



**Internal Audit Report**

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**Planning and Development  
Services Culture Survey**

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# Auditor's Opinion

October 14, 2019

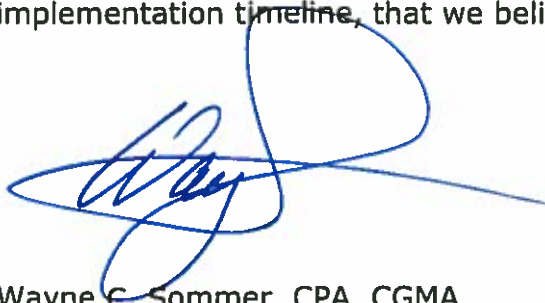
Internal Audit has completed the Planning and Development Services Culture Survey. We conducted this engagement as an addition to our 2019 Audit plan.

The audit objective was to establish a baseline for the state of the culture in Planning and Development Services.<sup>[1]</sup>

To this end, Internal Audit:

- Issued a survey to all staff within Planning and Development Services (PDS.)
- Conducted additional interviews where appropriate.
- Conducted related research.
- Evaluated and summarized results for Management.

It is our opinion—based on the survey results, interview comments, and review of other materials—that there are pervasive, undesirable undercurrents operating within Planning and Development Services that can lead to a toxic culture if left unchecked. Though PDS has been operationally productive, lingering cultural issues can impact productivity and effectiveness, destroy staff morale, and lead to department toxicity. It is our opinion that the culture's current state can be righted with time and proper attention by the Department Director. We have provided a list of recommendations at the end of this report, as well as a recommended implementation timeline, that we believe will help toward that end.



Wayne C. Sommer, CPA, CGMA  
Internal Audit Manager

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<sup>[1]</sup> Internal Audit will conduct a second survey in late 2020 to assess the degree of any change in the department's culture perceptions.

## Audit Profile

### Audit Team

MANAGER: Wayne Sommer, CPA, CGMA

LEAD: Michelle Crawford, M.Acct, CIA, CFE

### Background

The Planning Division includes Development Review, Comprehensive Planning, Environmental Management, Mapping and Socioeconomic Planning. The Development Services Division includes Urban Renewal, Retail Assistance and Economic Development.

There has been significant turnover in Planning and Development Services compared to Citywide turnover rates.

	2018		Through September 5, 2019	
	Planning	Citywide	Planning	Citywide
Staff turnover <i>excluding</i> retirements	16.2%	Not available	10%	Not available
Staff turnover <i>including</i> retirements	24.3%	11.33%	15%	9.6%

(Data provided by Human Resources)

Planning has experienced turnover of 40% of its staff through retirements and attrition from 2018 through September 2019.

Turnover can be expensive. The Employer's Council<sup>1</sup>, identifies three primary costs associated with turnover.

- *Separation costs account for exit interviews, termination administration, severance pay, paying out accrued vacation, and unemployment compensation.*
- *Replacement costs account for attracting applicants, interviews, testing, and moving expenses.*
- *Vacancy costs account for increased overtime or temporary employee costs incurred while the position is unfilled, time loss while new employees get up to speed.*

### Scope

Our scope included all the Planning and Development Services staff as of our survey date, August 12, 2019.

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<sup>1</sup> <https://www.employerscouncil.org/> According to their website, the Employers Council is a "professional, cost-effective resource of choice for employers in all areas of employment law, human resource consulting, training, and surveys."

## The Culture: Background and Survey

Corporate culture refers to the shared values, attitudes, standards, and beliefs that characterize members of an organization and define its nature.

Culture resides in the perception of employees. If employees believe the culture is x, y, or z, that's what it is, and they will act accordingly.<sup>2</sup> What is typically called a “toxic culture” is most often a confused culture. Culture becomes confusing when different aspects of your organization communicate conflicting messages. For example, onboarding information for employees does not match guidance given in management training; or, leaders’ behaviors do not match expected employee behaviors.

When executive teams fail to see their culture holistically and fail to identify the primary drivers of their desired culture, the result is a patchwork approach that does more harm than good.<sup>3</sup>

To assess the culture within a department or division, Internal Audit employs a culture survey based on Rensis Likert’s Four Systems of Management.<sup>4</sup> (See graphic below.) The questions are designed to capture staff’s perceptions along a sliding scale about various aspects of culture.

