

City of Tempe Employee Survey: Summary of Recommendations

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Based on the data analysis, there are both short and long-term recommendations for the City of Tempe to improve employee satisfaction. The Police and Fire Medical Rescue Departments show results, with ratings below 2.5 in 2016 and 2018, that support these employees needing the most immediate follow-up, communication, and attention to improve employee satisfaction at work. Overall, every department in the City of Tempe showed a decrease in employee satisfaction from 2016 to 2018. This constitutes a long-term improvement plan that will include sharing the data results, communicating how items will be improved, and what kind of check points will be installed throughout the year. This will help keep department leads accountable for following through with any communication and implementation plans that the City of Tempe implements as part of their improvement plan.

The notable strengths and weaknesses of the data analysis are both tied to the data availability, specifically in the raw data. From 2016 to 2018, there is an “apples to apples” comparison of raw data to justify that the Police and Fire Medical Rescue Departments should be targeted as areas of most concern. However, with so many discrepancies in the raw data from 2016 to 2018, it is difficult to say with absolute certainty that the final recommendations are correct. For example, the departments were not presented in the same format for 2016 and 2018, with multiple departments being grouped in 2018. Also, departments that had the same employee participation made it difficult to determine which department was the correct to assign to that data set.

Determining if the organizational structure included operating mechanisms that facilitate communication, cascading, and accountability would impact these strengths and

weaknesses. Even though it is important to target the Police and Fire Medical Rescue Departments per the recommendations, there is an overall City of Tempe identified pattern that shows employee satisfaction is decreasing. Taking ownership of this issue needs to start from the very top, and then a plan cascaded to city department leads. Without an accountability structure in place, improvement will be difficult to accomplish. By including employee satisfaction in weekly tacticals, daily huddles, and monthly strategy meetings, each department will ensure this item is kept top of mind with respected accountability and a progress toward goal. Departments will be able to work their plan that is specific for their needs, but also aligned with City of Tempe goals.