11
		Very unlikely	1% N=4
Please rate the following categories	The overall direction that Clovis is taking	Excellent	22% N=80
of Clovis government performance.		Good	50% N=180
		Fair	21% N=77
		Poor	7% N=25
	Generally acting in the best interest of the	Excellent	31% N=112
	community	Good	49% N=178
		Fair	16% N=58
		Poor	48 N=15
	Overall confidence in Clovis government	Excellent	26% N=94
		Good	45% N=163
		Fair	23% N=83

Please rate the following categories       Overall confidence in Clovis government       Poor         The overall quality of the services provided by the Excellent       Excellent       Good         City of Clovis       Fair       Poor         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       Somewhat agree         For the City of Clovis.       I plan on working for this organization a year from Strongly agree       Somewhat disagree       Image: Somewhat disagree         I plan on working for this organization a gree       Somewhat disagree       Image: Somewhat disagree       Image: Somewhat disagree         I plan on working for this organization a gree       Somewhat disagree       Image: Somewhat disagree       Image: Somewhat disagree         I plan on working for this organization a gree       Somewhat disagree       Image: Somewhat disagree       Image: Somewhat disagree         I plan on working for this organization a gree       Somewhat disagree       Image: Somewhat disagree	6 N=2 43 N=15 45 N=16 10 N=3 2 N= 51 N=18 34 N=12 10 N=3 5 N=1 77 N=26
The overall quality of the services provided by the       Excellent         Good       Good         Fair       Poor         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         Somewhat agree       Somewhat agree       Somewhat disagree         I plan on working for this organization a year from NOW       Strongly agree       Somewhat disagree         Now       Somewhat disagree       Somewhat disagree       Somewhat disagree         Somewhat disagree       Somewhat disagree       Somewhat disagree       Somewhat disagree	N=15 N=16 N=16 N=3 N=3 N=1 N=18 N=18 N=12 N=1 N=3 N=1 N=12 N=1 N=26 N=16 N=16
Good       Fair         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         Somewhat agree       Somewhat disagree       I         I plan on working for this organization a year from Now       Strongly agree       I         Somewhat agree       Somewhat agree       I         I plan on working for this organization a year from Now       Somewhat agree       I         Somewhat disagree       Somewhat agree       I         Somewhat agree       Somewhat agree       I         I plan on working for this organization a year from Now       Somewhat agree       I         Somewhat disagree       Somewhat agree       I         I plan on working for this organization a year from Now       Somewhat agree       I         Somewhat disagree       Somewhat agree       I         Somewhat agree       Somewhat agree       I         Somewhat agree       Somewhat agree       I         Somewhat agree       Somewhat agree       I	N=16 10 N=3 2 N= 51 N=18 34 N=12 10 N=3 5 N=1 77 N=26 16
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         For the City of Clovis.       Somewhat agree       Somewhat disagree         I plan on working for this organization a year from now       Strongly agree       Image: Comparison of Clovis of Clovis         Somewhat agree       Strongly disagree       Image: Comparison of Clovis       Image: Comparison of Clovis         I plan on working for this organization a year from now       Strongly agree       Image: Comparison of Clovis         Somewhat disagree       Somewhat disagree       Image: Comparison of Clovis	N=3 2 N= 51 N=18 34 N=12 10 N=3 5 N=1 77 N=26 16
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         For the City of Clovis.       Somewhat agree       Somewhat disagree         I plan on working for this organization a year from strongly agree       Somewhat agree         Now       Somewhat agree         Somewhat agree       Somewhat agree         I plan on working for this organization a year from strongly agree       Somewhat agree         Somewhat disagree       Somewhat disagree         Somewhat disagree       Somewhat agree         Somewhat disagree       Somewhat agree         Somewhat disagree       Somewhat agree         Somewhat disagree       Somewhat agree         Somewhat disagree       Somewhat disagree         Somewhat disagree       Somewhat disagree         Strongly disagree       Strongly disagree	N= 51 N=18 34 N=12 10 N=3 5 N=1 77 N=26 16
agree or disagree with the following statements about your job working for the City of Clovis. Somewhat disagree Strongly disagree I plan on working for this organization a year from Now Somewhat agree Now Somewhat agree Somewhat disagree Somewhat disagree Somewhat disagree Strongly disagree	N=18 34 N=12 10 N=3 5 N=1 77 N=26 16
statements about your job working       Somewhat agree         for the City of Clovis.       Somewhat disagree         Image: Strongly disagree       Strongly disagree         Image: Image	N=12 10 N=3 5 N=1 77 N=26 16
Somewhat disagree       Strongly disagree         I plan on working for this organization a year from Strongly agree       Somewhat agree         now       Somewhat agree         Somewhat disagree       Somewhat agree         Somewhat disagree       Somewhat disagree         Strongly disagree       Strongly disagree	N=3 N=1 77 N=26
I plan on working for this organization a year from Strongly agree now Somewhat agree Somewhat disagree Strongly disagree	N=1 77 N=26 16
now Somewhat agree Somewhat disagree Strongly disagree	N=20
Somewhat agree Somewhat disagree Strongly disagree	
Strongly disagree	N=
	N=
I see a career path for me at City of Clovis Strongly agree	N=
	5 N=1
Somewhat agree	2 N=
Somewhat disagree	1 N=
Strongly disagree	N=
I gain satisfaction from my current job Strongly agree	5 N=1
responsibilities Somewhat agree	3 N=1
Somewhat disagree	N=
Strongly disagree	N=
I feel positively challenged in my current job Strongly agree	4 N=1
Somewhat agree	3 N=1
Somewhat disagree	1: N=-
Strongly disagree	N=2
I have the opportunity to do what I do best every Strongly agree	4 N=1
day at work Somewhat agree	4 N=1
Somewhat disagree	10 N=3
Strongly disagree	N=:
My values match or fit with the values of this Strongly agree	5- N=1
organization Somewhat agree	