The survey questions fell within the following categories and offered opportunities for elaboration.

- Leadership
- Motivation
- Teamwork
- Communication / Interaction
- Decision Making
- Goal Setting
- Control
- Team Work
- Core 4 and Other Matters (These questions were not part of Likert’s original work; some were borrowed from Gallup’s Employee Engagement Survey.)

Likert advocated for the Participative management system. “Participative management is based on trust and confidence in employees. Goals are determined collectively and form a basis for motivation and rewards. This fosters a collective sense of responsibility for meeting company goals and incentivizes collaborative teamwork and open communication.”<sup>5</sup> These attributes contribute to staff having positive attitudes and producing quality work.

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<sup>2</sup> <https://iaonline.theiia.org/2019/Pages/Auditing-Culture-History-and-Principles.aspx>

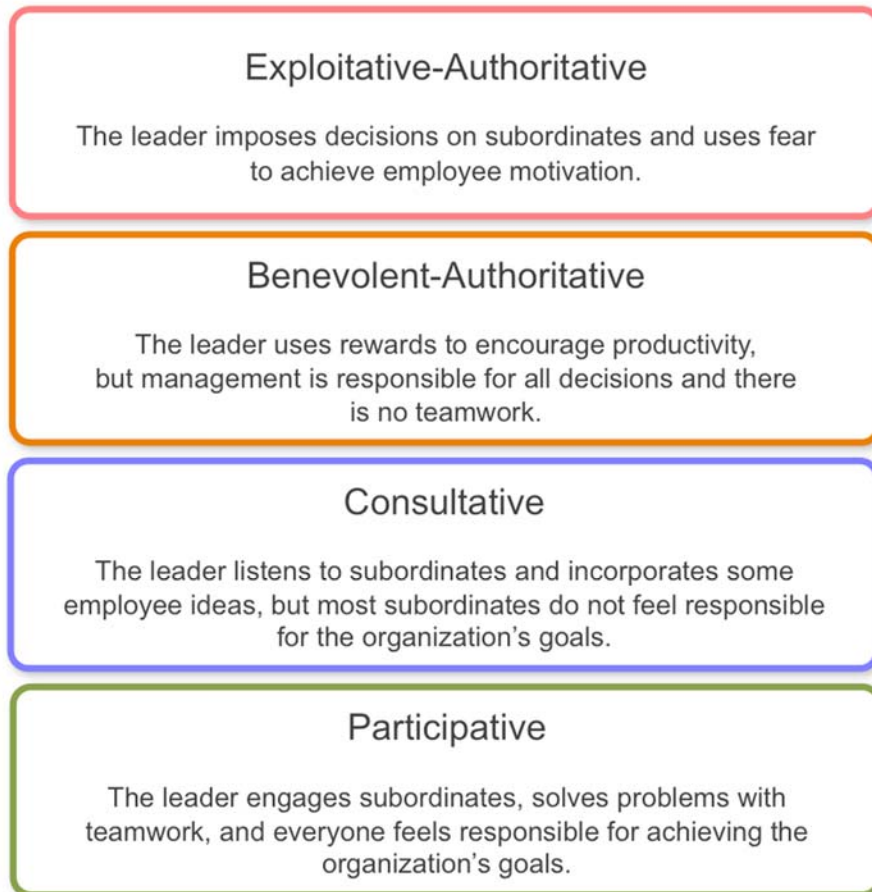
<sup>3</sup> <https://www.gallup.com/workplace/232682/culture-paper-2018.aspx> Gallup’s Approach to Culture. Building a Culture that Drives performance.

<sup>4</sup> <https://www.pocketbook.co.uk/blog/tag/likerts-four-management-systems/>; The survey was also adapted from work performed by the Commonwealth Centers for High-Performance Organizations (CCHPO).

<sup>5</sup>Ibid.

# The Four Systems of Management

Rensis Likert



We issued the survey to 43 Planning and Development Services staff and received 36 complete responses, a completion rate of 84%. It must be emphasized that the survey results and comments reflect staff's perceptions. Survey and interview comments were provided by more than half of the respondents. When we identified more than one similar comment, we summarized them in relevant sections of our analysis below.

*Perception is not reality, but, admittedly, perception can become a person's reality (there is a difference) because perception has a potent influence on how we look at reality.<sup>6</sup>*

By identifying and addressing staff perceptions and misperceptions, PDS can take steps to establish a culture that can improve its effectiveness and increase employee satisfaction and engagement. Our analysis of the survey results follows. The Appendix includes the complete survey scores and Auditor's conclusions.

