Q1

1. Which group are you a part of:

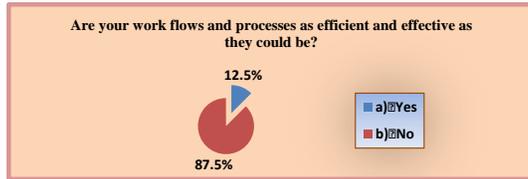|	Count	Percentage
a) Front Counter Staff	2	13%
b) Plan Review	6	40%
c) Inspections	7	47%
Total	**15**	**100%**
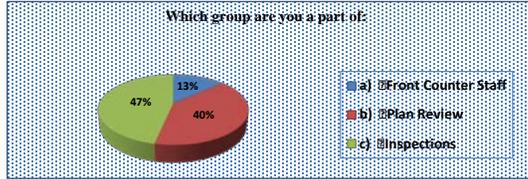
Q2

2. Are your work flows and processes as efficient and effective as they could be?

	Count	Percentage
a)Yes	2	12.5%
b)No	14	87.5%
Total	**16**	**100%**

Q3

3.What needs to change to be more efficient and effective?
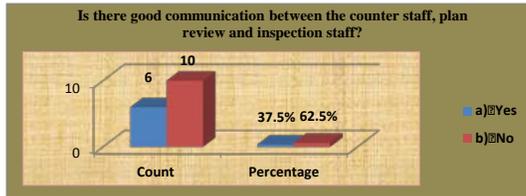
Front counter operations.	to many times we go to address's for finals and had never been there for the prior inspections.	management have created havoc by forced implementation of 'their way' versus the 'Tempe way'. Procedures which have been in place and fine tuned for years are cast aside with no input from employees who have been here for years.
better written operating procedures which everyone knows and follows and has access too.	There seems to be an entire disconnect lately. Seems as though communication, moral, trust and efficiency has gone down hill drastically lately. Starting at the top.	Better communication from management. Changes need to be made because something is not working, and not because of a personal agenda from the above individuals.
No micro-management, let employees do the work that were supposed to do	We still carry cardboard inspection cards in the field. In this day and age, we should be more advanced.	**Communication. Communication not only just between managers/supervisors but communication with actual staff. **Our front counter staff needs at least 1 more full time, permanent tech. **Revisit our processes/procedures to steamline. Especially with all the new changes, time can be saved in multiple areas.
Computer upgrades need to be planned, practical, and functional before they are begun. It is foolish to render primary tools non usable for extended time periods just because of a lack of for thought. Supervisors hired into positions need to have a technical understanding of the work they are supposed to supervise.	there is always room to improve and streamline our processes. The implementation of accela has been a huge step back words for us. We still have a long way to go in revising all of our SOP's for each work group.	See response to No. 31, below).
Since the implementation of our new permitting software, it makes no sense that we have one person dedicated to processing our incoming applications.	Front counter staff could be more efficient Upper management from the deputy position up could communicate more	A superior software package which ACCEL abomination software is not. And not that's not a misspelling that is what we're really think of it – an abomination.

Q4

4. Is there good communication between the counter staff, plan review and inspection staff?

	Count	Percentage
a)Yes	6	37.5%
b)No	10	62.5%
Total	**16**	**100%**

Q5

5.If answered No to Q4, what, in your opinion, are the obstacles to more effective communication?

We do the best we can but unfortunately all three areas are in our individual worlds and the only time we contact each other is when there's a problem. Best way to solve this issue is to meet one on one whenever there is a problem which is pretty much what we do now. Right now our best options are to address each issue as it comes up. We're still trying to learn how to use the software. Each time there's a problem we need to contact supervision, the programmer, the counter the reviewer or inspections as necessary to explain and work out the issues. Every day is a challenge. The biggest problem I see is explaining precisely what we are intending to do and what the outcome was and how that works with our procedures and the ACCEL abomination software.	There appears to be what seems to be a disconnect between all groups. There is not good communication and efficiency like there used to be. Especially with management.	Open time on the schedule for face to face communication between inspectors and plan reviewers has been cut in half for no justifiable reason, restricting discussions. Counter staff is never invited to joint staff meetings.
The counter staff is so seriously understaffed, they never have time to talk to employees or to take questions in a timely manner.	communication is very good between the plan review manager & inspection manager and their staffs; counter staff very short-handed and this impacts communication with that work group;	See response to No. 31, below).
In line staff, front counter, plan review and inspections seem to interact well together	Effective and useful supervisor staff meetings Communicate the direction of the Director Provide more help for the front counter staff	There is a lack of trust between the supervisors of these workgroups and that is a major contributor.
Maybe have a monthly staff meeting with ALL groups instead of individual staff meetings. I know 1 group in particular does not have staff meetings at all.	Other cases it is good and others it is not.	

