
City of Scottsdale

Employee Interactive Feedback Sessions

Advanced Strategy Lab (ASL™) Session Document

Consolidated Positives/Negatives (Sessions S1-S12)

Facilitated by:

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**NOTE: This consolidated 'positives vs. negatives' document represents a key question that was posed in each of the 12 individual sessions. Participants identified positive aspects as well as negative/concerning aspects and then were asked to consider whether, for them individually, the positives outweighed the negatives or the negatives outweighed the positives and why...these are 'paragraph style position statements' and give an excellent viewpoint on how the employees see the City and working environment today. Our center reviewed the statements and have not edited any comments other than a normal spellcheck review. The City of Scottsdale should certainly review this document as well as the other output documents to ensure there are no issues of confidentiality or inappropriate remarks, but our review indicated that the participants were candid/clear in their comments and very much in the spirit of the genuine feedback we had asked for--
DSG**

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Summary/Context for Reviewing Feedback Session Output:

Two specific documents are being provided for your ‘pre-reading’ for the review of the set of 12 sessions that were conducted in February and March for the City of Scottsdale employees. The following summary points will assist you in the review:

Document 1: The consolidated set of ‘positive vs. negative’ statements: This document simply consolidates one exercise that was done in each session which was to have employees identify/discuss what’s *working* today at the City and where we are ‘on track’ relative to leadership, communications, training, strategy, work environment, etc. Employees then did a similar exercise around what’s *not working* in the organization. Not being negative/judgmental, simply things that were not be addressed as well as they could be across the same set of topics such as leadership, communications, work environment, etc. The statements that you see were done as the third part of the exercise to ask participants whether the ‘positives outweighed the negatives’ or the ‘negatives outweigh the positives’. The resulting language and focus is very important as it reflects very personal and often values-based views of the environment:

- The positives at the City of Scottsdale *far outweigh* the negatives as you will be able to read through the comments, but the negatives *are getting in the way*. That means you have a very strong work environment base and support from the strong majority of the employees and have issues that are becoming more visible, but can be addressed;
- For those where the positives outweigh the negatives, look for common themes such as the stability of the work environment, good pay and benefits, the opportunity for training and advancement, the quality of their colleagues, the focus on customer service delivery (I make a difference) and the reputational equity of the City itself;
- For those where the negatives outweigh the positives, or the negatives are becoming a hindrance, you’ll see common themes such as lack of respect, not being valued for input/insight, lack of effective communications, deteriorating benefits structure, a sense of a gap that is developing between top management at the City and the employee base and some disappointment with the level of politics in the organization.

We’ll talk further about these issues and how to address them during our review session.

Document 2: The set of consolidated surveys: The second document in this review package is the substantial document that consolidates the set of six common surveys that were part of the 12 individual sessions. This consolidation will allow us to see an overall picture of the assessments on key subject areas such as core values, recruiting/retention, communications, performance management, health/wellness and overall session assessment.

- The surveys are a mix of qualitative and quantitative questions...you’ll see open text comments about issues and recommendations and many numeric assessments of effectiveness and satisfaction. While still a ‘sample’ of the full employee base (approx 10%), these will be strong indicators or where you stand. During our review session we can do some additional filtering by gender and length of time at the City to see if the demographic views affect the results.

We’ll use this base data during our session as context for creating broad recommendations around some of the key areas. Keep in mind that there were other inputs/exercises, but these two documents should serve as an excellent summary. Individual session documents are being made available via an accessible share drive after our review session. We hope that the two hardcopy documents serve as a valuable pre-read as well as an ongoing reference point. DSG
3/2008

Assessing the Positives vs. the Negatives (Session 1)

1. Overall, as you think about what it's like to be working at the City today, do the positives outweigh the negatives or the negatives outweigh the positives? Why? (please submit your overall response as a paragraph style position statement)

Negatives are outweighing the positives as seen by the large loss of long term employees in a short period of time. Many left for other Cities. {#2}

Positives outweigh the negatives. Compared to other governmental organizations, COS cares about their employees and their citizens. Small recognition is better than none. {#3}

Tends to be at a balance at this point there are time periods when new policies come out that make it a more negative environment, and there are times when needed changes are made that affect the work environment in a positive way. {#4}

I have to think the positives outweigh the negatives as I am working for the City. I think the city wants to and tries very hard to provide its employees with a good work environment. Nothing is perfect, but the systems are in place and they do care about making them better. {#5}

Although the positives outweigh the negatives, some of the negatives can be turned to positives by communicating the reasoning behind decision delays or why decisions were made the way they were. {#6}

Positives outweigh. The overall benefits package is incomparable. {#7}

I think the positives outweigh the negatives because of feedback sessions like these. We are as an organization aware that there are issues and looking for ways to address them. It would be easier to just go the old way of if you don't like it, get out. I think that we are trying to be responsive to employees so that citizens get the best service from employees possible. {#8}

Overall the positives outweigh the negatives. For the most part salaries are competitive with other cities and in some cases private companies, just not enough to cover raising cost of living. There are some issues with hiring, but the quality of staff is great. Good work environment. {#9}

Positives out way negatives no place is perfect but more voice should be heard {#10}

The positives do out weigh the negative. You have a job and insurance. {#11}

Compared to the other governmental organizations that I've worked for, the City is an excellent place to work. Good benefits package, generally stable finances - no layoffs, and the colleagues that I work with are committed and motivated. This is balanced off on the negative side by a management philosophy that is overly concerned with perception rather than getting the job done. I have five years till retirement, and frankly, I'm hanging on here because any place else that I could work is in an inconvenient location etc. If I could find another job in the private sector, I would. {#12}

In looking at where I am today, and looking at other government agencies in the Valley, for me the positives outweigh the negatives, especially when I see other governments laying off employees. Scottsdale can sometimes take a conservative approach, but it has kept us from losing employees by laying off. {#13}

Positives out way. As city employees we have a lot to be thankful for , benefits, retirement, no lay-offs, we give great customer service, overall we give above and beyond service to our citizens every day. {#14}

The positives of working for the city outweigh the negatives, in terms of the day to day. As I look to being a long term employee there are many things that concern me when my peers who have been here longer seem to feel just the opposite. {#15}