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<sup>6</sup> <https://www.psychologytoday.com/us/blog/the-power-prime/201908/perception-is-not-reality>

## Our Analysis of the Survey Results

These terms are used by Internal Audit throughout the report and as defined below:

- Executive Management: Deputy City Manager
- Management: Director
- management: Director, Managers, and Supervisors
- Staff: All Planning and Development services employees including the Director

Content borrowed from external research is in italics and, when in the body of the text, indented. These references are also footnoted.

### **Leadership**

*Good leadership creates engaged employees and that leadership influences a variety of outcomes such as personnel turnover, customer satisfaction, productivity, and so on.*<sup>7</sup>

*The leadership and other processes of the organization must be such as to ensure a maximum probability that in all interactions and in all relationships within the organization, each member, in light of his/her background, values, desires, and expectations, will view the experience as supportive and one which builds and maintains his/her sense of personal worth and importance.*<sup>8</sup>

Survey questions in the Leadership section focused on staff's perceptions regarding management's confidence in their work, their comfort level in discussing job related issues with management, and how often their ideas and opinions were sought and used by management.

Planning and Development Services (PDS) staff perceives that management has a substantial amount of confidence in their work; however, staff opined that management only "sometimes" sought their ideas.

*Ethical leadership behaviors help to increase trust among peers. Ethical leaders demonstrate moral and fair behaviors and decision-making. This ties back to communication — leaders must communicate ethical standards to employees and include why certain decisions are made. And they have to be held to those standards themselves and hold other employees to those standards as well. Maintaining these moral standards is crucial to instilling trust in employees.*<sup>9</sup>

Staff survey responses and interview comments highlighted concerns related to perceived Director favoritism and preferential treatment; the perception that low performers are not held accountable; and, fear that staff may face retaliation for speaking up.

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<sup>7</sup><https://global.theiia.org/knowledge/Public%20Documents/TaT-February-2016.pdf> Institute of Internal Auditors, More Than Just Setting the Tone

<sup>8</sup> **The Human Organization**; Likert, Rensis; 1967, McGraw-Hill; page 47.

<sup>9</sup> <https://www.forbes.com/sites/forbeshumanresourcescouncil/2019/09/04/four-ways-to-build-trust-between-your-organization-and-employees/#44e45c445ea1>

## **Motivation**

*Workplace recognition motivates, provides a sense of accomplishment and makes employees feel valued for their work. Recognition not only boosts individual employee engagement, but it also has been found to increase productivity and loyalty to the company, leading to higher retention.<sup>10</sup>*

*A substantial body of research findings demonstrates that the greater the loyalty of members of a group towards the group, the greater is the motivation among the members to achieve the goals of the group, and the greater is the probability that the group will achieve its goals.<sup>11</sup>*

Motivation questions targeted methodologies and responsibility for goal-setting.

Generally, staff believe they are motivated with rewards and some involvement in decision-making. The overall opinion was that staff believe responsibility for achieving department goals resides mostly with management, with staff having a substantial portion of responsibility.

*The principle of supportive relationships is a general principle which the members of an organization can use to guide their relationships with one another. The more fully this principle is applied throughout the organization, the greater will be the extent to which (1) the motivational forces arising from noneconomic motives of members and from their economic needs will be harmonious and compatible and (2) the motivational forces within each individual will result in cooperative behavior focused on achieving organizational goals.<sup>12</sup>*

*Recognition plays a central role in building supportive relationships. Beyond communicating appreciation and providing motivation to the recognized employee, the act of recognition also sends messages to other employees about what success looks like. In this way, recognition is both a tool for personal reward and an opportunity to reinforce the desired culture of the organization to other employees. The best managers promote a recognition-rich environment, with praise coming from every direction and everyone aware of how others like to receive appreciation.<sup>13</sup>*

When asked if they had been recognized or praised for good work during the last seven days, 47% of staff responded "No."

Staff responses and interviews highlighted some concerns regarding morale.

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<sup>10</sup> <https://www.gallup.com/workplace/236441/employee-recognition-low-cost-high-impact.aspx?version=print>

<sup>11</sup> Likert, page 64.

<sup>12</sup> Ibid, page 47.

<sup>13</sup> Ibid.



