



Pinellas County, Florida

Employee Survey Results

2013



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Summary of Findings

Survey Background

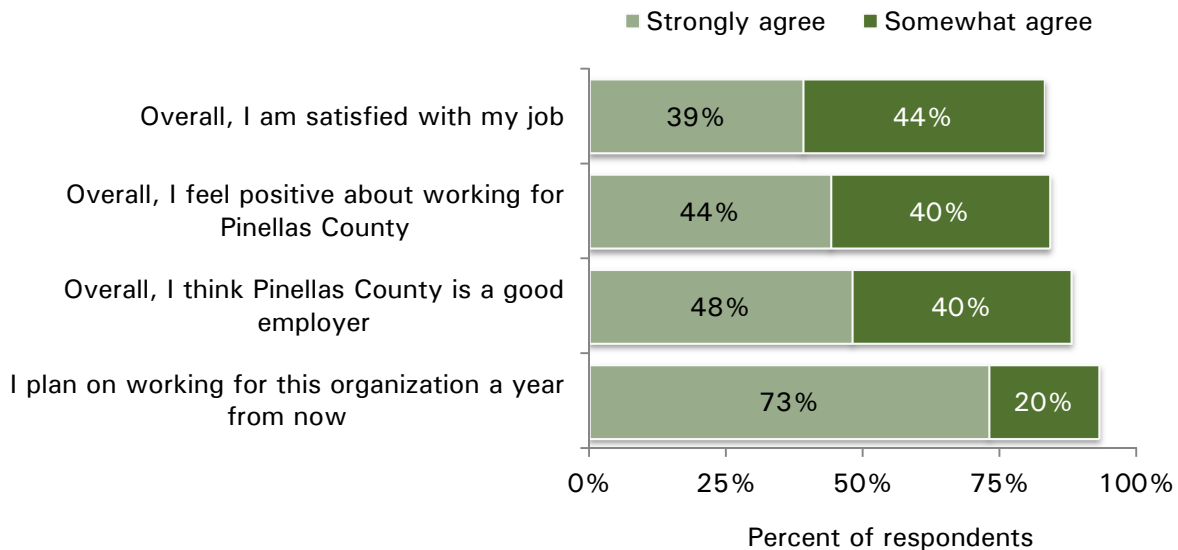
This report of The National Employee Survey™ (The NES™) for Pinellas County provides the opinions of employees regarding their satisfaction on the job and other key characteristics of a quality work environment: communication, organizational ethics, employee fit, wages and benefits, the physical work space, supervisory relationships, the job feedback system, professional development and self-reported performance. A periodic sounding of employee opinion of these critical work climate issues offers management, staff and elected officials an opportunity to identify challenges, plan for and evaluate improvements and sustain organizational effectiveness for long-term success.

Job Satisfaction

Although employees' opinions about their work circumstances offer interesting insights useful for building a strong work force, the findings of this report should be more than "interesting." Research has demonstrated that employees who report a good job fit and overall job satisfaction are more connected to their work and as a consequence take fewer sick days, exhibit better productivity and are less likely to leave.¹

A majority of employees working for Pinellas County reported being satisfied with their jobs and believed that the County is a good employer. Almost all reported they planned on working for Pinellas County for at least the next year.

Figure 1: Ratings of Job Satisfaction

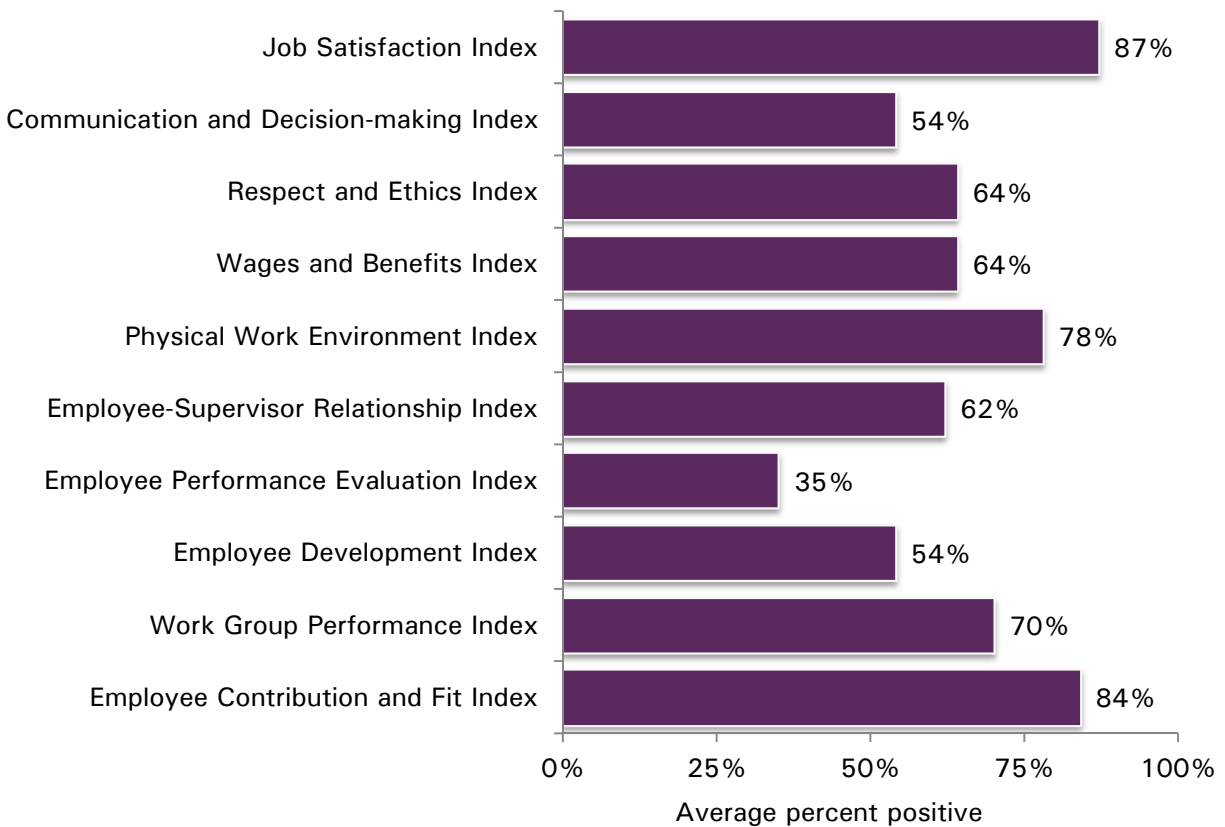


¹ Roelen, A, Koopmans, P, Notenbomer, A, Groothoff, W. (2008). Job satisfaction and sickness absence: a questionnaire survey. *Occupational Medicine*, 58, 567-571. Published online 4 September 2008 doi:10.1093

Rust, R, Stewart, G, Miller, H, Pielack, D. (1996). The satisfaction and retention of frontline employees. *International Journal of Service Industry Management*, 7 (5), 62-80.