Please rate the extent to which you agree or disagree with the following	My values match or fit with the values of this organization	Somewhat disagree	9% N=32
statements about your job working for the City of Clovis.		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	Very likely	63% N=229
	asks?	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	Availability of necessary materials, resources and equipment to do the job effectively	Excellent	51% N=188
organization does at each of the following?	equipment to do the job effectively	Good	32% N=116
lonowing:		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
	then job effectively	Good	31% N=112
		Fair	10% N=38
		Poor	6% N=20
	Compensation (salary, benefits and incentives/bonuses) compared with similar	Excellent	40% N=144

opportunities

As an employee of City of Clovis, how would you rate the job the	Compensation (salary, benefits and incentives/bonuses) compared with similar	Good	37% N=135
organization does at each of the following?	opportunities	Fair	17% N=61
		Poor	7% N=24
	Benefits overall (vacation, sick leave, health care,	Excellent	45% N=162
	retirement plan, etc.)	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	N=102 40% N=147 22% N=81 10% N=36 40% N=146 35% N=126 17% N=61 17% N=61 9% N=32 57% N=207 25% N=93 12% N=43 6% N=23
	Protecting employees from health and safety hazards on the job	Excellent	N=198
		Good	N=118
		Fair	N=36
		Poor	N=13
	Providing a clear vision for our organization	Excellent	N=134
		Good	N=118
		Fair	N=74
		Poor	