They expressed the sense of a heavy, seemingly never-ending workload, and a feeling of being undervalued, unrecognized, unsupported and, in some cases, perceived decisions were undermined by the Director, other Departments, and/or Executive Management. Staff responded at a rate of 53% that they do not believe the City's mission makes them feel their job is important.

### ***Communication and Interaction***

*Different communication styles and ineffective use of communication tools are contributing to the lack of clarity about responsibilities that is evident in the research, and certainly adding to workplace stress levels.<sup>14</sup>*

Questions for this section focused on perceptions of cooperation within the department and between the department and other departments. They also addressed communication flow and quality between staff and management as well as the degree of interaction between staff and management including Executive management.

Perceptions about communication and interaction can be gauges of the level of trust between staff and management. Staff reports they mostly provide accurate information upward, be it good or bad news, but some may hold back.

Staff perceive that information mostly flows from the top down, with some from the bottom up and that they occasionally have the ability to communicate and interact with their Deputy City Manager. Ideally, information should flow freely from the top down, from the bottom up, horizontally across the department, and between the department and other departments.

Interactions with all levels of management are critical to building supportive relationships. Not having an opportunity to engage regularly with Executive management is a common complaint amongst City staff. Staff can interpret the lack of interaction as indifference toward them and their place in the organization. We recognize that Executive management has many demands on its time; however, any efforts to increase the interactions between them and staff—either in a business or social context (such as department potlucks)—could go a long way to improving staff morale and productivity.

*According to The Economist report, Communication Barriers in the Modern Work Place, "Poor communication is having a tremendous impact on the workplace. Unclear instructions from superiors, pointless meetings and other stressors can snowball into larger issues with widespread impacts on the business.*

*Gallup poll respondents say communication barriers are leading to a delay or failure to complete projects (44%), low morale (31%), and missed performance goals (25%).*

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<sup>14</sup> [https://eiperspectives.economist.com/sites/default/files/EIU\\_Lucidchart-Communication%20barriers%20in%20the%20modern%20workplace.pdf](https://eiperspectives.economist.com/sites/default/files/EIU_Lucidchart-Communication%20barriers%20in%20the%20modern%20workplace.pdf)

*Different communication styles (42%), unclear responsibilities (34%) and time pressures (31%) are the three most frequently cited causes of poor communication. These causes suggest that managers need to tailor their communication styles to those around them to be effective. Doing so would ensure team members operate with a clear understanding of what they need to accomplish and expectations of when goals should be met.”<sup>15</sup>*

PDS staff perceives that those above them have some knowledge about the problems they face and understand those problems fairly well.

### **Decision making**

*As the pace of change increases, the ability of leaders to make high-quality decisions quickly and accurately is a critical leadership capability. Bad decisions can put organizations in jeopardy for obvious reasons, but delayed decisions can also hurt by losing competitive advantage.<sup>16</sup>*

*We are coming to recognize with increasing clarity that the capacity of an organization to function well depends both upon the quality of its decision-making processes and upon the adequacy and accuracy of the information used.<sup>17</sup>*

Decision-making questions are designed to determine staff perceptions about how and where decisions are made and the impact on department operations.

Staff perceives that in their division and department policy decisions are made at the top with limited autonomy for staff to make other decisions. They also perceive they are only occasionally consulted regarding decisions related to their work.

Staff are often the best individuals to be involved in decision-making since they are most often in direct contact with customers or with the specific issues. While it is not necessary to involve staff in making all decisions, performance can be improved by involving them in as many as possible. The most effective models range from soliciting staff input and then informing them of the reason management makes a particular decision to management facilitating staff in a consensus decision-making approach. In the latter model, management uses its expertise and experience to ensure the decision made is workable.

From survey responses and staff interviews, staff communicated the perception of an overall lack of direction. Some perceive that the Director is disengaged and indecisive.

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<sup>15</sup> Ibid

<sup>16</sup> <https://www.forbes.com/sites/joefolkman/2017/10/05/your-indecision-is-costing-too-much-8-proven-behaviors-to-become-more-decisive/#3f93d5b53755>

<sup>17</sup> Likert, page 128.

*Decisive leaders are excellent communicators who continuously keep others informed, while indecisive leaders keep information to themselves. When leaders are effective at sharing information, often other people raise additional questions or push back on assumptions.<sup>18</sup>*

This approach leads to better decision-making.