The city puts efforts in events, programs, it's citizens and employees. {#16}

Positives outweigh the negatives because overall is the best job I ever had. Based on job security, benefits. {#17}

I feel that for me the positives outweigh the negatives. The environment and the people I work with are a positive. Also overall the benefits the City offers are a plus. {#18}

Positive outweigh the negative due to department colleagues collaborate with one another {#19}

Positives outweigh the negatives but we're just beginning down the road. It's possible for the trend mindset to bog us down to the point where more negatives will crop up. {#20}

Need more communications {#21}

Positives will dominate for the recent hires - opposite for long-term emp's who remember Mayor Drinkwater, Roy Pedersen, et al {#22}

There is more positive, if you do not like what you are doing here , leave! It is all in what you want it to be. {#23}

There is more positives to the negatives. Benefits are pretty good. {#24}

Positives out weigh the negatives) or you would go on {#25}

Assessing the Positives vs. the Negatives (Session 2)

1. Overall, as you think about what it's like to be working at the City today, do the positives outweigh the negatives or the negatives outweigh the positives? Why? (please submit your overall response as a paragraph style position statement)

It's a split, with a strong move to the negative {#2}

They do in my eyes but not in a great deal of the people I work with. {#3}

Positives outweigh the negatives, overall the City is a good place to work if you can remove yourself from some of the politics. Most decisions are very political which cause delay, add costs, and affect morale. {#4}

The negatives outweigh the positives. {#5}

Positives outweigh the negatives because: I love what I do, I want to be here, I receive support from my supervisor, Benefits are good, Leave time fair {#6}

Positives outweigh negatives, great work environment and friendly people make coming to work everyday fun. New experiences to be learned. {#7}

Although every organization has its good aspects and bad aspects, the positives do outweigh the negatives for Scottsdale. If they did not, I would not be as happy as I am working for the City, and I would go elsewhere to work. {#8}

I think the positives outweigh the negatives, or we would not be working here. I work with a lot of good individuals, they make the work pleasant. There is always new work issues to deal with. {#9}

Positives outweigh negatives.....good pay/benefits, quality co-workers, quality equipment, job stability {#10}

More negative today, leadership is out for themselves, lack of respect from leadership toward the employee, intimidation, retaliation is rampant, never experienced the fear years ago that is now prevalent in the workplace. {#11}

I think the positives out weight the negatives because, if you plan accordingly for our budget that is, then your family is taken care of, you have good job support, your family is stable there is no reason to look elsewhere! {#12}

If you are not positive you will not be happy with your job {#13}

Positives outweigh the negatives. City has provided good job security, benefits, salary adjustments, colas, and equipment. {#14}

I feel grateful to have the job I have {#15}

Job security is definitely a plus. I also have a negative opinion because I have seen qualified people overlooked for positions within my dept. {#16}

I am completely committed to my job and role in my department. The rewards I receive are intangible and keep me satisfied with working for the City. The overall business workings of the City do not affect me. {#17}

Positives outweigh the negatives - The City provides great benefits and a retirement plan. I feel that I have job security here and that is REALLY important to me. I need to make sure that my family is taken care of. I enjoy coming to work because I work with a really good group of people. {#18}

I feel most of upper management mean well for the city {#19}

Longevity. I do like the people I work with. I have opportunities to work in different areas here where I might not in other city {#20}

Assessing the Positives vs. the Negatives (Session 3)

1. Overall, as you think about what it's like to be working at the City today, do the positives outweigh the negatives or the negatives outweigh the positives? Why? (please submit your overall response as a paragraph style position statement)

Positives outweigh the negatives or I would not be here {#2}

Negative outweigh the positive (moral) {#3}

Positives outweigh negs just barely {#4}

We need to learn if there are common themes for the high turnover {#5}

I know of over 30 people looking for new jobs in my department. {#6}

We are at a turning point - manage the change and growth or negatives will outweigh the positives {#7}

This is a positive place to work, but if some of the negatives were taken care of this place would be even a better place to work at {#8}

Negative seems to be more of an issue versus positive {#9}

The positive are better than the negatives but I would leave if something better came along {#10}

Why are new buildings or facilities not being planned or talked about -communication {#11}

The people and the job make it bearable to put up with frustrating policies and other negatives {#12}

Positives outweigh the negatives... Colleagues, work environment is better day to day vs. Overall negatives {#13}

Long term employees are complaining about changes {#14}

Compared to other cities in the Valley Scottsdale is more supportive than most {#15}

Coming from the private sector, the positives outweigh the negatives. Private companies don't have to give market pay increases. Nor are they generally sympathetic to emergencies requiring job flexibility. {#16}

Change is a constant and that might be something to evaluate {#17}

Need to bring back the good old days like say, 8 years ago {#18}

Negatives are increasing but positives still outweigh them {#19}

Positives outweigh the negatives in that there are few layoffs, benefits are consistent or better than private industry as a whole and the work is not really that difficult. {#20}

We should be continuing to look for new employees to help out the current employees with work load {#21}

Positives far outweigh the negatives. I've worked in the private sector where people were not valued. I feel very valued in my performance and job at the City. {#22}

Pay is competitive with other cities, is a big positive {#23}

As the city grows so should the employee work force {#24}

What were the "good old days" (prior comment)? {#25}

The positives definitely outweigh the negatives. I love my job because of the people I work with & the people I deal with on a daily basis. I don't currently receive benefits, but my job itself is the benefit. {#26}

Work on providing excellent benefits and salary {#27}

My experience with the City has been positive, overall. I really like the people I work with and generally it is a positive environment. That being said, 45 minutes to work and 1 hour to go home is too long. Also, the pay I receive cannot support me. {#28}

(no comment) {#29}

There is more positive than negative. Overall the city of Scottsdale is a good place to work. Salary and benefits are decent but will always be of interest to improve. {#30}

I think that they are about even at this point but are on a slippery slope downward and the negatives will out way the positives shortly because I do not see any definite change coming. It is going in circles. {#31}

Assessing the Positives vs. the Negatives (Session 4)