Q6

6.Do you feel that existing interaction with customers is focused on customer service and satisfaction?

Depends on who is helping the customer.	There is a difference in customer satisfaction and giving the farm away.	From staff: yes. From Management, NO!
Yes.	Somewhat	We are focused on customer service and satisfaction but don't think we are giving customers the very best. We used to give quality customer service but with the increase in job duties, ineffective program and skeleton crew, customer service has definitely gone down.
Yes	Yes, sometimes to the point of fault...	See response to No. 31 below.
Current management does not understand that customer service and customer satisfaction are entirely different things. For example: providing healthy food is good customer service, providing tasty food is good customer satisfaction. sometimes they can be both accomplished, but other times based on the tastes of the customer they can not have both and the customer needs to be given good service not junk food. Current management prefers a no complaint environment at any cost.	yes the focus is on customer service but at the same time we must make sure that all projects meet the adopted codes and ordinances and some customers are frustrated by that process.	Yes most definitely.

In our workgroup yes, in others not so much.	that is the thought but the execution is hampered when front counter staff is over worked. plan reviewers need more direction and cooperation from the deputy position and above	From staff and managers: yes. From management: NO.

Q7

7. What can the Division do to deliver more effective customer service?

Streamline the process for receiving and notifying the customer that the plans are ready to pickup.	Restore communication, moral, trust, policy's and procedures that were once there. Starting at the top.	See response to No. 31, below).
Better trained staff. Better written direction from upper management on code interpretations. Better written direction from upper management of expectations desired operating procedures.	provide adequate staffing levels to meet needs of the front counter, and the administrative needs in inspection.	First is to find a replacement for the ACCEL abomination program. Second is to replace our current management.
Don't create different rules or processes for different developers or applicants. Should be a uniform process.	first is to increase the front counter staff to an adequate number to provide good customer service second provide clear guidance third stop initiating rules without good reason, breeds a disgruntled employee	Replace the management with people who are interested in maintaining a positive work environment.
Start with a factual understanding of what government is supposed to be providing to the public.	Hire management who are 'inclusive' and not 'exclusive'.	Revisit every job duty we have and streamline our process. Look for ways to save time. Think about changing our front counter flow. Time can be saved which in turn can help with effective customer service.
To start, they can hire another Development Services Specialist so we feel we have the time to dedicate to our customers!		

Q8

8. Do you receive adequate training to perform your job functions?

	Count	Percentage
a)Yes	9	56%
b)No	7	44%
Total	**16**	**100%**

Q9

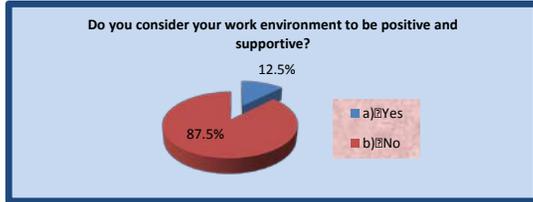### 9. If answered No to Q8, what additional training is needed?

Any training that would improve job function would be good.	Formal training on processing of As Built Requests and address assignments along with Special Use Permits.	See response to No. 31, below).
All employees should want to have on going education. Attend a seminar or conference to learn new ideas and see how technology in transforming the field we are in!	Our current job duties as a Permit Technician, we had adequate training because we had more staff to cover the areas not being done while training. We no longer have that. We have a new tech in our group that has not been properly trained because of this exact situation...staffing. We also have received new duties late last year (Engineering) and didn't have the proper training for it. We are still just learning (winging it) so to speak.	The city does not provide training. They provide familiarization. There is a big difference. In the past 14 yrs I have had to hunt for the information necessary to perform my job duties. Teach management what is involved in training. Allocate time for training. Provide competent instructors. Test and follow up across the board.
All types... On line, in person... more money appropriated for training.	almost all the training is on the job.	