As part of the survey, employees were asked to rate 59 aspects of Pinellas County as an employer; these items were grouped into 10 larger categories of *job satisfaction*, *communication and decision-making*, *respect and ethics*, *wages and benefits*, *physical work environment*, *supervisor relationship*, *performance evaluation*, *employee development*, *employee contribution and fit*, and *work group performance*. An overall index rating for each category was created by taking the average of the ratings for all survey questions in that category. Job characteristics related to *job satisfaction*, *employee contribution and fit* and *physical work environment* received the most favorable ratings from employees. *Employee performance evaluation* received the lowest ratings by employees.

Figure 2: Job Characteristic Indices



The three individual survey items (out of the 59 evaluated) that were rated most favorably were maintaining a work environment that is free of drug or alcohol abuse, plans to work for the organization a year from now and having the right skills and abilities for doing this job. The three characteristics receiving the least positive ratings were linking pay to performance, dealing with low performing employees and rewarding high performing employees.

Ratings of these aspects of employment were compared to the Employee Benchmark Database. Three aspects were rated above the benchmark comparison, 47 were similar to the benchmark comparison and nine were below. Comparisons also were made for the 10 job characteristic indices, shown below.

Figure 3: Job Characteristic Indices Benchmarks

Above the Benchmark	Similar to the Benchmark	Below the Benchmark
	<ul style="list-style-type: none"> • Job Satisfaction Index • Physical Work Environment Index • Work Group Performance Index • Employee Contribution and Fit Index • Communication and Decision-making Index • Respect and Ethics Index • Wages and Benefits Index • Employee-Supervisor Relationship Index • Employee Performance Evaluation Index • Employee Development Index 	

A Key Driver Analysis (KDA) was conducted for Pinellas County which examined the relationships between ratings of each employment characteristic and overall ratings of job satisfaction. The key employment characteristics that correlated most strongly with employees' job satisfaction have been identified. The characteristics found to be influential in ratings of job satisfaction from the Key Driver Analysis were:

- My values match or fit with the values of this organization
- I have the opportunity to do what I do best every day at work
- How hard I work makes a big difference in the success of Pinellas County
- [Supervisors] fostering an atmosphere of mutual trust and confidence

Of these characteristics, those deserving the most attention may be below or similar to the benchmark comparisons. For Pinellas County, fostering an atmosphere of mutual trust and confidence was below the benchmark while the other three key characteristics were similar. By targeting improvements in these key employment features, Pinellas County can focus on building the capacities that have the greatest likelihood of improving the work environment and thus increasing employee job satisfaction.²

² Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve job satisfaction. What is certain from these analyses is that key drivers are good predictors of overall job satisfaction and that the key drivers presented may be useful focus areas to consider for enhancement of employee satisfaction.

Introduction

It does not take a skilled car mechanic to tell you if your car is running and it does not take an employee survey to tell you if your organization is working. But just “running” or “working” is not exactly what a talented driver or skilled manager strives to achieve. A regular assessment of employee perspectives about the organization is akin to diagnostic testing at the shop. The survey examines all the moving parts, and because your employees’ “moving parts” are both cognitive and affective, the survey, recording what staff think and feel, marks where the perspectives of employees propel the organization and where they impede it. The results of this employee survey identify the areas of your organization that may benefit from preventive maintenance or, perhaps, a fix.

The survey is an overview. It does not aim to distinguish good employees from bad. Performance evaluations are about the individual worker, intended to support those who are doing well and improve those who are not. Employee surveys, by contrast, are about supporting strong organizations and improving the parts of the organization that need help.

Jim Collins, author of “Good to Great, Why Some Companies Make the Leap... and Others Don’t,” argued that even before managers consider where to head “the bus,” they should identify the right people to be on it. An employee survey is a broad assessment of whether the people on your bus are engaged, motivated and productive, and with the right analysis you can use an employee survey to identify where in the organization there are personnel issues to confront and what those personnel issues are.

Every organization needs to run periodic diagnostics of the health of its staff’s communication, evaluation, motivation, passion, efficiency and productivity because local government staff – the front line to service delivery in a community – will make or break public trust.

To help municipalities and counties learn more about their organizational climate, NRC developed The National Employee Survey™ (The NES™). The NES was developed to provide a high quality, affordable sounding of public employees in individual local governments across America. The study findings will be used by management, supervisors and staff to improve the quality of work life in Pinellas County. The objectives of The NES are to:

- Assess organizational strengths
- Identify organizational challenges
- Articulate the specific needs of employees working for Pinellas County.

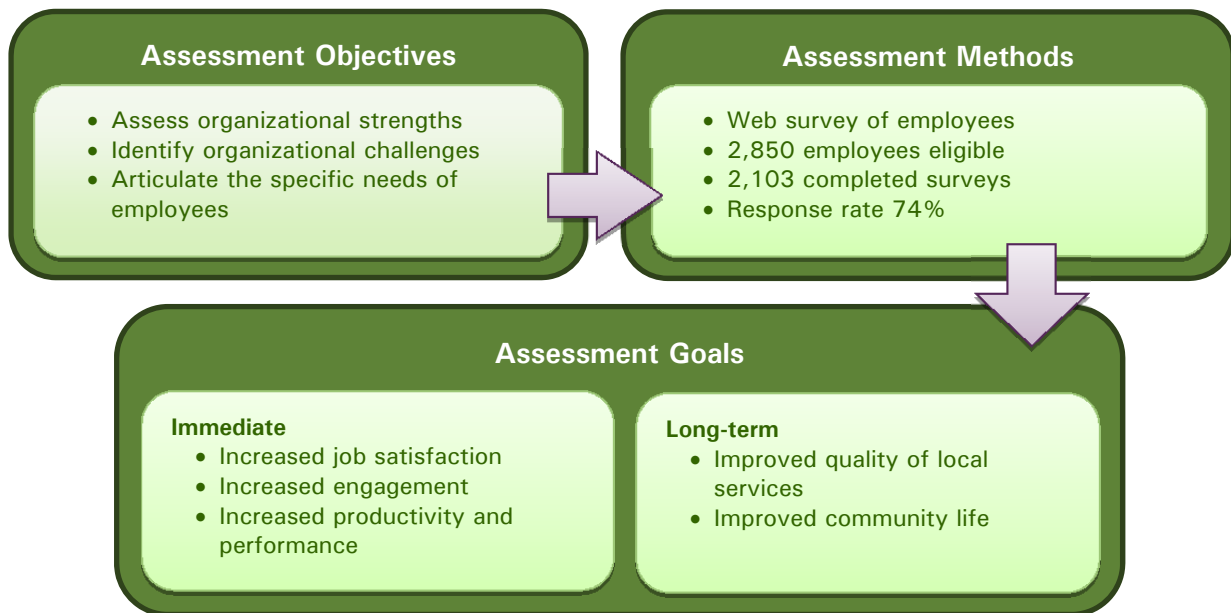
The results of this exploration will provide useful information for planning and resource development. The ultimate goal of the assessment is to create an empowered and productive workforce which will provide quality services to the community it serves.