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     Excellent     1     238       City     Good     1     333       Fair     1     333       Poor     1     343       Speed of response to important issues or change     Excellent     1     343       Good     1     343       Fair     1     343       Poor     1     343       Good     1     343       Fair     1     343       Collaboration between departments (e.g., transportation, planning, etc.)     Excellent     1       Good     1     343       Poor     1     343       Openness to new ideas and initiatives     Excellent     1       Fair     1     343       Poor     1     343       Valuing creativity     Excellent     1       Valuing creativity     Excellent     1       Rair     1     343       Poor     1     343       Making all employees feel welcome     Excellent     1       Fair     1     343       Good     1     343       Helping new employees feel connected and integrated     Good     1       Fair     1     343       Fair     1			
City     Good     11-33       Fair     268       Poor     148       Speed of response to important issues or change     Excellent     268       Good     11-33       Fair     11-234       Good     11-33       Fair     11-234       Collaboration between departments (e.g., transportation, planning, etc.)     Excellent     11-34       Good     11-34     11-34       Poor     11-34     11-34       Collaboration between departments (e.g., transportation, planning, etc.)     Excellent     11-34       Poor     11-34     11-		Excellent	
Fair     N=35       Poor     143       Speed of response to important issues or change     Excellent     208       Good     183     733       Fair     223       Poor     138       Poor     138       Fair     223       It ransportation, planning, etc.)     Excellent       Good     138       Poor     113       Poor     113       Fair     273       Poor     113       Fair     243       Good     138       Poor     113       Fair     243       Good     138       Poor     113       Fair     243       Marcellent     243       Poor     143       Fair     243       N=40     140       Fair     243       N=40     140       Poor     143       Fair     243       N=40     140       Poor     143       Poor     143       Poor     143       Making all employees feel welcome     Excellent       Fair     143       Good     133       Helping new employees feel connected and integrated     143<		Good	
Poor     N=50       Speed of response to important issues or change     Excellent     28       Good     38       Fair     23       Poor     184       Collaboration between departments (e.g., transportation, planning, etc.)     Excellent     88       Good     38     38       Poor     118       Good     118       Fair     128       Poor     148       Poor     148       Poor     148       N=140     188       Poor     148       Poor     148       N=140     N=120       Poor     158       Good     188       Good     188       Poor     168       N=141<		Fair	
Speed of response to important issues or change       Excellent       N=95         Good       N=138         Fair       N=78         Poor       138         Collaboration between departments (e.g., transportation, planning, etc.)       Excellent       N=84         Good       N=132       Fair       N=78         Poor       138       N=48         Good       N=132       Fair       N=95         Poor       138       N=132       N=132         Fair       N=93       N=132       N=140         Marking all employees feel welcome       Excellent       N=94         Good       N=132       N=140       N=140         N=140       N=140       N=140       N=140         N=141       N=94       Good       N=140         Valuing creativity       Excellent       N=140       N=140         N=141       Sair       N=140       N=140         N=142       Fair       N=140       N=140         N=141       N=141       N=141       N=141         Sood       N=141       N=141       N=142         Poor       N=141       N=141       N=141         Fair       N=141 <th></th> <th>Poor</th> <th></th>		Poor	
Good N=139 Fair A Poor A Collaboration between departments (e.g., transportation, planning, etc.) Collaboration, planning, etc.) Excellent A Poor A Poor A Poor A A Bair A Poor A A Bair A Bair	Speed of response to important issues or change	Excellent	
Fair     N-78       Poor     1.38       Collaboration between departments (e.g., transportation, planning, etc.)     Excellent     1.84       Good     1.84       Poor     1.84       Openness to new ideas and initiatives     Excellent     248       Good     1.84       Poor     1.84       Openness to new ideas and initiatives     Excellent     248       Good     1.84       Poor     1.85       Poor     1.85       Poor     1.85       Poor     1.85       Poor     1.85       Poor     1.85       Poor     1.86       N=124     1.86       Poor     1.86       N=124     1.86       Poor     1.86       Poor     1.86 <tr< th=""><th></th><th>Good</th><th></th></tr<>		Good	
Poor     N=48       Collaboration between departments (e.g., transportation, planning, etc.)     Excellent     248       Good     N=84       Fair     278       Poor     118       Poor     138       Good     N=93       Openness to new ideas and initiatives     Excellent       Good     398       Good     398       Fair     248       Good     398       Fair     238       Poor     148       Good     398       Valuing creativity     Excellent       Valuing creativity     Excellent       Good     388       Poor     148       N=93     N=93       Valuing creativity     Excellent       Good     388       Fair     N=93       Poor     158       N=93     N=93       Making all employees feel welcome     Excellent       Fair     198       Poor     108       N=132     138       Good     388       Poor     108       N=132     138       Good     388       Helping new employees feel connected and integrated     Good       Good     388 <t< th=""><th></th><th>Fair</th><th></th></t<>		Fair	
Collaboration between departments (e.g.,       Excellent       38         transportation, planning, etc.)       Good       38         Poor       118       N=39         Poor       118       N=39         Openness to new ideas and initiatives       Excellent       248         Good       398       N=140         Fair       278       N=84         Good       398       N=140         Fair       288       Sood       398         Valuing creativity       Excellent       278         Valuing creativity       Excellent       278         Good       398       N=132         Fair       N=96       N=132         Fair       0007       148         N=96       N=132       N=132         Good       388       N=132         Good       388       N=132         Fair       N=132       N=132         Haking all employees feel welcome       Excellent       N=144         Good       N=144       N=144         Good       N=144       N=144         Good       N=144       N=144         Fair       N=169       N=69		Poor	
Good338 132Fair278 N=93Poor118 N=84Openness to new ideas and initiativesExcellentGood398 N=140Fair238 N=80Poor148 N=84Poor148 N=90Valuing creativityExcellentGood188 N=132Fair278 N=90Valuing creativityExcellentGood188 N=132Fair208 N=132Fair208 N=132Fair208 N=132Making all employees feel welcomeExcellentFair198 N=69 N=69Poor108 N=132Helping new employees feel connected and integratedExcellentGood198 N=132Fair198 N=69 N=69Poor108 N=120 N=132Fair198 N=132Fostering a respectful atmosphereExcellentExcellent198 N=132Foir128 N=122Foir128 N=122Foir128 N=122Foir128 N=122		Excellent	
Fair     N=93       Poor     118       Openness to new ideas and initiatives     Excellent       Good     148       Fair     248       Fair     238       Fair     238       Poor     148       N=93     140       Poor     148       N=140     148       Poor     148       N=93     149       Poor     148       N=93     149       Poor     148       N=93     149       Poor     148       N=93     148       N=93     148       Poor     148       N=94     149       N=95     148       Good     388       N=137     158       Making all employees feel welcome     Excellent       Good     318       Poor     108       N=137     198       Integrated     Good       Good     348       N=137     198       Fair     198       Poor     108       N=137     198       Good     348       N=137     198       Fair     198       Poor     188	transportation, planning, etc.)	Good	