Q10

10. Do you consider your work environment to be positive and supportive?

	Count	Percentage
a)Yes	2	12.5%
b)No	14	87.5%
Total	**16**	**100.0%**

Do you consider your work environment to be positive and supportive?
- 12.5% a) Yes
- 87.5% b) No

Q11

11. If answered No to Q10, what do you feel needs to be done to improve the work environment?

Positive in some ways but not supportive all the time from upper management.	Restore communication, moral, trust, policy's and procedures that were once there. Starting at the top.	I think we are trying to make it the best we can with what we have but working under stressful conditions daily doesn't help keep the positivity. Again, streamline our processes will help. Supportive? I don't feel we have had support in a very long time. Not anything we are not used to. We still do the best we can.
Upper management (director and deputy) have no knowledge of their employees. They don't interact with us nor fully explain themselves to us. Upper management is creating a atmosphere of distrust and uncertainty.	Morale is dead and there's a high level of distrust.	See response to No. 31, below).
Competent management left for greener pastures and was replaced with incompetent management. Remove the incompetent management and hire personnel that know what they are supposed to be doing.	I personally feel a great deal of support and have worked hard to build relationships with city staff. I do feel that there are vast gaps in support to our entire division. The City and Department managers do not communicate with our division at all. It is very frustrating that the focus of our department is on the planning division and the entitlement process for a project and we are just an after thought. I believe that most of my co-workers don't feel supported by upper management.	First I love my job. I love working here. I appreciate the chance to work with our customers. I believe it has made me a better person. It has educated me in so many ways. What is standing in the way? It is the management and the hobbling software that we have to deal with. Cloud software is problematic. Management is problematic. ACCEL abomination is problematic. It was always my goal to work here until I was 70 years old, now like so many of us we can't wait to get out of here, by retirement or otherwise. The management and the decisions they make are driving us all away. These decisions are forcing the best of the city to leave. The most common internal conversation we have is when can if we quit or when can we retire. Many of us just can't it take it anymore, we have had it. We see the department and the management all going the wrong direction. First we need to rid ourselves of the ACCEL abomination software. Second we need to replace management. That would solve about 90% of our problems. You can now see our frustration because we know that those things are not going to happen in our lifetime.
To begin with the supervisors in this division need to either support our deputy director in his vision and goals or look for other employment.	more communication with upper management.

why change things for no good reason, flex days removed as an example. | In Community Development, the Managers do an outstanding job. We feel undermined at every turn by upper management. They have completely destroyed morale. There is a mutiny brewing and it won't be good for Community Development, the City of Tempe or the citizens we serve. |
| we are told to handle it in the field, then when something does not go right or the customer calls and complains about a specific item we are called on it and asked why didn't we say something before. | Our management has very poor communication skills and operates in a vacuum. | |

Q12

12. Has management ever overridden your decision related to a code interpretation?

	Count	Percentage
a)Yes	11	69%
b)No	0	0%
c)Not Applicable	5	31%
Total	**16**	**100.0%**

Has management ever overridden your decision related to a code interpretation?

31%
69%
■ a)Yes
■ b)No
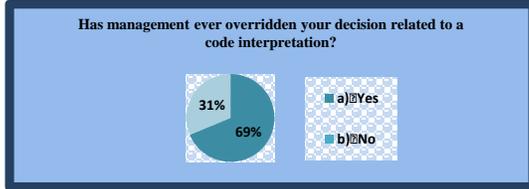
Q13

13.If answered Yes to Q12, do you feel that the manager's decision was explained to your satisfaction even if you did not agree?