### **Goal setting and control**

*Individuals are unlikely to set high performance goals for themselves and organize their work well if their supervisors and managers do not have such aspirations for each individual and for the entire department.<sup>19</sup>*

Overall, staff perceives that goals are established by management with little opportunity to provide input. Additionally, 19% of respondents stated that they did not know what their area goals were or believed they did not have any.

Staff perceives work is mostly controlled and reviewed by top management with some delegation to middle managers and some staff. Staff perceives that performance data is used for policing, punishment, and some reward, with some emphasis on guidance. Additionally, 17% of respondents did not believe performance data is used.

### **Teamwork**

*Team building is key to the success of your employees. When there is tension or rifts between the members of your department, it can slow down processes, severely hamper creativity and decrease overall employee satisfaction—things that you definitely want to avoid.<sup>20</sup>*

*The capacity to achieve cooperative teamwork improves an organization's productive capability.<sup>21</sup>*

Planning and Development Services highest positive scores in the survey were for teamwork. Staff rated teamwork high within the department. Staff hold a general perception that their teammates often commit to quality work. They also tend to see their teammates' contributions as high quality. Some comments referred to a lack of team cohesion within the department and that some backbiting is occurring.

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<sup>18</sup> Ibid

<sup>19</sup> Likert, page 63.

<sup>20</sup> <https://www.forbes.com/sites/forbescoachescouncil/2019/06/13/six-effective-ways-to-improve-team-morale-and-bonding/#288dfbe65598>

<sup>21</sup> Likert, page 148.

Overall, Staff assesses the level of cooperative teamwork within the department as between "some" and "quite a bit, but there could be more." The amount of cooperative teamwork between Planning and other departments is slightly better than "some."

There appears to be a desire to work as a team, but the staff don't perceive they have the skills to do so. Some comments highlighted concerns with silos between the Planning divisions.

Investing in a facilitated team building retreat would be a good first step for Planning. The retreat could emphasize team skills such as understanding personality differences (Meyers Briggs or the Insights), communication styles and preferences, feedback and coaching, appreciating differences, appreciative inquiry, and team dynamics and problem solving.

It may be worthwhile to engage each division in developing a team charter. A team charter helps a team understand their mission and the parameters within which they can operate autonomously. Team charters also allow a team to establish and document its own operational standards and mutual expectations for team participation. Team members sign the completed charter signifying their consent to abide by requirements therein. Team members hold each other accountable for abiding by the charter.

Team building isn't a one-time effort. It requires regular, consistent attention.

*Other ideas include organizing cross-functional mentorship programs whereby staff are able to work with a department head from a different functional group to gain more awareness of their broader team's objectives, and also have the ability to learn from someone that is not their direct supervisor. This fosters more open communication.* <sup>22</sup>

#### **Core 4 and other matters**

*The employee's perception of the situation, rather than the manager's, determines whether or not an experience is supportive.*<sup>23</sup>

*The more often a supervisor's or manager's behavior is supportive rather than deflating, the better will be the effect of their behavior on organizational performance.*<sup>24</sup>

Staff perceives that the CORE 4 values are important; however, the staff responses reflect a perception that Core 4 values do not apply to everyone equally.

Only 69% of staff believes there is someone at work that encourages them.

While 83% of staff responded they know what is expected of them, they also identified insufficient or inadequate performance feedback as an issue. When asked if someone has talked to them about their progress in the last six months, 36% responded "No." According

<sup>22</sup> <https://www.forbes.com/sites/forbescoachescouncil/2019/06/13/six-effective-ways-to-improve-team-morale-and-bonding/#288dfbe65598>

<sup>23</sup> Likert, page 48.

<sup>24</sup> Likert, page 47.

to Human Resources, the CORE 4 performance evaluation data for 2018 shows 31% of staff did not have the required annual evaluation. None of the Director's direct reports received either an annual or mid-year evaluation.

The City Employee Handbook Section 2.3 states, "Career Service employees will participate in the Core 4 Performance Evaluation program. Evaluations should occur each year and employees may be eligible, based upon their performance, to receive a pay adjustment. A mid-year review should also be conducted at the mid-point of the evaluation period."