Poor     N=39       Openness to new ideas and initiatives     Excellent     N=40       Good     398       Good     148       Poor     148       N=140     N=140       Fair     N=39       Valuing creativity     Excellent     148       Good     388       N=132     Good     388       Poor     148     N=132       Fair     208     N=132       Poor     158     N=52       Making all employees feel welcome     Excellent     N=144       Good     388     N=137       Integrated     Good     318       integrated     Good     348       Fair     N=137       Fair     N=137       Fostering a respectful atmosphere     Excellent     198       Foir     198     N=52       Good     348     N=152       Good     348     N=152       Fostering a respectful atmosphere     Excellent     158       Fair     N=152     Good     348       Fair     N=152     158       Good     348     N=152       Fair     N=152     158       Fair     N=52     158       Fair <th></th> <td>Fair</td> <td></td>		Fair	
Openness to new ideas and initiatives       Excellent       N=84         Good       398         Fair       238         Poor       148         Poor       148         N=50       278         Valuing creativity       Excellent       278         Valuing creativity       Excellent       208         Fair       208       N=72         Poor       158       N=52         Making all employees feel welcome       Excellent       408         Fair       198       N=137         Integrated       Good       314         Fair       198       N=137         Integrated       Excellent       398         Fair       198       N=137         Fostering a respectful atmosphere       Excellent       398         Fostering a respectful atmosphere       Excellent       428         Good       344       N=152         Good       348       N=137         Excellent       198       N=137         Fair       198       N=137         Fostering a respectful atmosphere       Excellent       N=152         Good       348       N=152       N=152 </th <th></th> <th>Poor</th> <th></th>		Poor	
GoodN=140Fair238Poor148N=90148Valuing creativityExcellentGood388N=132GoodFair208Poor158N=72PoorMaking all employees feel welcomeExcellentGood318Poor108N=141198Fair108N=141108IntegratedGoodFair338Foor108N=120198Foor108N=120198Foor198N=120198Foor198N=120198Foor198N=120198Foor198N=121198Foor198Foor198N=122198Foor142Good1428N=122158Foor1	Openness to new ideas and initiatives	Excellent	
FairN=80Poor14% N=51Valuing creativityExcellentGood38% N=132Fair20% N=72Poor15% N=52Making all employees feel welcomeExcellentGood31% N=144Good31% N=144Fair19% N=69Poor10% N=137Helping new employees feel connected and integratedExcellentGood34% N=137Fair19% N=69Poor10% N=37Fostering a respectful atmosphereExcellentGood34% N=120Fair19% N=69Fostering a respectful atmosphereExcellentFair34% N=122Fair34% N=123Fostering a respectful atmosphereExcellentFair34% N=122Fair34% N=123Fair34% N=123Fair34% N=123Fair34% N=123Fair34% N=123Fair34% N=123Fostering a respectful atmosphereExcellentFair34% N=124Fair34% N=125Fair34% N=124Fair34% N=125Fair34% N=125Fair34% N=125Fair34% N=125Fair34% N=125Fair34% N=125Fair34% N=125Fair34% N=125Fair34% N=125Fair34%		Good	
PoorN=51Valuing creativityExcellent27% N=96Good38% N=132Fair20% N=72Poor15% N=52Making all employees feel welcomeExcellent40% N=144Good31% N=114Fair19% N=69Poor10% N=137Helping new employees feel connected and integratedExcellent39% N=137Good31% N=142Fair39% N=137Fostering a respectful atmosphereExcellent42% N=152 Good42% N=122Foir42% N=15242% N=152Good34% N=12242% N=152Foir42% N=12242% N=152Foir42% N=12242% N=152Foir15%42% N=122		Fair	
Valuing creativity       Excellent       N=96         Good       388         N=132       208         Fair       208         Poor       158         Making all employees feel welcome       Excellent       408         Good       318         N=144       Good       318         Fair       198       N=144         Fair       198       N=144         Fair       198       N=169         Poor       108       N=33         Helping new employees feel connected and integrated       Excellent       398         Good       Sata       N=120         Fair       N=20       N=33         Fostering a respectful atmosphere       Excellent       198         Good       Sata       N=33         Foir       Sata       N=152         Good       Sata       N=152         Good       Sata       N=152         Foor       Sata       N=152         Good       Sata       N=152         Foor       Sata       N=152         Good       Sata       N=152         Foor       Sata       N=152		Poor	
GoodN=132Fair20% N=72Poor15%Making all employees feel welcomeExcellentGood31% N=144Good31% N=144Fair19% N=69Poor10% N=37Helping new employees feel connected and integratedExcellentGood34% N=132Fostering a respectful atmosphereExcellentGood34% N=152Good34% N=152Fostering a respectful atmosphereExcellentGood34% N=152Foir34% N=152Good34% N=152Foir34% N=152Foir34% N=152Foir34% N=152Foir34% N=152Foir15%	Valuing creativity	Excellent	
FairN=72Poor15% N=52Making all employees feel welcomeExcellent40% N=144Good31% N=114Fair19% N=69Poor10% N=37Helping new employees feel connected and integratedExcellent39% N=137Good34% N=120Fair19% N=67 N=30Fostering a respectful atmosphereExcellent42% N=152Good34% N=152Good34% N=152Fostering a respectful atmosphereExcellent34% N=152Foir15%34% N=152Foir15%15%		Good	
Poor     N=52       Making all employees feel welcome     Excellent     40%       Good     31%       Fair     19%       Poor     10%       Poor     10%       N=114     39%       N=52     000       Poor     10%       N=537     10%       Helping new employees feel connected and integrated     Excellent       Good     34%       N=120     34%       Fair     19%       Poor     8%       N=50     8%       Fostering a respectful atmosphere     Excellent       Good     34%       N=152     34%       Good     34%       N=152     34%       Fostering a respectful atmosphere     Excellent       Foir     15%		Fair	
Making all employees feel welcome       Excellent       N=144         Good       31%         Fair       19%         Poor       10%         N=37       10%         Helping new employees feel connected and integrated       Excellent         Good       34%         Fair       19%         Poor       39%         Fair       39%         Fair       19%         N=67       N=67         Poor       8%         N=30       19%         Fostering a respectful atmosphere       Excellent       42%         Good       34%       N=152         Good       34%       N=152         Good       34%       N=152         Fostering a respectful atmosphere       Excellent       34%         Foir       15%       15%		Poor	
GoodN=114Fair198 N=69Poor108 N=37Helping new employees feel connected and integratedExcellentGood398 N=137Good348 N=120Fair198 N=67Poor88 N=30Fostering a respectful atmosphereExcellentGood348 N=152Good348 N=122Foir158	Making all employees feel welcome	Excellent	
FairN=69Poor10% N=37Helping new employees feel connected and integratedExcellentGood34% N=137Good34% N=120Fair19% N=67Poor8% N=30Fostering a respectful atmosphereExcellentGood34% N=152Good34% N=152Good34% N=152Fostering a respectful atmosphereExcellentFair15%		Good	
Poor     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       Good     34% N=120       Fostering a respectful atmosphere     Excellent       Good     34% N=152       Good     34% N=152		Fair	
Helping new employees feel connected and integrated       Excellent       N=137         integrated       Good       34%         Fair       19%         Poor       8%         N=30       N=152         Good       34%         Fostering a respectful atmosphere       Excellent         Good       34%         Foir       15%		Poor	
Good     34% N=120       Fair     19% N=67       Poor     8% N=30       Fostering a respectful atmosphere     Excellent       Good     34% N=152       Good     34% N=122       Fair     15%		Excellent	
Fair     N=67       Poor     8%       Fostering a respectful atmosphere     Excellent       Good     34%       N=122     15%		Good	
Poor     N=30       Fostering a respectful atmosphere     Excellent     42%       Good     34%       N=122     15%		Fair	
Fostering a respectful atmosphere     Excellent     N=152       Good     34%       N=122     15%		Poor	N=30
Good N=122	Fostering a respectful atmosphere	Excellent	N=152
Epik		Good	N=122
		Fair	