No, I did not think It was it explained very well or to my satisfaction. The explanation was short and was misquoted from another 'criteria' that does not apply.	No it was not.	From the Manager: yes. From upper management: NO. He overrides decisions and doesn't even communicate his decision to us. We hear it from our customers.
Nope. The current building official has no experience in building code enforcement nor the communication skills necessary to express himself with the limited knowledge he possesses to justify his positions.	Management makes decisions with no input from those employees involved and does not inform staff of his decisions. It is embarrassing and unprofessional to learn of his decisions from the customer and not hear it directly from him.	As regards the upper management as explained it this way, I'm in charge I've made my decision do what I say. The only time I really got the upper management's attention was when I requested and got a meeting with deputy city director. When you have to go over the directors head and go to the city manager's office to get directors attention, well it does not bode well for the department.
Building official said 'I do not understand the code but I am going to do it anyway' The manager waived the code in direct violation of the law and admitted in the discussion process to being incompetent.	Building safety has polices in place, then when a contractor or person calls to complain management seems to bend the rules to accommodate these individuals. This puts the field inspector in a bad situation.	It could never be explained to my satisfaction if I disagree.
No.	See response to No. 31 below.	

Q14

14. Do you understand under what circumstances you can/cannot be held personally liable for errors made during your work duty?

	Count	Percentage
a)Yes	8	50%
b)No	8	50%
Total	**16**	**100%**

Do you understand under what circumstances you can/cannot be held personally liable for errors made during your work duty?

50%
50%
■ a)Yes
■ b)No

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Q15

15. Do you need additional training in this area?

	Count	Percentage
a)Yes	7	44%
b)No	9	56%
Total	**16**	**100%**
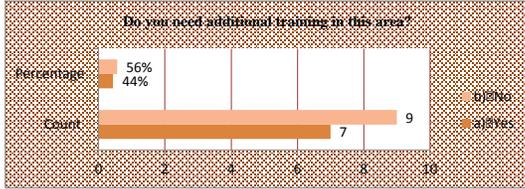
Q16

16. Rate the level of trust between you and your coworkers.

	Count	Percentage
a)High	10	66.7%
b)Medium	3	20.0%
c)Low	2	13.3%
Total	**15**	**100.0%**
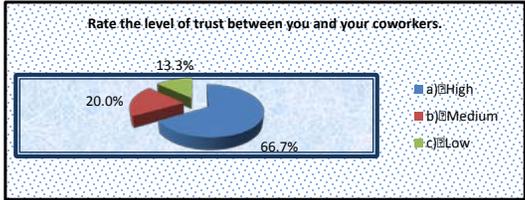
Q17

17. Rate the level of trust between you and your manager.

	Count	Percentage
a)High	4	25%
b)Medium	5	31%
c)Low	7	44%
Total	**16**	**100%**
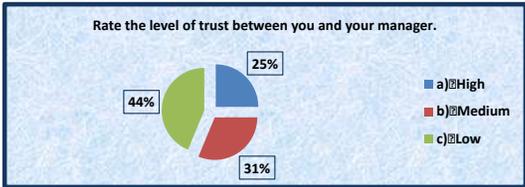
Q18

18. Would you like to advance in the City beyond your current position?

	Count	Percentage
a)Yes	8	50%
b)No	4	25%
c)Don't Know	4	25%
Total	**16**	**100%**
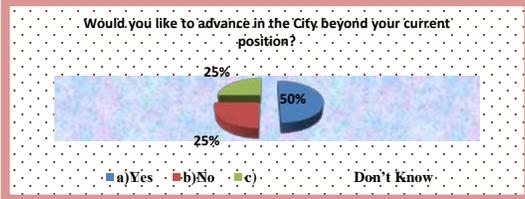
Q19

19. If answered Yes to Q18, does your manager encourage you to meet this goal?

	Count	Percentage
a)Yes	3	25%
b)No	2	17%
c)N/A	7	58%
Total	**12**	**100%**
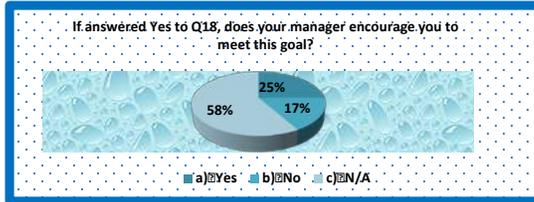
Q20