Pinellas County contracted with NRC to conduct The NES. In November 2013, employees with Pinellas County email addresses were sent two separate email invitations containing a link inviting them to complete a Web-based survey. In addition to these emails, the County

made further efforts to communicate with all employees about the survey so that each employee was given the opportunity to participate in the Web survey. Those without email addresses were provided paper copies of the survey to complete.

A total of 2,103 completed surveys was obtained, providing an overall response rate of 74%. Because the survey was intended to be taken by all employees and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all employees responded, NRC recommends using plus or minus five percentage points as the “range of uncertainty” around any given percent reported for the organization as a whole.

Figure 4: The NES™ Methods and Goals



The survey focused on a series of 59 employment characteristics found to be important to employee satisfaction and organizational effectiveness. These characteristics fell into the five broad areas of job satisfaction, organizational climate, work group and employee performance, supervision and support, and resources and compensation.

Figure 5: Job Characteristics Assessed in The NES™

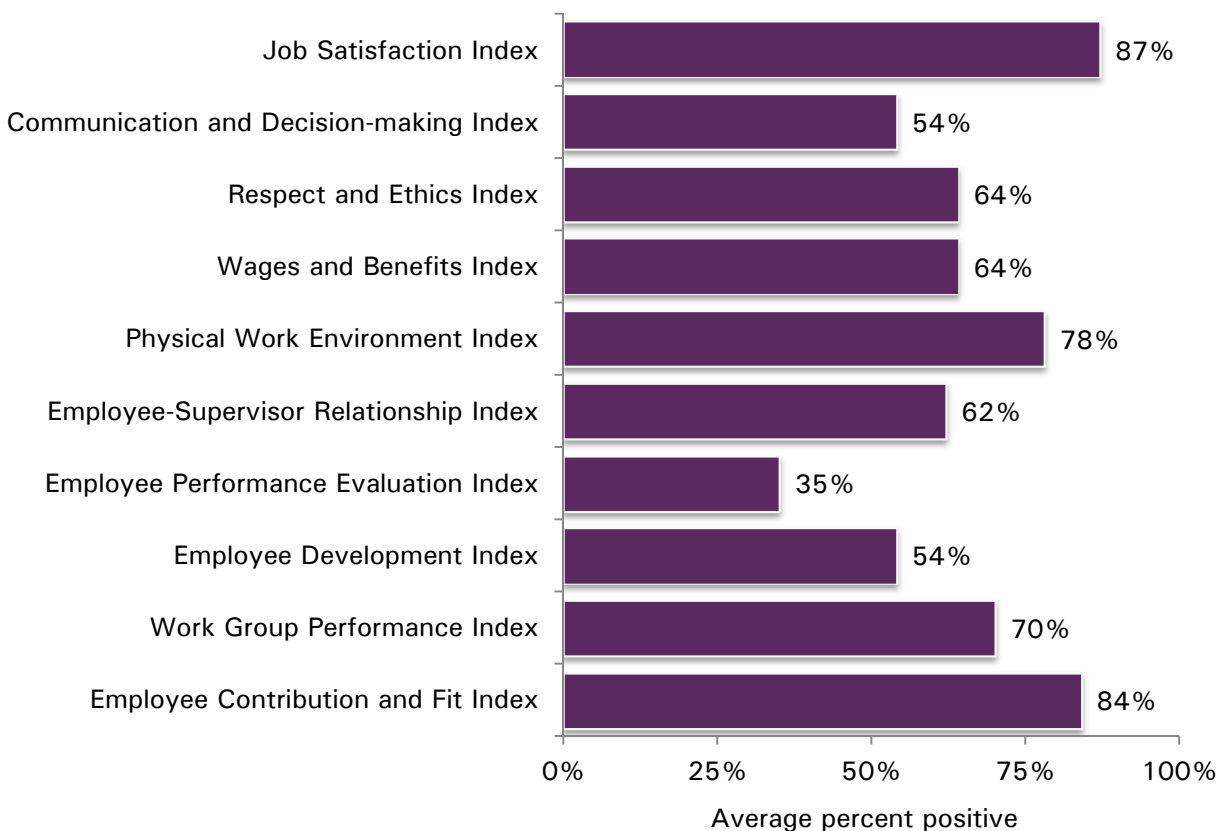


An Overview of the Employee Ratings

Employees were asked to rate 59 aspects of the organization. These 59 aspects were grouped into the 10 larger categories of *job satisfaction*, *communication and decision-making*, *respect and ethics*, *wages and benefits*, *physical work environment*, *supervisor relationship*, *performance evaluation*, *employee development*, *work group performance*, and *employee contribution and fit*. An index rating was calculated for each of these categories by taking the average across ratings given to each item included in the index. The ratings for the individual items were calculated by combining the two most positive points on the scale (i.e., “strongly” and “somewhat” agree or “excellent” and “good”) for each. Ratings for the individual items included in each index are shown in the following sections.

When looking across all job characteristic indices, Pinellas County received the most positive ratings in the area of *job satisfaction*, followed by *employee contribution and fit* and *physical work environment*. Areas receiving the lowest ratings related to *communication and decision-making*, *employee development* and *employee performance evaluation*.

Figure 6: Job Characteristic Indices



These index ratings were compared to a benchmark database of opinions from local government employees across the nation. Pinellas County was rated similar to the benchmark in all areas. Information on the specific ratings within each of the 10 indices follows in the remainder of the report.