As an employee of City of Clovis, how would you rate the job the				
organization does at each of the following?	Fostering a respectful atmosphere	Poor		9% N=34
How would you rate the job the	Demonstrating respect for employees of different	Excellent		47% N=165
organization does at each of the following?	cultures and belief systems	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	N=1	36% N=121
	- <u>j</u>	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 37%
	Applying policies and procedures equally to all employees	Excellent		37% N=131 29%
		Good		N=103 17%
		Fair		N=59 18%
		Poor		N=64 44%
	Providing equal employment opportunities to employees of all backgrounds	Excellent		N=153 34%
		Good		N=117 13%
		Fair		N=45 9%
		Poor		N=30
	Providing a safe and secure environment for employees of all backgrounds	Excellent		N=174 35%
		Good		N=122

# As an employee of City of Clovis, how

How would you rate the job the organization does at each of the	Providing a safe and secure environment for employees of all backgrounds	Fair	12% N=43
following?		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	Excellent	27% N=94
	performance	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
	develop knowledge and skins	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	The overall skill set of staff	Good	48% N=176
following?		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	Communication among all staff in my work group	Excellent	35% N=128
aspects of your WORK GROUP.		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

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	Excellent	48% N=174
decision-making	Good	27% N=99
	Fair	13% N=46
	Poor	12% N=43
Encouraging an environment where employees	Excellent	50% N=183
feel comfortable to raise issues and concerns that are important to them	Good	24% N=86
	Fair	13% N=48
	Poor	13% N=47
Encouraging employees to come up with	Excellent	50% N=182
innovative solutions to problems	Good	26% N=93
	Fair	11% N=41
	Poor	13% N=47
Encouraging employees to use their own	Excellent	54% N=196
udgment to get the job done	Good	28% N=101
	Fair	9% N=34
	Poor	9% N=34
Promoting a positive working relationship among	Excellent	48% N=175
work group members	Good	32% N=115
	Fair	9% N=31
	Poor	12% N=43
Fostering an atmosphere of mutual trust and confidence	Excellent	43% N=157
confidence	Good	32% N=117
	Fair	10% N=37
	Poor	15% N=54
	1 001	11 0 1
Treating employees with respect	Excellent	55%
Treating employees with respect		55% N=201 27% N=99

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

performance.