1. Overall, as you think about what it's like to be working at the City today, do the positives outweigh the negatives or the negatives outweigh the positives? Why? (please submit your overall response as a paragraph style position statement)

Positives do outweigh the negatives. Having worked in other sectors, both public and private, we are doing pretty good. When you can't compare to others, you are very critical and expect and desire more. {#2}

Negatives outweigh because with poor employee working conditions and morale, you receive poor work and people would prefer to leave instead of fight to make it better. {#3}

I believe that the negatives outweigh the positives. I do not feel that we, as employees, are regarded as being the city's most valuable asset. {#4}

The positives outweigh the negatives in my opinion because generally the compensation package and the opportunities for growth and promotion. {#5}

Overall I do think that the positives outweigh the negatives. Any organization you work for will have these or similar problems but not every organization will have as many positives. If the positives didn't outweigh the negatives then most of us wouldn't be here. {#6}

The positives outweigh the negatives in the fact that I am still an employee but, it is sad to see certain departments losing good staff because of poor morale or lack of communication between workers and management. Overall, the city is a great employer because of the positives. {#7}

Overall I'm on the fence as at times the cons out weigh the pros and vice versa {#8}

Yes. The working conditions and work hours along with relatively low benefit costs compared to the private sector are great. {#9}

The positives definitely outweigh negatives. Flexible work schedule, good department moral and working close to home outweigh any financial negatives. {#10}

Overall, the positives outweigh the negatives. The pay scale is comparable to other Valley cities, the benefits are as good or better than other cities. The flexibility in work hours, scheduling vacation and other time off is good for my family and me. If I didn't believe the positives outweighed the negatives I would find another position someplace else. {#11}

At this time, positives outweigh the negatives. However, as time goes on and employees find more and more negative attributes, the City as a whole will begin to decline. Without the employees, the City could not provide a comfortable way of life for their residents and visitors. The City needs to focus on making employees happy. {#12}

More positives than negatives, but standards should be keep high. {#13}

Having worked for the city for quite a few years, I have seen many management styles. Basically the trend now is an employee is an employee. There was a time when you cultivated your employees, but it was when the city was smaller and would spend the time. Overall the positives outweigh the negatives for sure. But dealing with the masses has changed the way employees are treated in a negative way. {#14}

Negative people should be respected and given the chance to be heard and grow in their jobs and provide a positive for the community {#15}

Since the day I was hired, I have been very grateful to work here. The city has provided me with things to do my job, shown respect for the work I do, and in general it's been a great ride. As

time goes on with some of these problematic issues come up, it gets more difficult to see the positives. {#16}

The positives outweigh the negative because the long term 1st line workers have the pride in work to keep the show going. The negative could overtake the positive if management continues on present course {#17}

I think the negatives outweigh the positives at this point but I feel it is redeemable. Upper management used to spend some time doing our job. The new heads of library do not. How can they recognize and address problems if they have no idea of how things work. {#18}

The negatives while stressing do not outweigh the positives {#19}

Assessing the Positives vs. the Negatives (Session 5)

1. Overall, as you think about what it's like to be working at the City today, do the positives outweigh the negatives or the negatives outweigh the positives? Why? (please submit your overall response as a paragraph style position statement)

The City is overall a great place to work {#2}

Neutral; you must look past a lot of the negatives or it will drive you crazy. {#3}

For long term employment yes {#4}

Positives outweigh the negatives because the money, software and people come very very slowly {#5}

The positives out way the negatives due to the fact that we do have job security and good benefits compared to the private sector. The negatives will eventually get ironed out if one has patience and determination to see things through. {#6}

It's not that bad, but it could be a lot better. {#7}

The benefits, training, promotional opportunities, and cross training are just a few of the positive reasons the City is a good place to work {#8}

The negatives I think outweigh the positives but this is greatly improving with more input from the employees and in time this will turn around and the positives will be on top {#9}

I would say the positives outweigh the bad. The workplace, technology, benefits have more positive attributes than negative. {#10}

The negatives outweigh the positives. City doesn't care about the employee, only about how they think citizens or other special interest groups look at the city {#11}

Currently the positives and negatives are balanced. I have never been in a work environment where there are lack of communication from management, many managers micromanage, managers seem to "give" and not stand up for employees. The most positive part of my job is my fellow coworkers because they have an understanding of the needs and treatment at this position. {#12}

Currently the positives do outweigh the negatives right now because I am still in a learning/growth mode and being challenged in my career. At some point if no future growth is available, the negative may outweigh the positive. {#13}

Positives outweigh the negatives. There are challenges, but working in an environment that seeks to overcome challenges is rewarding. Encouraging to work an environment that seeks to identify challenges and then solicit input on how to overcome them and then creates plans and implements those plans can serve to outweigh the negatives; maintain the bigger picture. {#14}

Overall the City is an excellent organization however there are still many opportunities for improvement. Due to changes in demographics in our community the City needs to reassess their service levels to ensure that we meeting the needs of all of the community not just responding to what is politically acceptable or the loud voice which does not represent the whole. {#15}

When you look at economic stability compared to private sector we don't have to always wonder if our organization is going under or in financial bad times {#16}

Generally, I find it harder and harder to come to work. Problems don't seem to be resolved; they just move to the next day. There is so much input across the organization that even small issues

become large. On the other hand, in terms of personal things I (and my family) receive in terms of benefits, salary, etc., this is by far the best employer I've ever had. {#17}

I think that the positives outweigh the negatives because of the following: I can advance if I want to; I do make a good salary; I have the opportunity to train on something new; and I have a voice in my office. {#18}

The positives outweigh the negatives. We pay less for benefits than a lot of other employers, training is available to us, we have education benefits (something is better than nothing). {#19}

For me, the positives outweigh the negatives. I'm paid fair compensation and have job security of a government job and the negatives are somewhat trivial and life is too short to get worked up about trivial items. {#20}

The positives definitely outweigh the negatives. I have the freedom to make as much of my position as I want, taking on additional responsibilities if desired. There hasn't been any shortage of opportunities to "fix" whatever deficiencies or dissatisfactions I may have experienced. {#21}