Figure 7: Job Characteristic Indices Benchmarks

	Pinellas County rating	Comparison to benchmark
Job Satisfaction Index	87%	Similar
Communication and Decision-making Index	54%	Similar
Respect and Ethics Index	64%	Similar
Wages and Benefits Index	64%	Similar
Physical Work Environment Index	78%	Similar
Employee-Supervisor Relationship Index	62%	Similar
Employee Performance Evaluation Index	35%	Similar
Employee Development Index	54%	Similar
Work Group Performance Index	70%	Similar
Employee Contribution and Fit Index	84%	Similar

Pinellas County Employee Survey Results

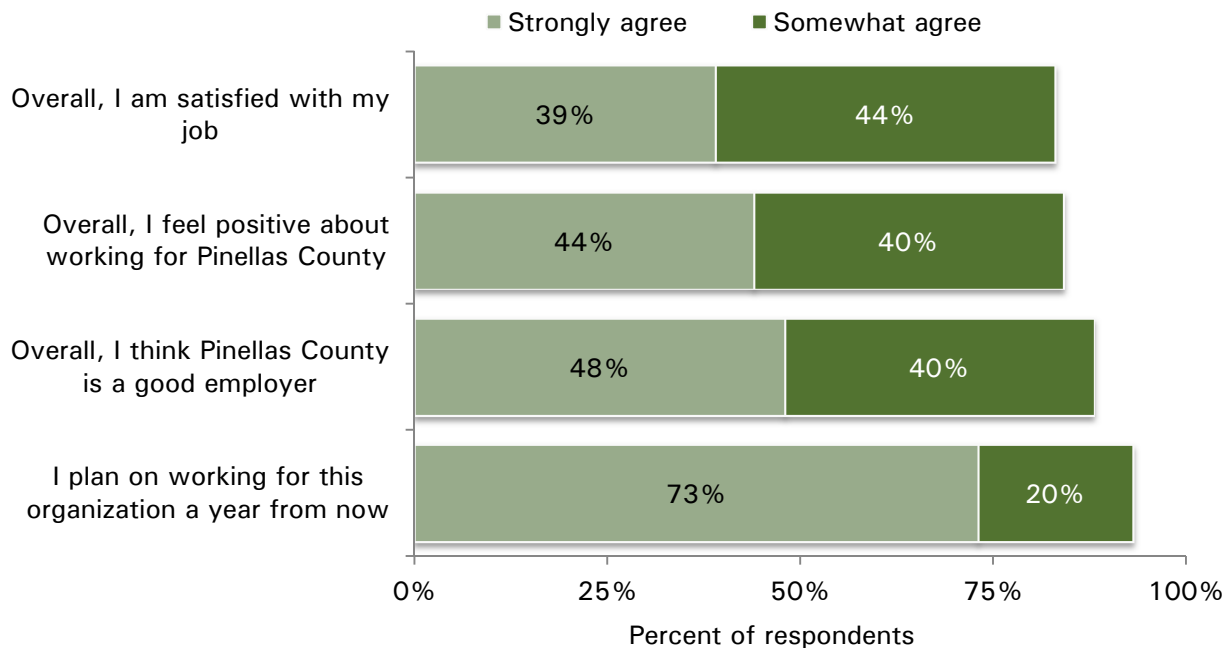
Job Satisfaction

Although employee satisfaction is not enough to define a strong organization, job satisfaction is a necessary precursor to optimal performance. Research in the private sector has been clear that businesses with more satisfied employees earn more money. Alex Edmans, a professor of finance at the University of Pennsylvania's Wharton School, recently found that companies with strong employee satisfaction earned more than double the overall market.³ This demonstrated return on investment will not be quantified by income in the public sector, but it is likely to show up in better service delivery and stronger resident appreciation of service quality.

Job
Satisfaction
Index
87%

Many Pinellas County employees were satisfied with their jobs and felt positive about working for the organization. Ninety-three percent reported that they planned to work for Pinellas County for the upcoming year.

Figure 8: Ratings of Job Satisfaction



³ Edmans, Alex, Does the Stock Market Fully Value Intangibles? Employee Satisfaction and Equity Prices (August 12, 2009). Available at SSRN: <http://ssrn.com/abstract=985735>

Ratings for Pinellas County were compared to ratings given by employees in other local governments across the nation. All aspects of job satisfaction received ratings similar those of other organizations, except overall job satisfaction, which was rated below the benchmark.

Figure 9: Job Satisfaction Benchmarks

Please rate the extent to which you agree or disagree with the following statements about your job working for Pinellas County. (Percent "strongly" or "somewhat" agree)	Pinellas County rating	Comparison to benchmark
Job Satisfaction Index	87%	Similar
Overall, I am satisfied with my job	83%	Below
Overall, I feel positive about working for Pinellas County	84%	Similar
Overall, I think Pinellas County is a good employer	88%	Similar
I plan on working for this organization a year from now	93%	Similar

Organizational Climate

If organizational climate is like the weather, it is easy to see why it would be difficult to get much done in a hurricane or tornado. How coworkers and supervisors treat one another goes a long way in determining whether the workplace feels safe and inviting. It is easy to imagine a work environment where the default expectation (stated or understood) is to treat coworkers with respect, to value differences of background and beliefs and to presume positive intentions, even when mistakes are made. Organizational climates that are so naturally comfortable – like a 70 degree spring day – will foster maximum connection to the organization and high productivity.

Communication and Decision-making

There are two parts to all communication – transmission and reception. Both aspects of communication are vastly important to organizational health no less than signals to and from the brain and the disparate regions of the body are essential to physical health. If the messages from management are too few and encouragement of ideas and news from staff is weak, the organization will not work smoothly. Worse, if staff do not heed the transmissions from management, or vice versa, the transmission-reception system is sub-optimal. Organizations need regular, trustworthy communication not only to assure that people are doing what they are supposed to do, but communication is needed to inspire the kind of spirit that leads to exceptional delivery of local government services.

Communication
and Decision-
making Index
54%

Employees working for Pinellas County were given a list of five aspects of communication, decision-making and employee inclusion to rate on a scale of “excellent,” “good,” “fair” and “poor.” Overall, employees rated these aspects in Pinellas County somewhat favorably, with between 47% and 61% giving “excellent” or “good” ratings. These ratings tended to be similar to the benchmark.