Please rate each of the following aspects of your SUPERVISOR'S	Treating employees with respect	Poor	8% N=28
performance.	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	Applying discipline fairly and consistently	Fair	13 N=4
performance.		Poor	18 N=6
	Managing low-performing employees	Excellent	26 N=8
		Good	28 N=9
		Fair	21 N=6
		Poor	26 N=8
	Providing opportunities for employees to learn	Excellent	41 N=14
	and grow	Good	34 N=12
		Fair	13 N=4
		Poor	12 N=4
	Coaching or mentoring employees	Excellent	34 N=12
		Good	30 N=10
		Fair	19 N=6
		Poor	17 N=6
Please rate your overall level of	Your supervisor	Very confident	61 N=21
confidence in the leadership of:		Moderately confident	21 N=7
		Slightly confident	N=3
		Not confident	10 N=3
	Senior staff/Leadership	Very confident	46 N=16
		Moderately confident	26 N=9
		Slightly confident	14 N=5
		Not confident	13 N=4
	Council/elected officials	Very confident	29 N=9
		Moderately confident	40 N=13
		Slightly confident	19 N=6
		Not confident	11 N=3
Please rate the QUALITY of each of the	Information Technology	Excellent	49 N=18
following internal support services in Clovis.		Good	35 N=12
		Fair	10 N=3
		Poor	5 N=1
		Don't Know	1 N=

Please rate the QUALITY of each of the following internal support services in	Fleet services	Excellent	30% N=110
Clovis.		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?	General Services: Public Transit	4% N=14
	(Please choose one.)	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	2%
		Services: Construction Manage Planning & Development	N=8 4%
		Services: CIP/DRU Public Utilities: Streets	N=13 2%
		Maintenance	N=7 5%
		Public Utilities: Solid Waste	N=16
		Public Utilities: Parks Public Utilities: Water	N=14
		Production	3% N=9 2%
		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