*Although many leaders might avoid tough conversations, it's critical to provide feedback, both positive and negative, to help your employees learn and grow. A courageous conversation is when a leader takes control of a situation by confidently and courageously embracing a difficult conversation.* <sup>25</sup>

When asked in the last year, if they have had opportunities to grow and learn, 36% of staff responded "No." Staff survey responses and interview comments identified the lack of any formal training for new staff or encouragement for professional development as issues. This could be contributing to staff turnover.

*Leaders should value one of its organization's best assets: its people. If a continuous investment is not made in training or people development...[t]he organization will become stale and have difficulty succeeding in a changing environment.* <sup>26</sup>

## **Governance**

*Governance is the system by which entities are directed and controlled. It is concerned with structure and processes for decision making, accountability, control and behavior at the top of an entity. Governance influences how an organization's objectives are set and achieved, how risk is monitored and addressed and how performance is optimized.* <sup>27</sup>

We have evaluated and rated Planning and Development Services' Governance practices as "Fair." There are few governance processes in practice with minimal effectiveness.

PDS has developed long range strategies as part of the Comprehensive Plan and Uniform Code update; however, they have not addressed internal strategic processes to anticipate risks facing the Department in the future.

<sup>25</sup> <https://www.forbes.com/sites/forbescoachescouncil/2019/08/26/13-guiding-principles-for-courageous-conversations/#634735164c9f>

<sup>26</sup> <https://www.forbes.com/sites/forbescoachescouncil/2017/10/18/14-signs-of-negative-leadership-and-how-you-can-fix-it/#798ee35cd982>

<sup>27</sup>

[https://www.governancetoday.com/GT/Material/Governance\\_what\\_is\\_it\\_and\\_why\\_is\\_it\\_important\\_.aspx?WebsiteKey=0cf4306a-f91b-45d7-9ced-a97b5d6f6966](https://www.governancetoday.com/GT/Material/Governance_what_is_it_and_why_is_it_important_.aspx?WebsiteKey=0cf4306a-f91b-45d7-9ced-a97b5d6f6966)

Planning does not have a strong risk management process in place to prioritize risks and issues as they arise; instead, all risks and issues are handled as high priority. By developing a process to rate risks, Planning can escalate high risk items appropriately while working on mitigating or treating lower risk items within the department.

## Audit Recommendations

### Director Responsibility

We recommend that the Director take direct responsibility for addressing the issues outlined below, drawing upon resources from Human Resources, Internal Audit, and outside consultants.

We recommend that the Director increase staff recognition making it a priority for all supervisors and managers. Five characteristics of meaningful staff recognition<sup>28</sup> are:

1. In the moment
2. In context
3. Appropriate for effort and results
4. Authentic
5. Tied to the employee's perception of value

*Recommended implementation date: December 31, 2019*

### Performance Evaluations

We recommend that PDS follow the City personnel policy and conduct annual and mid-year performance evaluations for all staff in accordance with the City schedules.

*Recommended implementation date: December 31, 2019*

### Policies and Procedures

We recommend that PDS develop a formal training process for new staff. This should include operational policies and procedures, "How To" guides for frequently used processes, and examples and checklists to help new staff come up to speed.

*Recommended implementation date: June 30, 2020*

### Training and Development

We recommend Management actively encourage and support staff professional development. Professional development goals can be part of staff's annual goals/objectives. These might include learning a specialized process, earning a certification, developing new skills, or allowing staff the time to attend relevant trainings or conferences.

*Recommended implementation date: March 31, 2020*

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<sup>28</sup> <https://www.forbes.com/sites/meghanbiro/2013/01/13/5-ways-leaders-rock-employee-recognition/#7bfa6e8a47ca>

We recommend staff at a level of Supervisor and above obtain, at minimum, their Basic Supervisory Certification within one year.

*Recommended implementation date: December 31, 2020*

We recommend investing in a facilitated team building retreat that would emphasize team skills such as understanding personality differences (Meyers Briggs or the full Insights product), communication styles and preferences, feedback and coaching, appreciating differences, appreciative inquiry, and team dynamics and problem solving. Including a social aspect such as a PROS cooking class would also be beneficial for strengthening relationships, especially between divisions.

*Recommended implementation date: March 31, 2020*

We recommend engaging each division in developing a team charter. A team charter is useful in helping a team understand their mission, how the mission fits in the overall City mission, and the parameters within which they can operate autonomously. Team charters also allow a team to establish and document its own operational standards and mutual expectations for team participation. Team members sign the completed charter signifying their consent to abide by requirements therein. Team members hold each other accountable to the charter requirements. Internal Audit can provide templates and assistance in developing team charters.