Figure 10: Ratings of Communication and Decision-making



Figure 11: Communication and Decision-making Benchmarks

Please rate each of the following aspects of communication and decision-making by top level management (Appointing Authority and his/her staff) in the organization. (Percent "excellent" or "good")	Pinellas County rating	Comparison to benchmark
Communication and Decision-making Index	54%	Similar
Communicating its strategic direction, vision, mission and values	61%	Similar
Communicating information in a timely manner	56%	Similar
Sending out information that helps employees to understand the problems and issues facing the County	56%	Similar
Welcoming employee involvement in decision-making	47%	Similar
Listening to employee opinions	47%	Similar

Respect and Ethics

Mutual respect at work cannot be an afterthought pressed into the background by deadlines and demands. At work there is an understood arms length daily transaction that implicitly acknowledges the differences that each coworker brings to the organization. Relationships at work are not the same as those at home where idiosyncracies may be highly valued and character flaws uniquely accepted. In local government, the public nature of many jobs may require even greater sensitivity to the need to model honest and trustworthy behavior – toward both coworkers and the public.



When rating areas of respect and ethical behavior, most items received positive ratings. Maintaining a work environment that is free of drug or alcohol abuse and violence or harrassment were given the highest evaluations, while applying discipline fairly and consistently were given the lowest. All areas of respect and ethical behavior were given evaluations that were similar to the benchmark.

Figure 12: Ratings of Respect and Ethics

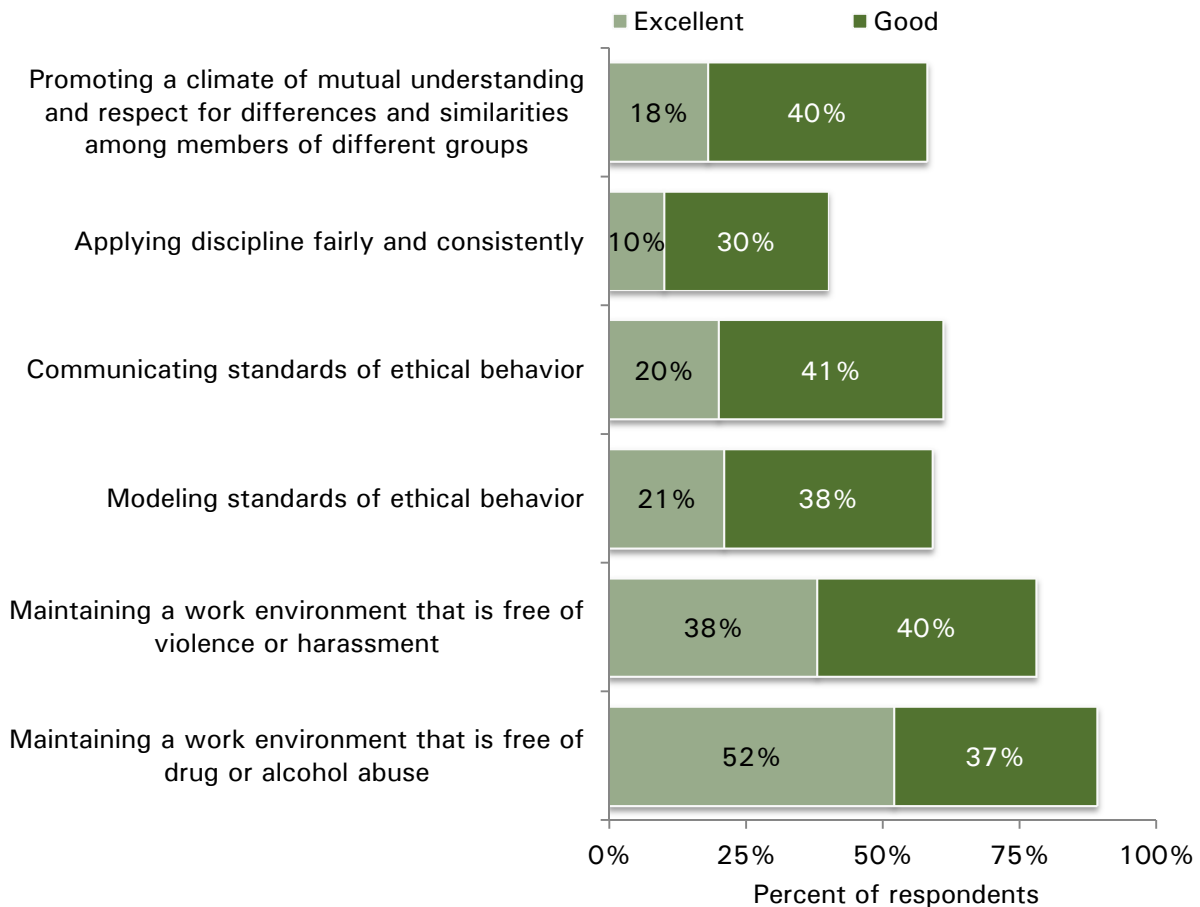


Figure 13: Respect and Ethics Benchmarks

Please rate each aspect of the organization's work environment. (Percent "excellent" or "good")	Pinellas County rating	Comparison to benchmark
Respect and Ethics Index	64%	Similar
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	58%	Similar
Applying discipline fairly and consistently	40%	Similar
Communicating standards of ethical behavior	61%	Similar
Modeling standards of ethical behavior	59%	Similar
Maintaining a work environment that is free of violence or harassment	78%	Similar
Maintaining a work environment that is free of drug or alcohol abuse	90%	Similar

Resources and Compensation

What tools employees have to do their job and how much they are paid to do it represent fundamental characteristics of any job. In addition, employees must have the necessary resources to do their job well. Any employee that must complete a task with one hand tied behind his back (or a faulty computer or a shovel with a splintered handle working in unsafe or unsuitable conditions) may work especially hard to accomplish the assigned task, but any success likely will be hard won and frustrating. Payment for the job is part of a transaction that must be seen to be reasonable from the perspective not only of those writing the check, but those receiving it, too. In organizations where the compensation is considered to be fair and the physical work environment is adequate, employees will be able to produce their best work without wasting energy on feelings of being undervalued.

Wages and Benefits

Counter to conventional wisdom, wages and benefits are not the characteristics of a job that are among those first mentioned when employees are asked what they look for in an ideal job. Still, wages and benefits are important, not so much in the absolute dollar amounts given, but in how fair they seem considering the amount and kind of work expected and the environment in which the work is conducted. Thus, the same wages and benefits in one part of the country may seem stingy but generous somewhere else. Similarly, even without a formal salary and wage benchmark, employees tend to know, roughly, if wages and benefits for certain kinds of work are within a range that is being offered locally for that job description. Therefore, the perspective of employees about their wages and benefits will offer some idea as to whether staff are likely to remain during times when competition for qualified workers is high or, when jobs are hard to find, if staff are simply hanging on despite what seems like unfair compensation.

Wages and
Benefits Index
64%

Pinellas County employees gave mostly positive assessments to aspects of wages and benefits. Providing benefits received the highest ratings, followed by flexible work schedules and then providing fair wages.