(Places echoose one.)Policit: RecordsPolicit: RecordsPolicit: RecordsPolicit: Animal & Youth Services9-14Policit: Investigations9-15Policit: Investigations9-16Policit: Investigations9-16Policit: Patrol Shift 19-16Policit: Patrol Shift 29-16Policit: Patrol Shift 39-17Policit: Patrol Shift 39-17Policit: Patrol Shift 39-16Policit: Patrol Shift 49-16Policit: Patrol Shift 49-16Policit: Patrol Shift 39-17Policit: Patrol Shift 49-16Policit: Patrol Shift 69-17Policit: Patrol Shift 79-17Policit: Patrol Shift 69-17Policit: Patrol Shift 69-17Policit: Patrol Shift 69-17Policit: Patrol Patro			
Police: Animal & Youth Services		Police: Records	4% N=14
Police: Dispatch Police: Investigations Police: Mise, Patrol Police: Mise, Patrol Police: Mise, Patrol Police: Patrol Shift 1 Police: Patrol Shift 2 Police: Patrol Shift 2 Police: Patrol Shift 3 Police: Pat		Police: Animal & Youth Services	3% N=12
Police: Investigations Police: Misc. Patrol Police: Misc. Patrol Police: Patrol Shift 1. Police: Patrol Shift 2. Police: Patrol Shift 3. Police: Patrol Shift 3. Police: Patrol Shift 4. Police: Patrol Shift 5. Police: Patrol Shift 4. Police: Patrol Shift 5. Police: Patro		Police: Dispatch	2% N=7
Police: Misc, Patrol Police: Patrol Shift 1 Police: Patrol Shift 2 Police: Patrol Shift 3 Police: Patrol Shift 4 Police: Patrol Shift 4 P		Police: Investigations	4% N=15
Police: Patroi Shift 1 Police: Patroi Shift 2 Police: Patroi Shift 3 Police: Patroi Shift 3 Police: Patroi Shift 3 Police: Patroi Shift 4 Police: Patroi Shift 4		Police: Misc. Patrol	11% N=39
Poince: Patrol Shift 2   Patrol Shift 2   Patrol Shift 3   Patrol Shift 3   Patrol Shift 4   Patrol Shift 6		Police: Patrol Shift 1	2% N=8
Police: Patrol Shift 3 Police: Patrol Shift 3 Police: Patrol Shift 4 Police: Patrol Shift 4 Police: Patrol Shift 6		Police: Patrol Shift 2	1% N=3
Police: Patrol Shift 4 84- Police: Patrol Shift 6 114- Police: Patrol Shift 6 114- Fire 113-44 Finance 114- Finance 114- Administration 114- Police: Patrol Shift 6 114- Fire 113- Administration 114- Administration 114- Police: Patrol Shift 6 114- Fire 113- Administration 114- Police: Patrol Shift 6 114- Fire 113- Administration 114- Police: Patrol Shift 6 114- Fire 114- Police: Patrol Shift 6 114- Patrol Shif		Police: Patrol Shift 3	2% N=7
Police: Patro Ishirt 6 Police: Patro Ishirt 6 Police: Patro Ishirt 6 Pinance P		Police: Patrol Shift 4	2% N=8
Fire Fire Fire Fire Fire Fire Fire Fire		Police: Patrol Shift 6	0% N=1
Finance Financ		Fire	11% N=40
Administration information Technology information information Technology information infor		Finance	5% N=17
Information Technology       N=11         What is your management status?       Manager       223         Non-manager       Non-manager       184         Are you employed full time or part time?       Full time       Nemain         Part time       Nemain       Nemain         No       Nemain       Nemain         What is your race? (Mark one or more races to indicate what race you consider yourself to be.)       American Indian or Alaska Native       Nemain         Asian       Nemain       Nemain       Nemain       Nemain         Mati is your gender?       Woman       Native Hawaiian or Other Pacific       Nemain         Man       Nemain       Nemain       Nemain       Nemain         Native famaiian or Other Pacific       Nemain       Nemain       Nemain         Native Hawaiian or Other Pacific       Nemain       <		Administration	3% N=9
What is your management status?       Manager       Nor-ranager         Nor-manager       265         Are you employed full time or part time?       Full time       Nor-manager         Part time       Nor-manager       95         Do you live in Clovis?       Yes       Nor-158         No       145       Nor-158         No		Information Technology	3% N=11
Non-manager       Non-manager         Are you employed full time or part time?       Full time         Part time       18-33         Do you live in Clovis?       Yes         No       18-33         Are you of Hispanic, Latino/a/x, or Spanish origin?       No, not of Hispanic, Latino/a/x, or Spanish origin?         Ves, I consider myself to be of hispanic, Latino/a/x, or Spanish origin?       Merican India or Alaska         What is your race? (Mark one or more races to indicate what race you consider yourself to be.?       American India or Alaska         Native       Asian       18-32         Black or African American       N=23         What is your gender?       Woman       23         What is your gender?       Woman       23         What is your gender?       Woman       24         Are cont listed       20       24         Man       Mare       24	What is your management status?	Manager	22% N=76
Are you employed full time or part time?       Full time       Nead of time         Part time       Part time       Nead of time         Do you live in Clovis?       Yes       No         No       No       Na155         No       No       Na155         What is your race? (Mark one or more races to indicate what race you consider yourself to be.)       Native       Na         Black or African American       Na26       Na156       Na156         What is your gender?       Woman       Na156       Na         What is your gender?       Woman       Na156       Na         Maria       Na156       Na       Na156         Maria       Na156       Na       Na156         Maria       Na156       Na156       Na156 <td< td=""><td></td><td>Non-manager</td><td>78% N=265</td></td<>		Non-manager	78% N=265
Part time     Na       Do you live in Clovis?     Yes       No     153       No     153       No     153       Are you of Hispanic, Latino/a/x, or Spanish origin     No, not of Hispanic, Latino/a/x, or Spanish origin       Ves, I consider myself to be of Hispanic, Latino/a/x, or Spanish origin     153       What is your race? (Mark one or more races to indicate what race you consider yourself to be.)     American Indian or Alaska       Native     Native       Black or African American     24       Native Hawaiian or Other Pacific     14       Islander     20       What is your gender?     Woman       What is your gender?     Woman       Man     162	Are you employed full time or part time?	Full time	91% N=331
Do you live in Clovis?       Yes       N=196         No       458         No       458         No       459         No       650         No       730         Yes, I consider myself to be of       279         Hispanic, Latino/a/x, or Spanish.       N=30         What is your race? (Mark one or more races to       American Indian or Alaska         Native       Asian       N=20         Black or African American       N=20         Native Hawaiian or Other Pacific       118         Islander       N=00         What is your gender?       Woman       259         Man       649         Man       649         Man       649         No       118		Part time	9% N=33
No       No <td< td=""><td>Do you live in Clovis?</td><td>Yes</td><td>55% N=198</td></td<>	Do you live in Clovis?	Yes	55% N=198
Are you of Hispanic, Latino/a/x, or Spanish origin       or Spanish origin       1222         Yes, I consider myself to be of       279         Hispanic, Latino/a/x, or Spanish.       Neroid         What is your race? (Mark one or more races to indicate what race you consider yourself to be.)       American Indian or Alaska         Asian       Neroid         Black or African American       24         Native Hawaiian or Other Pacific       Neroid         Islander       Neroid         What is your gender?       Woman         Man       Neroid         Other/orefer pat to accourt       118		No	45% N=159
Yes, I consider myself to be of Hispanic, Latino/a/x, or Spanis       278         What is your race? (Mark one or more races to indicate what race you consider yourself to be.)       American Indian or Alaska Native         Asian       88         N=2       Black or African American         Native Hawaiian or Other Pacific Islander       18         What is your gender?       Woman         Man       200         Man       644         Other/profer net to appropri       118         Man       644         Native       118         Man       644         Native       118         Man       118	Are you of Hispanic, Latino/a/x, or Spanish origin?		73% N=252
What is your race? (Mark one or more races to indicate what race you consider yourself to be.)       American Indian or Alaska       38         Asian       N=26         Black or African American       24         Native Hawaiian or Other Pacific Islander       11         What is your gender?       Woman       258         What is your gender?       Man       644         Other/preferent to approve       11       11		Yes, I consider myself to be of	27%
What is your race? (Mark one or more races to indicate what race you consider yourself to be.)       Native       Native         Asian       Native       Native         Black or African American       Native         Native Hawaiian or Other Pacific Islander       Native         White       Native         What is your gender?       Woman         Man       Native         Other/or for net to answer       118			
Asian N=26 Black or African American Native Hawaiian or Other Pacific Islander White N=33 White N=33 A race not listed N=64 What is your gender? Woman N=87 Man N=268 Man N=268 Man N=268			N=9
Black or African American       N=8         Native Hawaiian or Other Pacific       18         Islander       N=3         White       N=235         A race not listed       N=64         What is your gender?       Woman         Man       648         Other/profer net to approver       118	indicate what race you consider yourself to be.)	Asian	8% N=26
Islander Islander White N=3 White N=235 A race not listed N=64 N=64 N=87 Man N=64 N=26 N=87 N=87 N=87 N=87 N=87 N=87 N=87 N=87		Black or African American	2% N=8
White     N=235       A race not listed     20%       What is your gender?     Woman       Man     64%       Other/orefor net to answer     11%			1% N=3
A race not listed     N=64       What is your gender?     Woman       Man     64%       Other/prefer pet to answer     11%		White	73% N=235
What is your gender?     Woman     N=87       Man     64%       N=226       Other/prefer net to answer     11%		A race not listed	20% N=64
Man N=226	What is your gender?	Woman	25% N=87
()thor/protor pot to appwor		Man	64% N=226
		Other/prefer not to answer	11% N=38