*Recommended implementation date: December 31, 2020*

## Staff Involvement

We recommend developing ways to increase two-way feedback and staff participation in decision-making and problem solving.

*Recommended implementation date: March 31, 2020*

We recommend PDS seek to increase staff decision-making autonomy.

*Recommended implementation date: March 31, 2020*

## Workload

We recommend Management evaluate workloads across staff to ensure they are optimal and equitable.

*Recommended implementation date: June 30, 2020*

We recommend the Deputy City Manager periodically, but consistently, attend Department staff meetings to increase staff interactions.

*Recommended implementation date: December 31, 2019*

## Teamwork

We recommend developing a program where PDS staff can job shadow different groups within PDS and other departments to expand their knowledge and awareness of other groups.

*Recommended implementation date: December 31, 2020*

## Governance

We recommend PDS develop a risk triage framework to assist in identifying the high-risk items to send to the City Attorney.

*Recommended implementation date: September 30, 2020*

We recommend engaging in a facilitated strategic planning process for internal Department operations.

*Recommended implementation date: September 30, 2020*



## Implementation Timeline

Recommended Implementation Due Date	Recommendations
December 31, 2019	<ol style="list-style-type: none"> <li>1. Increase staff recognition</li> <li>2. Conduct performance evaluations</li> <li>3. DCM attendance at staff meetings</li> </ol>
March 31, 2020	<ol style="list-style-type: none"> <li>4. Encouragement of professional development</li> <li>5. Team building</li> <li>6. Increase in staff feedback</li> <li>7. Increase staff decision-making autonomy</li> </ol>
June 30, 2020	<ol style="list-style-type: none"> <li>8. Formal training process</li> <li>9. Evaluation of workloads</li> </ol>
September 30, 2020	<ol style="list-style-type: none"> <li>10. Risk triage framework</li> <li>11. Strategic planning process</li> </ol>
December 31, 2020	<ol style="list-style-type: none"> <li>12. Basic Supervisory Certifications</li> <li>13. Team Charter</li> <li>14. Job Shadowing</li> </ol>

## Management Response

Planning and Development Services staff are dedicated to fostering a vibrant economy, encouraging high quality development, and providing excellent customer service. Staff work with a wide variety of customers ranging from developers to neighborhood residents and must balance a variety of interests in a fast paced and rapidly changing environment.

We appreciate the department culture survey undertaken by the Auditor's Office. While I do not agree with all of the conclusions found in the PDS Culture Survey, I do support the recommendations and see this as an opportunity to improve the services we provide and create a more productive and fulfilling culture within the department.

We will strive to implement all of the auditor's recommendations. Some of these are completely within our ability to address while others require coordination with executive management or other departments. In general, we believe the timeline for implementation is reasonable, however, we may try to achieve some of the recommendations sooner if possible. Examples include team building through a facilitated department retreat and initiating a strategic planning process.

Once again, thank you for your insights and we look forward to working with the Office of Internal Audit.

## Appendix—Survey Scores and Auditor Conclusions

Internal Audit considers scores below 2.5 to indicate areas requiring further attention. The closer a department can get to the top of the scale, the better.

Section	Questions	Weighted Average	Top of Scale	Auditor Conclusions
Leadership	How much confidence is shown in you by those who oversee your work?	3.11	4	Staff reported they perceive substantial but not complete confidence from those who oversee their work.
	How comfortable do you feel talking to those who oversee your work about issues related to your job?	2.81	4	Overall, staff expressed that they were rather comfortable discussing some issues with those who oversee their work.
	How often are your ideas and opinions sought and used constructively by those above you?	2.41	4	Overall, staff reported that their ideas were sometimes sought.
Motivation	What are the predominant methods used to motivate you in your job?	2.86	4	Overall, staff are motivated with rewards and some involvement in decision-making.
	Where do you believe the responsibility should be for achieving your departments' goals?	3.24	4	Overall, staff believes responsibility for achieving department goals resides mostly with management, but with staff having a substantial portion of responsibility.