I have a sense of pride in working for the city. I have a great group of co-workers that I consider extended family. My department is flexible with the needs of my family and help me balance home and work life. The office is also close to my home so I have a relatively short commute. I believe I get paid well for what I do. {#22}

It truly depends on the day. Our department has seen a lot of turmoil lately and each day brings something new, equal highs and lows. I look forward to being able to retire at a relatively young age, however am not certain I'll make it to that age. Our work environment is such that everyone bends over backwards to help others, but ends up neglecting their own needs. {#23}

A lot has happened in the City over the past couple years and employees have maintained a commitment to each other and the organization because it works and we care {#24}

Many of the challenges facing the community as a whole require some big changes in the way that the City does business. The organization is not moving fast enough to recognize and make those changes. I liken it to riding a really nice party boat down a river. Everyone is relatively happy with the status quo, but no one sees the cataract ahead. We are an island in a desert and need to think much more sustainable. {#25}

Positives do outweigh the negatives in the larger picture but we need to be more open and really delve into the specifics. {#26}

With loss of experienced personnel and lack of replacing them by qualified people, the future looks very negative. {#27}

Assessing the Positives vs. the Negatives (Session 6)

1. Overall, as you think about what it's like to be working at the City today, do the positives outweigh the negatives or the negatives outweigh the positives? Why? (please submit your overall response as a paragraph style position statement)

More positives than negatives {#2}

The positive outweighs the negatives. {#3}

The positives outweigh the negative, as the negatives get in the way of how we do business on a daily basis {#4}

Positives outweigh the negatives because of a caring and supportive manager. {#5}

The positive outweighs the negative because the city still offers good salary and benefits and a positive work environment. {#6}

Can't control council, Micromanagement seems to come more from the very top {#7}

Negatives out weigh the positives. Personnel do not feel valued. Under paid, overworked, cost of benefits hurting the workers, not the managers, directors, or city council. Poor technology in some divisions. {#8}

Obviously, the positive outweigh the negatives or I hopefully wouldn't be here right now. The salary is good enough to keep me here. The benefits have disappointed me as they continue to get worse and worse, I can hardly find a doctors office that accepts my insurance anymore. {#9}

Positives outweigh the negatives. If they didn't I would not choose to work here. This is an extraordinary community - well respected, well run. While there are speed bumps in the road - they typically don't get reelected over time or fired. The core principles of the community and the culture of the city is what puts Scottsdale in a different category. {#10}

Positives outweigh negatives. Scottsdale is a better place to work for me than several of my other employers even though it does have its problems. Management and council need to strive for continuous improvement so we do not loose our best employees. {#11}

Positives outweigh the negatives. Overall, we have a very good working environment, good salaries and benefits. {#12}

I still enjoy working at the city and I wouldn't want to go anywhere else at this point. I feel that the reductions in benefits has caused our department to lose some very good co-workers which overall has hurt our department. {#13}

Pride in the community, pride in the work we do. {#14}

I'm still here so the positives still win. The salary is hard to beat for me and I do feel like am doing good things, but the challenges are getting stronger in terms of letting me do my job. Micromanaging, lack of support, too many levels of approval to get through to get anything done. {#15}

Positives outweigh the negatives - my job at the city is constantly challenging. It gives me an opportunity to grow. The salary and benefits are competitive. The negatives are more nuisance I have to deal with. {#16}

Positives outweigh the negatives. Great working environment with salaries, benefits better -- or on par -- with other organizations in the state

Lots of opportunities to try hand at variety of duties with great support from management {#17}

Tuition reimbursement is a big positive for me. {#18}

The positives do outweigh the negatives, because the negatives hold you back {#19}

Positives outweigh the negatives. Whenever I talked to new employees, from the private sector, they remind me why Scottsdale is a great place to work. The people here are great to work with. The work is challenging most of the time. {#20}

I feel positive elements outweigh the negatives in that the people I work with everyday are wonderful and make my environment very positive. However, the negative aspects of the council leadership discounting staff expertise and knowledge, disregarding their staff in favor of small minority casts a large shadow on work activities. Also, lack of trust and assumption that employees can't be ethical on their own, or have to be babysat is frustrating. {#21}

The negatives outweigh the positives right now because of the lack of space, training, and communication. {#22}

I think overall the positives used to outweigh the negatives- but so many issues have made city employees realize that there are so many pressing issues that are just not being addressed. Respect has really fallen by the wayside. And I used to feel valued and appreciated, but not any more. Safety and security is largely ignored. {#23}

In a city of many diverse people coming to a rapidly changing city there are more positives that are happening in the city of Scottsdale than the negatives. Overall there is a positive atmosphere in the city and it appears that more people are taking points that are significant to themselves and not necessarily representative of the entire work force. The city constantly observes salaries and quickly responds to most concerns in a timely manner with the resources that they have. {#24}

Not every project makes it into the world - those that do are usually, not always, exceptional {#25}

Currently...negatives outweigh the positives. If the culture of the city leadership do not focus on taking care of their employees people will continue to leave in droves. City management/"leadership" should focus on internal customer service which will directly result in positive external customer service by the employees who actually interact with the community. More value needs to be placed in employees. This should feel like a family. {#26}

Restrictions are minimal if you have good management all depends on immediate supervisor {#27}

There is so much opportunity for growth and promotion- that is a good thing {#28}

Another negative is the challenge of working around special interests {#29}

Focus on what is really important to make the employees happy {#30}

Assessing the Positives vs. the Negatives (Session 7)

1. Overall, as you think about what it's like to be working at the City today, do the positives outweigh the negatives or the negatives outweigh the positives? Why? (please submit your overall response as a paragraph style position statement)

Positives outweigh negatives---City, as a whole, is doing well compared to other cities. Budgeting, staffing, equipment, etc. Of course, like any major city, there is room for improvement but the positive is much greater than the negative. {#2}

Positives outweigh negatives. Solid wages & benefits, flexible working hours, involved middle management, opportunities to work with senior dept & City staff, can make opportunities if interested. {#3}

As of right now the negatives outweigh the positives. I am actively looking to find my same job with another city due to pay {#4}