When compared to the benchmark database, employees working for Pinellas County rated their wages lower than other employees across the nation and their benefits and the flexibility of their work schedule similar.

Figure 14: Ratings of Wages and Benefits

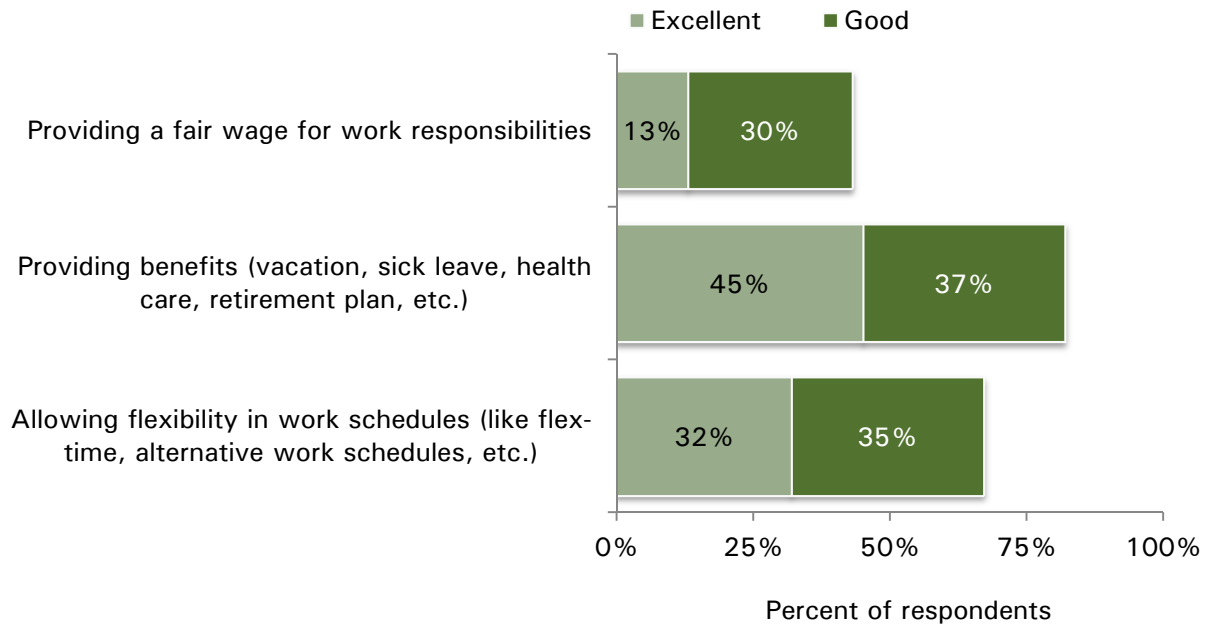


Figure 15: Wages and Benefits Benchmarks

Please rate how well the organization does at ... (Percent "excellent" or "good")	Pinellas County rating	Comparison to benchmark
Wages and Benefits Index	64%	Similar
Providing a fair wage for work responsibilities	43%	Below
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	82%	Similar
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	67%	Similar

Physical Work Environment

You cannot dig a ditch without a shovel and you cannot create an analysis with complicated spreadsheet formulas without a computer. The best work climate, the most welcoming coworkers and the most supportive supervisor cannot make up for missing equipment that is needed to do the job. The absence of basic materials and a reasonable place to do business will frustrate the most motivated employee. Whether or not management is convinced that the materials needed to do the job and the place to do it are adequate, it is important to learn what the employees themselves think. Disconnects generally are easily corrected either by realigning employee job descriptions with expectations or by augmenting existing equipment or changing the work space.



At least 70% of County employees rated their physical work space favorably (above the benchmark) and the availability of resources positively (similar to benchmark).

Figure 16: Ratings of the Physical Work Environment

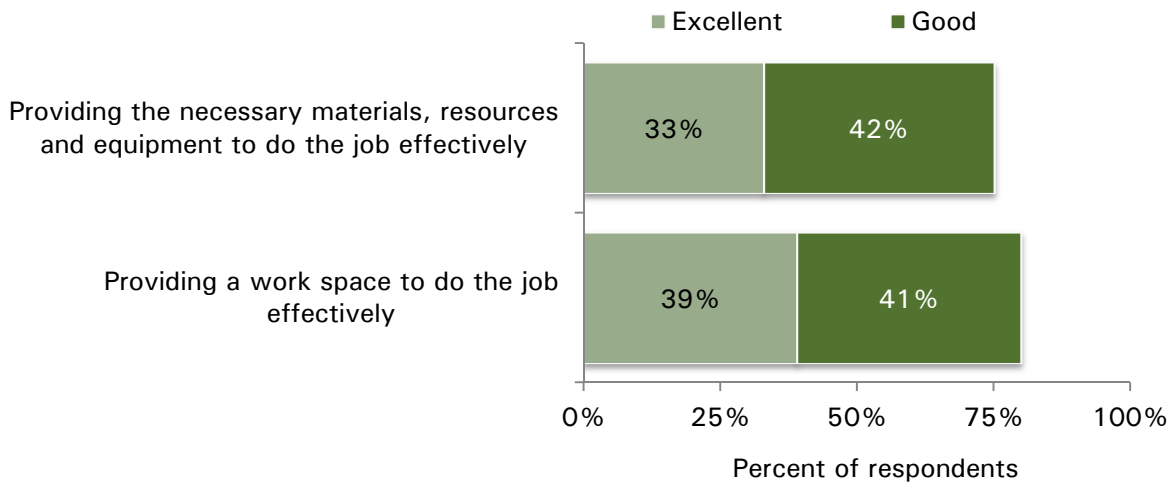


Figure 17: Physical Work Environment Benchmarks

Please rate each of the following aspects of the organization's physical work environment. (Percent "excellent" or "good")	Pinellas County rating	Comparison to benchmark
Physical Work Environment Index	78%	Similar
Providing the necessary materials, resources and equipment to do the job effectively	76%	Similar
Providing a work space to do the job effectively	80%	Above

Supervision and Support

Support at work can come from any rung on the organizational ladder, but the supervisor has the most power and influence to help staff members succeed. Often akin to a coach, the supervisor must find ways to help the team excel. Those ways usually include both moral support and tangible opportunities for skill-building – and no team is likely to win the title if the players do not respect the coach.