<b>Communication / Interaction</b>	How much cooperative teamwork occurs within your department?	2.51	4	Overall, staff assesses the level of cooperative teamwork between "some" and "quite a bit, but there could be more."
	How much cooperative teamwork occurs within your division?	2.76	4	Overall, staff perceives there is quite a bit of cooperative teamwork in their division, but there could be more.
	How much cooperative teamwork occurs between your area and other departments?	2.35	4	Staff perceives cooperative teamwork between their area and other departments is slightly better than "some, but could be more."
	What is the usual direction of information flow?	2.54	4	Overall, staff perceives that information flows from the top down, with some from the bottom up.
	How do you view communications from those above you in the organization hierarchy?	2.95	4	Staff view communications from those above them as often accepted, but at times viewed with suspicion, and it may or may not be openly questioned.
	How accurate is what you communicate to those above you in the organization?	3.43	4	Staff mostly provide accurate information, whether it is good or bad, but sometimes they hold back.
	How well do those above you know the problems you face in your job?	2.59	4	Staff perceives that those above them have some knowledge about the problems they face and understand them fairly well.
	How would you characterize the interactions between management and staff?	2.65	4	Staff characterizes the interactions between management and staff as some to moderate interaction while staff remain cautious but may exhibit some mutual trust.

	How is your ability to communicate and interact with your responsible Deputy or Assistant City Manager?	2.16	4	Most staff perceive they occasionally see their Deputy City Manager.
Decision Making	At what level are decisions made in your <b>division</b> ?	2.39	4	Staff perceives that, in their division, policy decisions are made at the top with limited autonomy for staff making other decisions.
	At what level are decisions made in your <b>department</b> ?	2.14	4	Staff perceives that, in their department, policy decisions are made at the top with limited autonomy for staff to make other decisions.
	Are you involved in decisions related to your work?	2.39	4	Staff perceives they are occasionally consulted with decisions related to their work.
	Does the decision-making process used in your department/division contribute to your motivation?	2.64	4	Overall, the decision-making process contributes some to relatively little to their motivation.
	To what extent are decision-makers aware of problems, particularly those at the staff level?	2.67	4	Staff perceives that decision-makers are moderately aware of some of the problems they face.

<b>Goal Setting</b>	How are your area goals established?	2.21	4	The overall perception is that goals are established by management with little opportunity to comment on them.
	How are goals received and treated?	2.85	4	In general, staff publicly accept the goals and try to achieve most of them.
<b>Control</b>	Where is work controlled and reviewed in your department?	2.83	4	Staff perceives work is mostly controlled and reviewed top management, with some delegation to middle managers and some staff.
	What is performance data used for in your area?	2.50	4	Performance data is used for policing, punishment, and some reward, with some emphasis on guidance. Additionally, 17% of staff did not believe performance data is used.
<b>Team Work</b>	How would you describe "teamwork" with your teammates (same department/division?)	3.28	4	Staff perceives that they want to work as team but may not have been trained in the skills to do so.
	Are your teammates committed to doing quality work?	3.47	4	Staff perceives that their teammates often commit to do quality work.
	How would you describe the quality of your teammates' contributions to your department's work?	5.67	7	Staff perceives that their teammates' contributions are of high quality.

<b>Core 4 and Other Matters</b>	How important to you are the Core 4 values?	2.92	4	Staff perceive that the Core 4 values are important.
	Do you know what is expected of you at work?	Yes: 83% No: 17%		Majority of staff stated that they know what is expected of them at work; however, supervisor feedback could be improved and more structured.
	At work, do you have the opportunity to do what you do best every day?	2.72	4	Staff perceive they often have the opportunity to do what they do best. Some staff felt those opportunities varied based on projects and workload.
	In the last seven days, have you received recognition or praise for doing good work?	Yes: 53% No: 47%		Staff recognition and praise is perceived as inconsistent.
	Is there someone at work who encourages your development?	Yes: 69% No: 31%		Most staff perceive that there is someone at work who encourages their development, but this could be improved.
	Does the mission/purpose of the City make you feel your job is important?	Yes: 47% No: 53%		Staff are split on whether the mission/purpose of the City makes them feel their job is important. This could be addressed when developing a team charter.
	In the last six months, has someone at work talked to you about your progress?	Yes: 64% No: 36%		Most staff had someone talk to them about their progress over the last six months; however, a substantial number feel ignored. This requires management attention.
	In the last year, have you had opportunities to learn and grow?	Yes: 64% No: 36%		Most staff perceive they had opportunities to learn and grow within the last year; however, there is significant room for improvement with a sizeable portion of staff.