



The Executive Summary should be interpreted within the context of the complete engagement report.

BACKGROUND

Culture has a significant impact on the performance of an organization and its ability to achieve its strategic vision. Culture has more to do with “how” an organization does what it does and less with “what” it does.

Internal Audit frequently conducts culture assessments as part of its regular audit engagements. As a part of our 2022 audit plan, we conducted a citywide culture survey to establish a baseline for the City’s culture. We recommend that the City annually conducts a similar assessment to gauge the extent of cultural changes over time.

Internal Audit surveyed 2,957 full-time staff across the city. We received 1,386 responses, a response rate of 46.87%. The survey instrument was open for three weeks, from Friday, March 4, 2022, through the close of business on Friday, March 25, 2022.

Citywide Culture Survey

SCOPE

All full-time city staff received the survey as of the distribution date of March 4, 2022.

OBJECTIVES

Assess the current state of the culture across the City.

CONCLUSIONS

We conclude that there are many opportunities to improve the culture within the city. We found aspects of the culture that were functioning well and others needing attention.

We further conclude that a sense of urgency broadly communicated to employees and with follow-up communications could prevent further weakening of the culture.

KEY RECOMMENDATIONS

- Review City priorities and service levels to be more resource realistic.
- Engage in citywide dialogue on the survey results.
- Facilitate relationship building between staff and leadership.
- Create psychological safety in the organization.
- Develop core competency training for managers and supervisors.
- Increase staff responsibility and enforce accountability citywide.

RESPONSES

Building and maintaining strong organizational culture is essential in achieving desired goals. The Culture Survey has presented the City with a unique opportunity to reinforce our values as an organization with a focus on the City’s greatest asset, our employees. City Management agrees that intentional and incremental steps are needed to engage employees, build leadership capacity in the organization, provide opportunities for recognition, and reinforce our city values. City Management is developing a more detailed plan for 2023 incorporating the recommendations in the Citywide Culture Survey Report.

View complete audit report: [Link](#)