Employee-Supervisor Relationship

Although connection to others on the job is important to productivity, not all coworker connections are equal. The supervisor (manager, team leader, mentor) has a special role in encouraging mission-motivated behavior from those for whom she is responsible. Without respect and support, the supervisor is unlikely to be a successful team leader. The supervisor must be seen as fair, supportive, concerned, empowering and understanding at the same time modeling the behaviors and attitudes that sustain a successful organization. Successful supervisors do not have to mimic only one kind of personality or behavioral profile but every successful supervisor – whether tough or gentle, driven or easy going, formal or casual, stubborn or flexible – must be well thought of by the people she leads.

Employee-Supervisor
Relationship Index

62%

Employees rated 15 aspects of the employee-supervisor relationship. Ratings were mostly positive ranging from 58% to 69% “excellent” or “good.” When compared to the benchmarks, ratings generally were similar to ratings given by employees working for other organizations. Only fostering an atmosphere of mutual trust and confidence received a rating that was below the benchmark.

Figure 18: Ratings of Employee-Supervisor Relationships

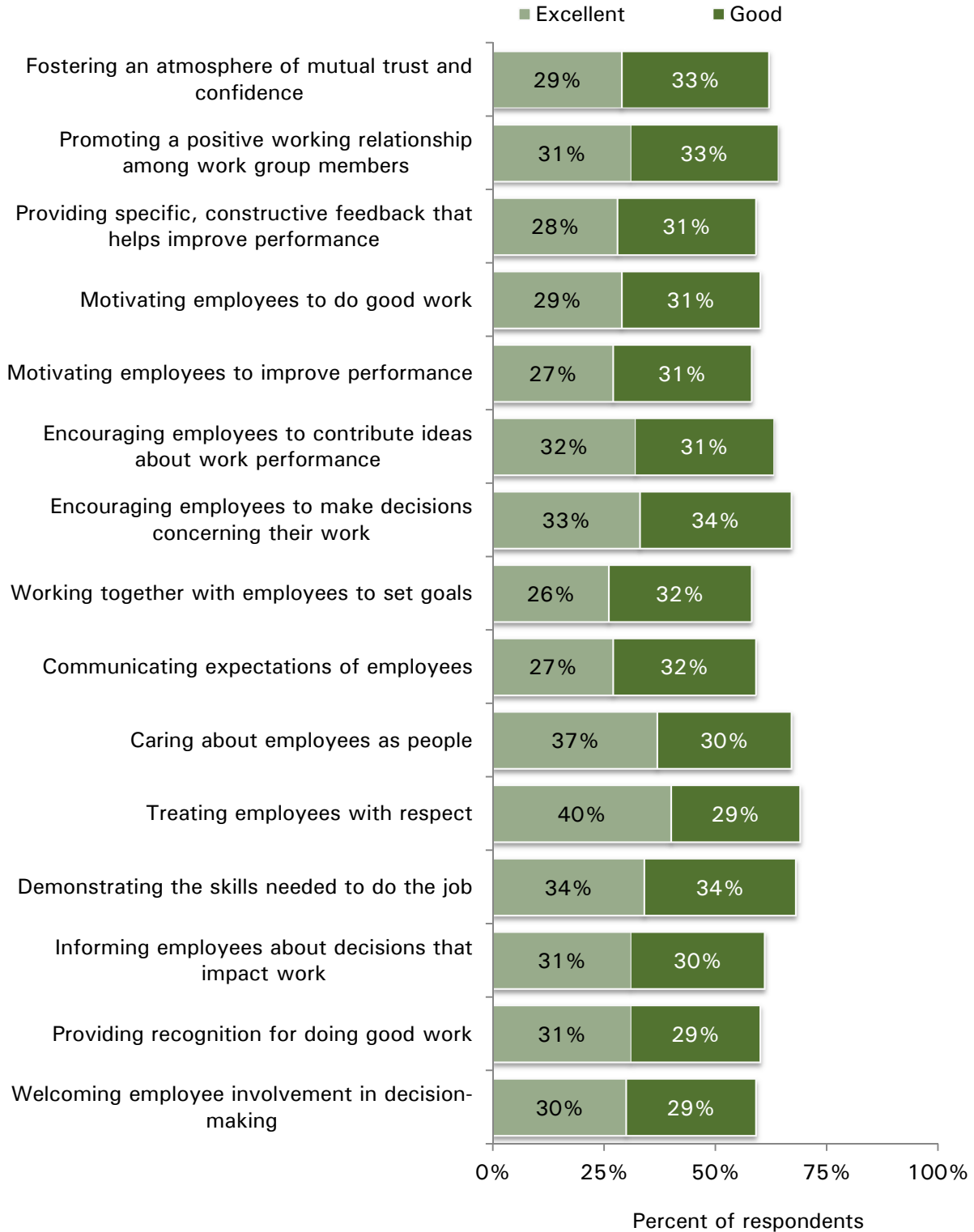


Figure 19: Employee-Supervisor Relationships Benchmarks

Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good")	Pinellas County rating	Comparison to benchmark
Employee-Supervisor Relationship Index	62%	Similar
Fostering an atmosphere of mutual trust and confidence	62%	Below
Promoting a positive working relationship among work group members	64%	Similar
Providing specific, constructive feedback that helps improve performance	59%	Similar
Motivating employees to do good work	60%	Similar
Motivating employees to improve performance	58%	Similar
Encouraging employees to contribute ideas about work performance	63%	Similar
Encouraging employees to make decisions concerning their work	67%	Similar
Working together with employees to set goals	59%	Similar
Communicating expectations of employees	59%	Similar
Caring about employees as people	67%	Similar
Treating employees with respect	69%	Similar
Demonstrating the skills needed to do the job	69%	Similar
Informing employees about decisions that impact work	61%	Similar
Providing recognition for doing good work	60%	Similar
Welcoming employee involvement in decision-making	58%	Similar

Employee Performance Evaluation

One of the areas that is hardest to get right in any organization is fair, consistent and timely evaluation of employee performance. Of all the benefits mentioned by employees in descriptions of an ideal work environment, regular feedback about performance comes ahead of compensation. It is said that young workers, those born between about 1980 and 1990 (the Millennials, as they have been dubbed) particularly thrive on praise when praise is



merited. Even-handed performance appraisal is not easy because such assessments sometimes lead to unpleasant confrontations. But done periodically, performance appraisal not only lets each employee understand his or her perceived successes and failures from managers' perspectives, it demonstrates that not only is good behavior praised, but behavior of workers known to be underperforming is penalized (or, at least, not rewarded).