In which category is your age?	20 years or younger	1% N=3
	21 to 30 years	15% N=50
	31 to 40 years	31% N=105
	41 to 50 years	29% N=99
	51 to 60 years	16% N=53
	61 years or older	9% N=31
How many years have you worked for the City	of 0 to 5 years	36% N=123
Clovis?	6 to 10 years	22% N=77
	11 to 15 years	9% N=30
	16 to 20 years	16% N=57
	More than 20 years	17% N=59

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.

	Excellent	Good	Fair	Poor	Don't know	
Clovis as a place to live		2	3	4	5	
Clovis as a place to work	1	2	3	4	5	l
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?

O Very likely O Somewhat likely O Somewhat unlikely O Very unlikely O 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>	Don't <u>know</u>
The overall direction that Clovis is taking		2	3	4	5
Generally acting in the best interest of the community		2	3	4	5
Overall confidence in Clovis government		2	3	4	5
The overall quality of the services provided by the City of Clovis	s 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.

	Strongly	Somewhat	Somewhat	Strongly	Don't
	<u>agree</u>	<u>agree</u>	<u>disagree</u>	<u>disagree</u>	<u>know</u>
Overall, I am satisfied with my job	1	2	3	4	5
I plan on working for this organization a year from no	ow1	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 responsibilitie	s1	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?

Excellen	<u>t Good</u>	<u>Fair</u>	<u>Poor</u>	Don't <u>know</u>
Availability of necessary materials, resources and equipment				
to do the job effectively1	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 flexibility1	2	3	4	5
Maintaining a work environment that is free of violence				
or harassment	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 organization1	2	3	4	5
Communicating information that helps employees understand				
the problems and issues facing the City1	2	3	4	5
Speed of response to important issues or change	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 welcome1	2	3	4	5
Helping new employees feel connected and integrated	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?

		C			Don't
	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	know
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 leadersl	nip 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		2	3	4	5
Clarity of staff roles and responsibilities	1	2	3	4	5
Accuracy of performance evaluations		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		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.

Communication among all staff in my work group	<u>Excellent</u> 1	<u>Good</u> 2	<u>Fair</u> 3	Poor 4	Don't <u>know</u> 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>]</u> Communicating information in a timely manner	<u>Excellent</u> 1	<u>Good</u> 2	<u>Fair</u> 3	Poor 4	Don't <u>know</u> 5
Welcoming employee involvement in decision-making		2	3	4	5
Encouraging an environment where employees feel comfortable		_	0	•	0
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:**

	Very	Moderately	Slightly	Not	Don't
	<u>confident</u>	<u>confident</u>	<u>confident</u>	<u>confident</u>	<u>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

Please rate the QUALITY of each of the following internal sup	port services	in Clovi	s.					
<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		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?

- **O** Manager
- O Non-manager
- O Don't know

#### D4. Are you employed full time or part time?

- **O** Full time
- **O** Part time

#### **Demographic Information**

- D5. Do you live in Clovis? **O** Yes O No
- D6. Are you of Hispanic, Latino/a/x, or Spanish origin? **O** Yes O No
- 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?

- **O** Woman
- O Man
- **O** Other/prefer not to answer

### D9. In which category is your age?

- 20 years or younger **O** 41-50 years • 21-30 years
  - **O** 51-60 years
  - **O** 61 years or older

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

O to 5 years
 O to 5 years
 O to 10 years
 O 11 to 15 years
 O 16 to 20 years

**O** 31-40 years

- O More than 20 years