20. What is the mission and vision of the Division?

I did not know we had one.	What??!? You tell me!	See response to No. 31 below.
I really have no idea. It really does not make any difference. There just words made up by management. My personal mission and vision as to provide the clearest and most accurate information and assistance to our customers both external and internal, without bias or personal interpretation. The code is the code. I am to treat and help the customers better than and more than I would expect to be treated or helped myself. My vision is to see our department to become as electronic and up to date computer wise as possible and thereby lessening the workload and providing ready access for our customers both internal and external. To have Management that is responsive to and understanding of the needs of the staff. Talk to us and "LISTEN".	We do not have one under our current department leadership which has been in place over 2 years. The Strategic Plan, Mission Statement and Vision for Development Services Department was created in 2006 when ... was our department manager and ... was brought in at council direction to help make improvements in our department. At that time our department included only the Building Safety Division and Planning Division. In 2009 the plan was in the initial process of being updated after Community Development and Development Services Departments were merged.	Helping to keep buildings that are constructed here in Tempe safe while also providing good customer service.
Under the new management there is not a vision.	there is no mission or vision of our division as far as we have been told.	We try to help our customers reach compliance with the Building Codes.
Honestly don't know.	Protect life safety and provide a high level of customer service.	Not sure anymore.
Based on direction received, it appears to be: Make the customers happy at the expense of life safety required by the building codes.		

Q21

21. Are management and staff of the Division focused on the mission and vision?

	Count	Percentage
a)Yes	1	7%
b)No	5	33%
c)Don't Know	9	60%
Total	**15**	**100%**
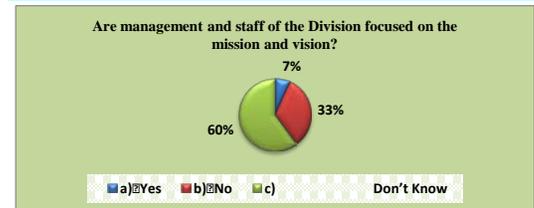
Q22

22. Do you consider your job to be high stress?

	Count	Percentage
a)Yes	12	75%
b)No	4	25%
Total	**16**	**100%**

Do you consider your job to be high stress?
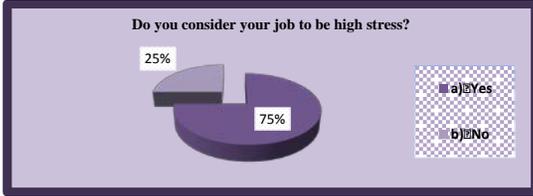
Q23

23.If answered Yes to Q22, what contributes to this high stress level?

Poor upper management. Design professionals who don't want to do their jobs.	it is very stressful but in a good way most of the time. I enjoy the chaos of a fast paced environment, helping solve problems, etc.	See response to No. 31 below.
Not being fully staffed, constant customer interactions that don't allow for completion of our other assigned duties.	direction from upper management, deputies and above. pay scale, added responsibilities with minimal pay increase.	First it is the ACCEL abomination software. It is one of the most difficult software packages I have ever worked with. I've been working with computers and computer software since 1966 and this is the worst I've ever seen. The cloud software makes my job much more difficult. Second some of the decisions of management, to borrow a term from the 1960's just "blow my mind". I just cannot fathom their logic.
Building Safety Inspections is an important duty, and we cannot keep track of policy's and procedures anymore as they keep changing too often.	Upper management not providing clear direction and acting like this department is their personal kingdom.	Poor leadership at the upper management level. Poor communication on their level. Their decisions reek of retaliation.
1.) Micro mgmt. 2.) The rules seem to change depending on the 'behind the scenes' involvement.	The awful new program that continues to waste time (that we do not have), skeleton crew and increase of duties with skeleton crew.	