The city is still a good place to work, but not as good as it was years ago. Management needs to show appreciation for lower level staff - not by giving away t-shirts or having a luncheon. Pay and benefits are decreasing. {#5}

The positives outweigh the negatives. Most of the people that I worked with and met within the city are professional good at what they do, it made my job much easier. {#6}

The positive still outweighs the negative; while things are not perfect (they are not perfect ANYWHERE!), I still have a great job with benefits, job security and a great group of immediate coworkers. I am happy to say that I have fun when I come to work, although some of my job duties are not pleasant or glamorous - I have a blast {#7}

Positives outweigh the negatives - for now. Not sure how will be in the future. {#8}

I must say the positives do not outweigh the negatives. For me, working in the city is a lot like attending high school. There are authority figures who, if challenged, choose to punish rather than understand though they may have been in the same position years before. I do not intend to stay with the city much longer. {#9}

Positives outweigh the negatives/ Why? I have insulated myself by documenting everything I do-work 8 hours (or as close to that as I can) and go home. Unfortunately the more you produce the more work is handed to you. Same position can slack off no problem. You say something and get a letter of council for not being a 'team' player. For the first time in my career I have finally succumbed to the idiom "no good deed goes unpunished"! I wish my management would get on the ball and hold everyone to the same level as I hold myself. {#10}

Positives outweigh negatives. So many people have left and then found that the grass wasn't so green and then tried to come back. There are so many opportunities here that you can completely change carriers and still keep your retirement benefits. The pay is strong. If you are topped out you are over the scale elsewhere {#11}

The positives outweigh the negatives at the current time. I have several great co-workers that I work with on a daily basis and additional great individuals that I come into contact with on a regular basis. The work is challenging but not overwhelming on most days. The commute to and from work is not excessive. The management is poor but I can work around it. {#12}

Positives by far outweigh negatives. Met my wife, bought my home here. All because of employment in this organization. Work stays at work after the day is done. I will never move, but am exploring employment opportunities elsewhere. {#13}

The benefits and retirement plans, and the feeling of job security are reasons to stay. The poor morale and treatment of employees is a reason to leave. I will stay for now but actively look to move to another city with the same retirement. {#14}

It is true statement about the second question. {#15}

The negatives outweigh the positives. Morale is important because if the environment is negative the talent will leave the organization. Parity in pay with other municipalities is very low in some areas and higher in others. Working outside of job classification is another issue faced. Responsibilities are added, but the job description remains the same. Inability to have accountability from other departments makes doing one's job difficult. {#16}

Positives outweigh the negatives but the margin is narrowing. Scottsdale is still "the city" to work for in the Valley. I personally am proud to work for the City, BUT there is always room for improvement. Several cities are nipping at our heels. Council members can't be caught sleeping at the switch which has happened. Hello, Cardinals' arena. You should have built in Scottsdale . . . {#17}

No doubt. The positives outweigh the negatives. The supervisors in my department are very responsive and attentive to needs of their subordinates. While I cannot claim to know the work atmosphere in other departments, I often find that some people are apt to constantly complain about "management" whether deserved or not. {#18}

There are many great aspects of working for this city and even though right now due to pay and the way my department is run the negatives outweigh the positives, I believe sometime in the future things will turn around and the positives will far outweigh the negatives. {#19}

Assessing the Positives vs. the Negatives (Session 8)

1. Overall, as you think about what it's like to be working at the City today, do the positives outweigh the negatives or the negatives outweigh the positives? Why? (please submit your overall response as a paragraph style position statement)

Positives outweigh negs {#2}

Positives outweigh the negatives due to overall support and pride that I feel in working for the city {#3}

Great City to work for {#4}

Positive, b/c there is a lot of support w/in the team. {#5}

The negatives out weight the positives. I think instead of enjoying to come to work it has become just a job for many {#6}

Positives outweigh the negatives... Specifically the benefits packages and colleagues' {#7}

Pay & benefits are good in comparison to other agencies {#8}

Negatives outweigh the positives because problems are unsolvable because some of the time the management is the problem {#9}

Negatives barely outweigh the positives; Inability of middle management to make decisions that benefit the good of all {#10}

The positives outweigh the negatives, but I can see where things could move in the other direction if issues such as employee morale, compensation, and turnover are not addressed. {#11}

Negatives outweigh the positives due to the impact of the lack of communication or hypocrisy from upper management to mid/lower management therefore consistently lowering moral {#12}

The negatives outweigh the positives because the problem is upper management. If he/she states wants team members to advance in the company and all the promotions go to someone from the outside, that's a problem. {#13}

Positives outweigh the negatives. Having a fun working environment with management that supports you is more important in some cases than monetary gain {#14}

Compared to other cities, we are far better off than many especially during this economic downturn. {#15}

Positives outweigh the negatives by far. This is a great work environment, motivational, ever changing, with core values that are stressed, promoted and encouraged. Most employees appear to love their work and that radiates out for many. Stable work environment is a big benefit also. {#16}

Positives, the benefits that companies do not provide any more for their employees {#17}

Good leadership from City Manager and some Assist City Managers {#18}

I am by nature a positive person and do not like to focus on the negative. I think its 50-50 {#19}

Positives outweigh negatives. I have co-workers who are for the most part wonderful, pleasant surroundings, a very good relationship with my immediate supervisor and interesting work. However I need more hours more money and more respect and support from upper management. {#20}

Neg outweigh pos due to the high expectations set from management and then not having necessities to follow through {#21}

Positives out weight negatives: - I have lived in Scottsdale for over 25 yrs and love working close to my home. I work with exceptional professional people who are open to dialogue, support one another and dedicated to their job. Plus outside of my window I see camelback mountain! {#22}

The positives definitely outweigh the negatives. Over all the City as compared to our neighboring cities is far ahead in process and implementation. The negatives are things common to any other municipality. {#23}

Without question, the positives of working for the COS outweigh the negatives. The environment in the main is supportive, congenial, and conducive for a person to rise to the level of her/his capabilities. {#24}

Yes, they do fortunately due to security of position (hopefully) salary increases on going and health benefits {#25}

Assessing the Positives vs. the Negatives (Session 9)