Q24

24.The transition from Permits Plus to ACCELA can be described as:

	Count	Percentage
a)Seamless	0	0%
b)Well planned	0	0%
c)A few issues, but overall smooth	0	0%
d)Somewhat disruptive	0	0%
e)Poorly planned	4	25%
f)Very disruptive, numerous issues	12	75%
Total	**16**	**100%**

The transition from Permits Plus to ACCELA can be described as:
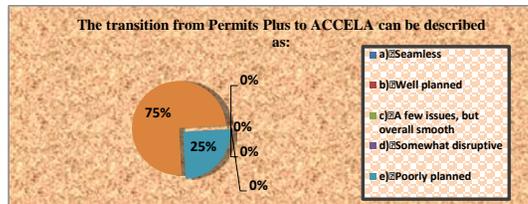
Q25

25. The new ACCELA system is robust and meets the needs of the Division:

	Count	Percentage
a) Yes	0	0%
b) No	13	81%
c) I don't know	3	19%
Total	**16**	**100%**
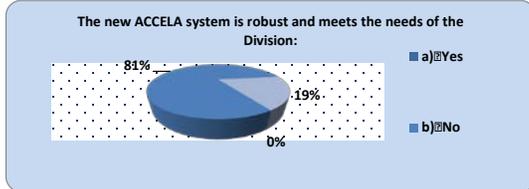
Q26

26. Key staff were included in the planning of the new ACCELA system.

	Count	Percentage
a) Yes	1	7%
b) No	8	53%
c) I don't know	6	40%
Total	**15**	**100%**
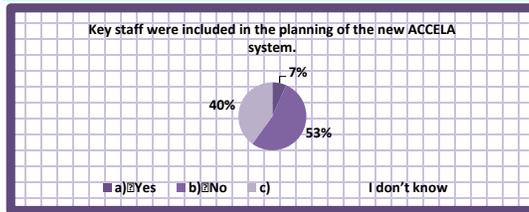
Q27

27. How would you rate the overall communication between the Division and the Implementation Team?

	Count	Percentage
a) Seamless	0	0%
b) Well planned	0	0%
c) A few issues, but overall smooth	0	0%
d) Somewhat disruptive	2	13%
e) Poorly planned	5	31%
f) Numerous issues	**9**	**56%**
Total	**16**	**100%**
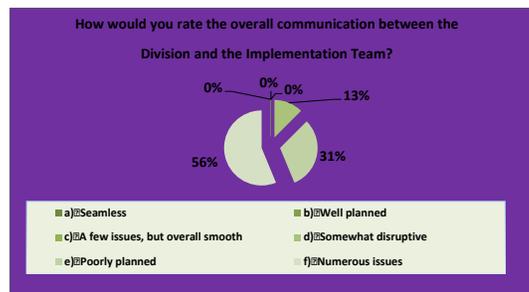
Q28

28. Was adequate training on ACCELA provided?

	Count	Percentage
a)Yes	2	12.5%
b)No	14	87.5%
Total	**16**	**100.0%**
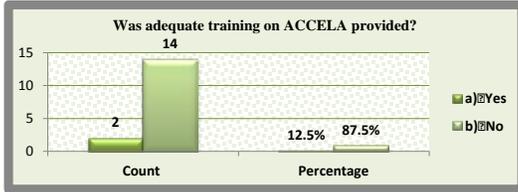
Q29

29. If answered No to Q28, is additional training needed or required?

	Count	Percentage
a)Yes	11	73.3%
b)No	4	26.7%
Total	**15**	**100.0%**

Q30

30.What in your opinion would make this a more cohesive and effective working unit?

First it is rid ourselves of the ACCEL abomination software. Second remove the current director and deputy director. What we really need is a real leader not just a manager. A manager and a leader can both achieve the same project outcome – the difference is at the end. At the end the leader is picked up on the shoulders of this team and carried off as a hero and a manager is pushed off a cliff.	Replace upper management with personnel that know there job. Explain to management that they are here to support line staffs efforts. In the real world the customer is selfish and very rarely right.	more communication from director to deputy to staff. less petty rules which initiate bad attitudes.
See answer to #11. We need leaders who bring us together, not divide us as they seem to do.	Our upper management needs to have an all hands meeting where he verbalizes his mission and goals for this division. He then needs to start holding people accountable when they exhibit behaviors that do not support them.	Upper management are not what Tempe needs to continue to make this City a great place to 'Live, work and play'. In two short years they have undone what many people took years to create.
COMMUNICATION from upper management.	Restore communication, moral, trust, policy's and procedures that were once there. This needs to start at the top.	**Get rid of Accela and get a program that works and helps and doesn't wast our time **More staff to help with workload. **Streamline
Upper management who can be trusted by the employees. Upper management who are willing to support their employees.	Not quite sure.	See response to No. 31, below).