1. Overall, as you think about what it's like to be working at the City today, do the positives outweigh the negatives or the negatives outweigh the positives? Why? (please submit your overall response as a paragraph style position statement)

The positive outweighs the negatives because the city of Scottsdale still remains as one of the top places to live and if you look at the streets, crime rates, population and growth, it is evident that we are doing something right. Many people who work and or live within the city they will tell you it is a proud community to be a part of. {#2}

I believe that the positives outweigh the negatives. We have, and will continue to work as a family/team. We take pride in our work and no matter what direction we go in, we will maintain a positive attitude. {#3}

The positives outweigh the negatives far and away. Job security, a secure retirement program and opportunity within the city are just a few reasons why. {#4}

I feel the city is working in a positive direction to limit the negative image that may be seen in the future. It seems the city is working to protect it's positive image and attract quality people for the future. {#5}

The positives seem to be overcoming the negatives since the overall attitude leans to the positive side. Citizen groups will always have their vested concerns and the newspapers will always present their viewpoint. But all in all, satisfaction levels within the private sector along with those in the employee ranks reflect the positive. {#6}

Positives are equal to the negatives. Every city has issues. How a city handles these issues is what makes the employees happy or angry. Scottsdale needs to focus on making the city more attractive by offering the best pay and benefits in the valley. {#7}

The positives outweigh the negatives, but this continues to dwindle. Last 7 years I have seen a continuing decline in benefits of working here as compared to surrounding cities. Compared to the private sector however, City employment far out-ranks the private sector. {#8}

The positives outweigh the negatives because the majority of employees are dedicated to doing their best to provide what is needed to help out. {#9}

At this time the positives outweigh the negatives as far as the working environment is concerned. Outside the work environment in the top leadership there is no cohesiveness. It seems they are all working against each other instead of working together to build a better Scottsdale. {#10}

Positives outweigh the negatives as you will note other communities are doing far worse fiscally than Scottsdale. Yes there are things that we could and should work on, however, there are many good things going on at all levels and in both field and office environments. I believe that all employees and elected officials have the right ideas although may be working from a different mission statement. {#11}

The positives seem to better then the negatives, but at times the negatives are just as equal {#12}

I feel that the two are equal in the sense that they balance each other out. There are a lot of positives, the work environment, people we work with, the benefits and the negatives do take away from the overall positives that they make it hard to do the job that we are assigned to do. {#13}

Working for Scottsdale is a good future {#14}

At this point in time, the positives for working for the City of Scottsdale outweigh the negatives, if only because I like the hours and the insurance benefits I enjoy here are much better than in the private sector. {#15}

I believe on an overall the negatives outweigh the positives with the city. The city has done a poor job with getting feedback from the employees and when they get the feedback they fail to respond. The city needs to focus on the big picture of employee satisfaction instead of going after the little things. The city does have many positives but need to focus on the employees. {#16}

Overall the City is a good place to work and the positives outweigh the negatives. The City has figured out ways to keep itself in a better position than some neighboring cities. While other cities are facing cutbacks and shortfalls, Scottsdale remains vigilant and a prime location to be. {#17}

Positive outweigh the negative {#18}

In my department the positives definitely outweigh the negatives. I feel I do have support of my management. They are working with me to give me the tools and skills to better myself and prepare me for my next promotion. Management in my department also allows us to speak up without being punished. From other people I know in the city that work in other departments this is definitely not the standard. {#19}

The lower level workers are dedicated to serve our citizens and follow the established rules and management waivers back and forth without consistency {#20}

The positives do outweigh the negatives but the it is closing . The thought that HR has nothing to do with the worker is increasing . As is the feeling that the value of our work and investment in the city is lessening . {#21}

Since starting with city morale has dropped in areas. HR has basically been virtually blown up from bad leadership and lack of upper management caring. Benefits keep being taken away or cost to employee increasing. {#22}

Positives way outweigh the negatives. People in this room at least have a job! We have benefits. Most of us work in environments that are clean. We have respect. Procedures are in place for advancement. With determination and patience if choose to stay there is a retirement plan. The work is interesting and provides a service to the good of others. Pay is guaranteed. {#23}

The positives continue to outweigh the negatives because of the employees' attitudes towards their jobs and this City. Despite challenges of tight budgets and other limited resources, employees will continue to dedicate themselves to the best within themselves. Also, in comparison to other cities in the Valley, the City of Scottsdale is viewed as one of the best places to work in local government. {#24}

Scottsdale is a good place to work but has some growing issues. To develop a cohesive work place there needs to be more direction and leadership- 'we need to go this way'. Salaries are not competitive with other cities and workloads are greater. Possible directions are sustainability, and environment. Be careful to not over plan! {#25}

I have seen many changes over the years. I like working for the City and they have overall treated me good but on the other hand they have been quick to look at the negative side as well. The City has called employee's liars and have looked at our employees as thieves as well. I feel you need to look for the good in people first and if you feel there is a problem watch and wait before making any statements that could hurt morale un-neededly. {#26}

I believe that the negatives truly outweigh the positives. Where the City of Scottsdale is a wonderful place to work there are a large number of issues that cause employees to leave or just turn the employee's into poor employee's that just do not care. The compensation and shrinking of benefits are at the top of the list. For me, the biggest impact is the lack of trust of the management. Management seems to be more concerned with covering themselves and trying to keep employee's in their place verses caring about the future of the employee. Finally both the

city council and management need for focus on the employee to make this a better place to work.
{#27}

Assessing the Positives vs. the Negatives (Session 10)

1. Overall, as you think about what it's like to be working at the City today, do the positives outweigh the negatives or the negatives outweigh the positives? Why? (please submit your overall response as a paragraph style position statement)

More positives. Good people, opportunities to learn and advance, schedule flexibility, good benefits. {#2}

The negatives outweigh the positives. Too much bad behavior is tolerated from upper management and how they treat the everyday workers. Too much favoritism and negativity is allowed overall in the group from the upper management group and it brings down the moral of the overall group. {#3}

The positives outweigh the negatives for me. This is a good environment with job security and the fact that we DO work in a fishbowl creates a lot more ethics than the private industry. The pay and benefits are good as well. I would say close to industry standards for my department. The lack of resources and amount of work is overwhelming but offers job security as well. {#4}

The positives outweigh the negatives for me; however, I see just the opposite from my co-workers. I enjoy the freedom and autonomy in my job, but I also hear others complain and sometimes quarrel. {#5}

The negatives outweigh the positives because the city council makes decisions that will cause Scottsdale to be reflected in a nicer light. The employees are expected to carry out the directives, but the pay is not in keeping with the demands. The salaries that entry level/ non management employees receive and usually not effective in keeping a family of 3 or more afloat. {#6}

Positives outweigh the negatives for me ... Happy with current benefits and I feel secure knowing my job is stable. I have seen positive changes since I was hired. The fact that the city is putting on this type of session is very positive. {#7}

I believe that they are about even. It takes more positives to make up for one negative. The technology is good, but if you are not allowed to train, buy, or participate it takes away the morale and efficiency of the city. Everybody wants higher salary, but can a city live up to that with any budget. {#8}

The positives still outweigh the negatives, or there would be a mass exodus of employees. Overall, employees want to feel valued and that their work is appreciated. Employees aren't given the opportunity to be part of the solution when needed. We need to be more of a team. {#9}

Definitely the positives outweigh the negatives. I am working for health care benefits, which are excellent. Because of that, I try to disregard the negatives. For example, the poor management communication, bad behavior, low salary. {#10}

I think the positives outweigh the negatives. The negatives are things that can be fixed. The positives are things that are inherent in the organization (except for benefits, which I suppose can change, and do change, regularly). {#11}

I feel I have had a positive experience because the people who I immediately report to are open to my comments and suggestions. {#12}

The positives definitely outweigh the negatives, if they didn't I would move on to another job. I try to change the things that I can control and accept those that I can't. My happiness is my own creation, not someone else's. {#13}

My experience with the city has been short so far. It was frustrating at first trying to understand how the city works and why things happen the way they do. It was not a real positive atmosphere in the work place. Some things have improved however, slowly and it is getting better. {#14}

This city needs to be aware of the negatives so that change can be made. YES men are never functional. All they do is end up feeding the beast. And in the meantime, everyone else becomes an appetizer {#15}

I am a 10+ year employee. Over the course of the last 5 years the negatives have been increasing and, in my opinion, have overcome the positives--too much criticism, negativity, blame, etc. This has spurred a job search for me. I am hopeful, given the VERY recent change in top management that the trend will reverse. For my early career this was the very best place to work -- smart workers, keen work, etc. {#16}

The positives used to far outweigh the neg. But now it is getting very close to the negatives being higher than the positives. I think it is the emphasis on HR policies. Too much emphasis on getting caught.....looking over your shoulder. People are leaving in droves and taking their experience with them. Management doesn't seem to care {#17}

It's almost a wash, but the stability of the City - it's not going to close its doors - and the benefits I believe are what keep a lot of people as employees. The "that's the way we've always done it" and the "old boy" mentality are still strong however, there is almost a class/caste system within the employee ranks: you're either "in" and asked your opinions, or you're "out" and are almost never given a chance to add your input. {#18}

The negatives slightly outweigh the positives. The complete breakdown between departments and the overall lack of consistent direction makes doing one's job very difficult at times. Also, it appears as though political or individual agendas get in the way and as a result, important issues get overlooked, or the wrong decision is made. {#19}

Negatives are what allow for change for the better {#20}

I believe the negatives somewhat outweigh the positives in that internally the organization has become less open, less honest, less caring about employees from upper management down. There used to be more of an attitude department wide that we are all one big team/family and now it is very divisive within the department and even internally within the organization. I also think that the special interest groups in the community are given greater weight than the majority of citizens which in the long run will be detrimental to the community. Upper management is worse than it used to be {#21}

I think the positive outweighs the negative because we are blessed to have jobs in the first place. We are making enough to keep up with the cost of living and the city itself is beautiful and safe. We can walk to work in the morning or walk in parks at night without being terrified. After living in central Phoenix for 3 years, Scottsdale is much better to live and work! {#22}

Positives win!! Pay check comes every 2 weeks, small stuff doesn't affect me. I don't take myself too seriously. The pay check comes every 2 weeks!! {#23}

The positives do outweigh the negatives. I love serving our customers on the frontlines. I feel I do make a difference, and play an important part in my community. That being said, I also experience an underlying feeling of not being valued for my input and experience. My supervisor is very open-minded yet suggestions/discussions with any management seem very unwelcome. {#24}

Overall, the positives do outweigh the negatives. The long term stability offered by employment with a governmental entity is assuring. We have a good reputation and generally people that you work with are good people. The pay and benefits are above average and this is a great place to work. {#25}

The negatives outweigh the positives. I think that the core of the city does not recognize the diversity of each individual. They lack in providing a sense that each individual has a different set of circumstances that may drive the skill level as well as the acknowledgement or allowance for

flexibility in schedules. It is a positive to have a job with a relatively stable city, although economic issues will strike here as well, they may just be delayed. {#26}

The negatives outweigh the positives, micromanagement by managers not letting you do your job and not letting you make any decisions. {#27}

100 positive comments will fool everyone {#28}

Overall the COS is a great place to live and work. I grew up in this town and love it to this day. As an employee I believe the benefits are great, and there is some potential for growth. However, I think pay scales need to grow and the city council does not always recognize the work the employees put forth. {#29}

At this current time, with management change and the way it was handled I would say, the negatives outweigh the positives and for that very reason. The city has a large number of employees that have reached the top of their pay scales with no room for advancement, the city is not keeping up. The city is continually losing good employees to other employers and I think this is one key reason {#30}

I live and work in Scottsdale and would never leave. I am happy living here and also happy with my job. The pay could be better and more opportunities for advancement. Good team players in our dept. Insurance benefits are rising higher than our pay increases to cover these costs. The cost of living is higher in Scottsdale than the surrounding cities, but the benefits outweigh the costs. {#31}

The positives far outweigh the negatives. Feeling like I make a positive difference in my community, my wonderful co-workers, the benefits, and my sense of job security are the factors that make me love my job. That is not to say that there are not drawbacks. There is WAY TOO MUCH RED TAPE in the City. Administration needs to work with staff, not set themselves in opposition to us. BUT, I am definitely so thankful for my job. I truly enjoy working for the City. {#32}

Negatives outweigh the positive, the city values are no longer valued.