31.Other Comments, suggestions, or feedback.

Comment #17 response is about my immediate manager only. The response does not apply to upper management, the level of trust there would be very low to non-existent. Heck, in almost 2 years, I haven't even met the Director of Community Development, he has not attended any of our staff meetings, nor has he ever even walked to halls to say hi to the employees and get to know us.	Restore communication, moral, trust, policy's and procedures that were once there. This needs to start at the top.	I am very discouraged. I just want to retire and peacefully leave the city. The city of Tempe and its past management have been very good to me and I appreciate that and am very grateful and thankful for it up and until this point. It is time to separate and the time is to move on. I'll feel sad about the people that will be left here to deal with problems that mentioned above. I feel bad about my direct supervisor whom I have great respect for. He has done such a great job and now to see so much of it undone.Our current directors management style is not to leave his office. Many of us have never seen him in our area. Some of us think that he may not know our names or what we do.
Seems to low moral with Building Safety upper management. Seems management goals are not inline with the line staff. In fact, we not sure what Building Safety upper management vision is for the dept. Doesn't appear line staff has any part in decision making within the Building Dept.	We notified the Deputy that Accella was nowhere near ready to implement. He never even answered our emails and proceeded anyway. It has been a disaster. This used to be a great place to work. Now I dread everyday and can't wait to get out of here. Sad.	Please help us restore our Department to the great place it used to be by finding us some leaders who will lead.
Finish Accela or start over with something else. Currently the money is wasted so do not be hung up on it.	A lot of fixing of our department needs to be done. Not only with the ineffective programs but with moral as well.	Have you notice how many times bad management has been used? Our problems are management management, management, management.
There is and has always been a very cliquish environment in this division and in the past this has been supported from the top. Unfortunately, because of this some people get away with behaviors that are unacceptable and do not support a positive working environment and quite frankly make it difficult to want to come to work!	This is a pointless survey and I will no longer waste my time on it. Though it is obviously structured to skew the responses to a pre-determined result, I did try to answer as fully as possible. However, the survey timed out and dumped my answers before I was able to complete the survey. Therefore, to get through it quickly as possible, my multiple-choice answers, above, are all the bottom choice provided (not real answers).	I personally think that this is an economic, philosophical and social issue. Government is BAD and government should be small and less intrusive. I like the idea of smaller and less intrusive government but there is a definitely a need for government. We and government as a whole are not attracting the high quality people that we once could acquire. As an employer we are not competitive enough in the economy as it exists today.
ACCEL abomination software is like having a carpenter use a pair of plyers instead of a hammer or have a brick mason us a wooden spoon instead of a trowel.	If you were trying to reduce productivity and destroy morale you could not have picked a better 1 – 2 – 3 punch: ACCEL abomination and our 2 directors in that order.	If Chandler is / was so good why did they leave? Oh yah, they want to pad their retirement with the higher pay here.
It is bad management not bad government.	I do not believe that the current management has any supporters in the department.	I do not believe that the current ACCEL abomination software has any supporters in the department.
The largest failing of our management here, and thought the city, is not listening to the people that do the actual work – the solders in the trenches. Talk to us first. We do know what we are doing and what we need. We can help you manage. We want and need good managers. We do not have them now. I here from other departments, that bad or poor management are problems in their departments too, and it appears to be a city wide problem.	Deputy Diretor - I truely like him. I would like to have a beer and pizza with him while we watch a game or two but I think that he is the wrong person for the job of our building official and deputy director.	We are afraid that all the new hires will be from Chandler. We believe that the current director is trying to Chandlerize the department. Maybe we should just merge with Chandler. If he hires only former Chandler employees he will not have to listen to all the discontent from the current staff. I believe that the current management has little to no support from the current staff.