What happened to listen, communicate, listen?

The managers we have today are a closed group... {#33}

Assessing the Positives vs. the Negatives (Session 11)

1. Overall, as you think about what it's like to be working at the City today, do the positives outweigh the negatives or the negatives outweigh the positives? Why? (please submit your overall response as a paragraph style position statement)

There seems to be a balance, the good helps to balance the bad {#2}

Full time job {#3}

Communicating with co-workers as well as supervisors its favorable at times and yet ideas are not taken to the next level or taken seriously. {#4}

The positives outweigh the negatives that is why I have been here so long. Positive working environment with my supervisor and co workers. If the supervisor retires and the working styles change that may not be the case {#5}

Yes, I could be working for a company in the private sector and have no retirement. Wages are very good compared to other valley departments. If I was working for some other cities within the valley I might be looking at lay offs. {#6}

Positives outweigh the negatives

Good coworkers, benefits, opportunity to promote, moral, {#7}

Positives out weigh the negatives - if you ever worked in the private sector it is all about the employer and nothing about the employee. Scottsdale at least gives you a secure home to retire from and feeling of family that truly cares. No false claims of carrying. {#8}

The positives outweigh the negatives because all organizations have issues. We are an organization with a few issues that should be addressed but not as many as most other organizations. The employees who have left have validated that we have it good here. That is why we attract the most qualified employees! {#9}

The positives outweigh the negatives. The negatives that exist are still at a point that they can be easily fixed. {#10}

I feel the positives outweigh the negatives because overall between, good moral, good work environment, good benefits, okay retirement & job security it's a good city to work for. {#11}

Positives outweigh negatives because of factors like benefits, job environment being good, co workers, and general optimism of the work environment in city as a whole. How city sees itself is positive. {#12}

We have lost 11 employees in one year do to poor management. We need a management team that places a value on its employees and not treat them like a # with no value, {#13}

About equal {#14}

The positives outweigh the negatives in the long run. All organizations have issues that seem to bog it down. The city, even with these issues, still moves forward. Although slow at times. The employees are the reason for that movement. Even when held back by leadership problems, they find a way to win the battle. {#15}

Overall I think that the positives still outweigh the negatives, but we seem to be close to a tipping point and it could go the other way very easily. Transitioning from the "family" city to a more business oriented culture was difficult but it brought us good results. We are doing pretty well economically where other cities are not. Now, with Jan Dolan being fired we run the risk of losing the ground we gained, going back to the old way of doing things. With the downturn in the

economy it is no time to be changing how things are going. We are in a very sensitive place right now and we need to keep doing things right. {#16}

The positives outweigh the negatives working for Scottsdale. The benefit and compensation package makes working in a secretive environment acceptable. The lack of communication and technology is acceptable due to benefits. {#17}

Generally the positives outweigh the negs. Management styles come and go, but the core workers work well together and have a lot of skill and experience. This is a great place to live and work overall. We have a great city and we want to make it better {#18}

Some privacy companies have better benefits {#19}

In my area the negatives outweigh the positives. The lack of respect and communication between the upper management and staff makes for a very negative feeling. One knows they really don't want to know what you feel and value your expertise as very low. The job is secure and good benefits which is nice but there's a lack of feeling one can make a difference {#20}

Assessing the Positives vs. the Negatives (Session 12)

1. Overall, as you think about what it's like to be working at the City today, do the positives outweigh the negatives or the negatives outweigh the positives? Why? (please submit your overall response as a paragraph style position statement)

I believe that the positives outweigh the negatives. The place of employment that I previously came from was a State organization that did not compensate their employees very well. I worked more.... Harder... And longer hours for about half of the pay. When we contacted our employer about seeking other avenues of compensation they would not listen to it and refused any feedback. Overall I am very happy with the way Scottsdale treats their employees. Healthcare, pay, work environment, and co-workers is a drastic improvement. {#2}

The positives clearly outweigh the negatives. I have turned down opportunities to leave to do the same work somewhere else, because I feel a part I am a part of this community and a part of this organization. While I disagree with policies and individuals on occasion, I always feel free to make my voice heard, and I do feel I am allowed to actively participate in making things better. {#3}

I feel the positives outweigh the negatives. This city appears to have been fiscally responsible in the past that is allowing our city to continue while other cities are falling into hard times. There appears to be a genuine concern from city management for the well being of the city's constituency as well as it's employees. {#4}

The positives outweigh the negatives but more often then not responses and actions take a LONG time to be made. Decisions are often over analyzed. Key positions are not filled timely and it effects the morale. Input is asked for and then not listened to or written off as not important if it does not agree with the management. {#5}

Overall, the positives outweigh the negatives by far. I have seen the city progress immensely. I am impressed with the ability to stay fiscally responsible along with our employees having the ability to do the right thing for the right reasons. There have been a couple of occasions where a specific boss has crossed the lines and when that occurred, they have been focused on. Accountability is huge with morale and fortunately we have managed to keep everyone accountable. We are doing fantastic! {#6}

I definitely feel the positives outweigh the negatives. Since day one when I started working here I always felt like everyone was happy to be here and it seemed like a good team environment. I can remember my first day in the HR orientation class and saying to myself this place seems like a great place to work. It has exceeded my expectations and I couldn't imagine working for any other city in the valley. {#7}

The positives are many, but it sometimes feels that the control of our management outweighs the positives. It's been a very uncontrolled area and when problems come up there's really no one to turn to...I've seen many good people leave our wonderful city offices as a result. I want to see the city bring back the wonderful spirit of the "Scottsdale City Employee" of the day of Mayor Drinkwater. {#8}

The city does a good job of trying to keep the employees happy but sometimes they do things that don't make and sense. For example: they have a thank you lunch for the employees for the hard work at Super Bowl but then they don't have enough food to feed the people that show up {#9}