Overall, several employment aspects related to performance evaluation were found to be some of the lowest in the survey of Pinellas County employees. Defining performance objectives and accurately evaluating performance received the highest ratings. When compared to other jurisdictions, County employees rated their performance evaluations similarly for the defining performance objectives, dealing with low performing employees and rewarding high performing employees. Pinellas County employees gave lower in the areas of accurately evaluating performance and linking pay to performance.

Figure 20: Ratings of Employee Performance Evaluation



Figure 21: Employee Performance Evaluation Benchmarks

Please rate each of the following aspects of the organization's existing employee evaluation system. (Percent "excellent" or "good")	Pinellas County rating	Comparison to benchmark
Employee Performance Evaluation Index	35%	Similar
Defining performance objectives	52%	Similar
Accurately evaluating performance	44%	Below
Linking pay to performance	23%	Below
Dealing with low performing employees	23%	Similar
Rewarding high performing employees	27%	Similar

Employee Development

Opportunity to grow in a job or to move up allows employees to see a future for themselves at the organization. Nothing stifles like a job that never changes or never offers a chance to learn. Where employees feel that they are encouraged to contribute or to learn new skills, those employees are more likely to feel valued by and engaged with the organization. Conversely, the absence of any opportunity for job growth – even if everyone agrees that some jobs just are not made to be developed – will make employees holding those stagnant positions vulnerable to sagging motivation, careless work and eventual self-propulsion to other possibilities – inside or outside the organization.

Employee
Development
Index
54%

Supporting continual learning and development and providing opportunities for employees to develop knowledge and skills were rated most positively by Pinellas County employees, while opportunities for providing adequate opportunities for career advancement were rated relatively less favorably. However, although opportunities for career advancement was among the lower rated aspects of employee development, it was above the benchmark comparison. All other aspects were rated similar to the benchmark.

Figure 22: Ratings of Employee Development

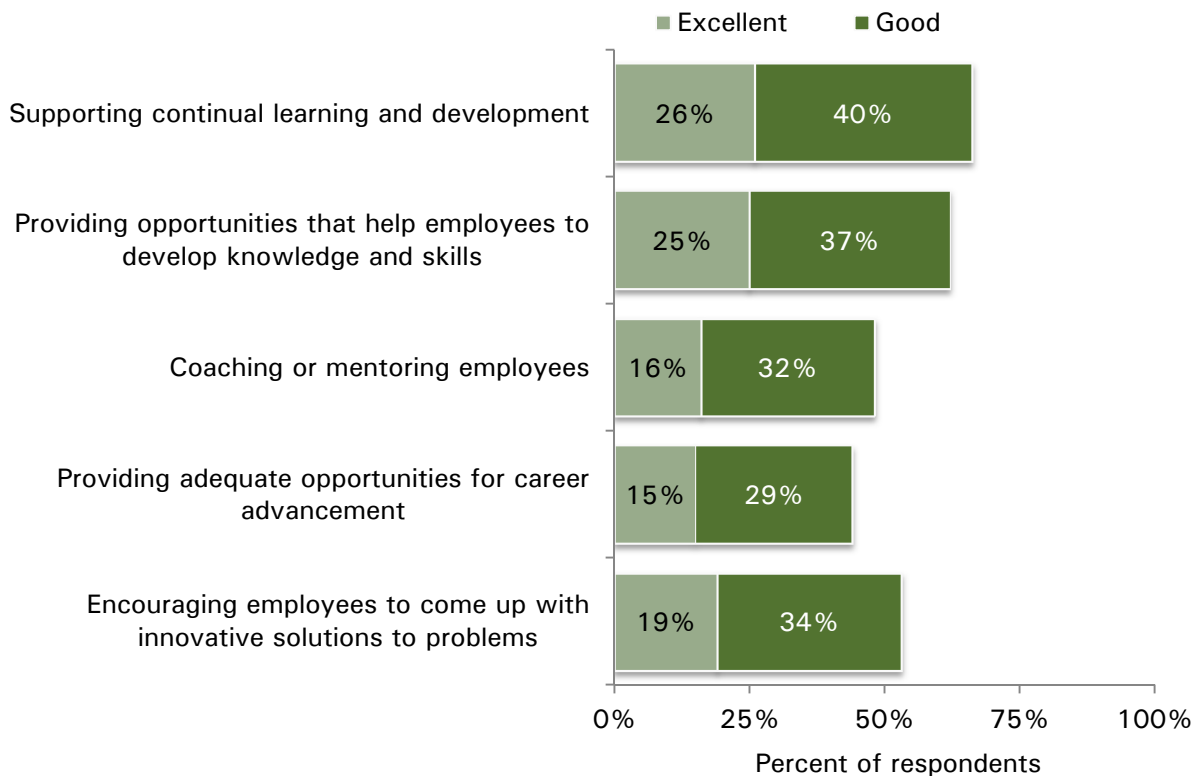


Figure 23: Employee Development Benchmarks

Please rate each of the following aspects of the organization's employee development activities. (Percent "excellent" or "good")	Pinellas County rating	Comparison to benchmark
Employee Development Index	54%	Similar
Supporting continual learning and development	66%	Similar
Providing opportunities that help employees to develop knowledge and skills	61%	Similar
Coaching or mentoring employees	48%	Similar
Providing adequate opportunities for career advancement	44%	Above
Encouraging employees to come up with innovative solutions to problems	53%	Similar

Work Group and Employee Performance

A satisfied employee can be productive, but it is likely that everyone has known the rare coworker who was satisfied but not productive. Job performance is a dimension of work that does not relate perfectly to how pleased a worker is with his or her job, so performance, in itself, is an important aspect of work. Self-pride, pride in team workmanship and a job well-done are prime motivators for most local government employees, and working productively requires the right skills and values that match the organization.

Work Group Performance

Respect for the work delivered by coworkers is a meaningful indicator of employee belief in the value of the organization. The performance of the group relies on connections of employees to one another as well as to the mission of the organization. With a sense that the team's output is of high quality and that members of work groups can rely on each other to assist when the work for some overflows, an employee will have a strong connection to the job and the tasks needed to succeed.

Work Group
Performance
Index
70%

Seven characteristics of work group performance were assessed in this survey. Most employees of Pinellas County rated the overall quality of the work being done in their groups as “excellent” or “good,” and the quality of the work group relationships also was rated positively. More than 75% of employees felt their fellow employees’ commitment to doing quality work was “excellent” or “good.”

When compared to the benchmarks, ratings were mixed. The overall quality of work was rated higher than the benchmark; employee commitment to quality work, valuing all team members and work distribution was lower. The quality of working relationships within the group, the quality of working relationships between groups and encouragement of team members was rated similar to other organizations.

Figure 24: Ratings of Work Group Performance

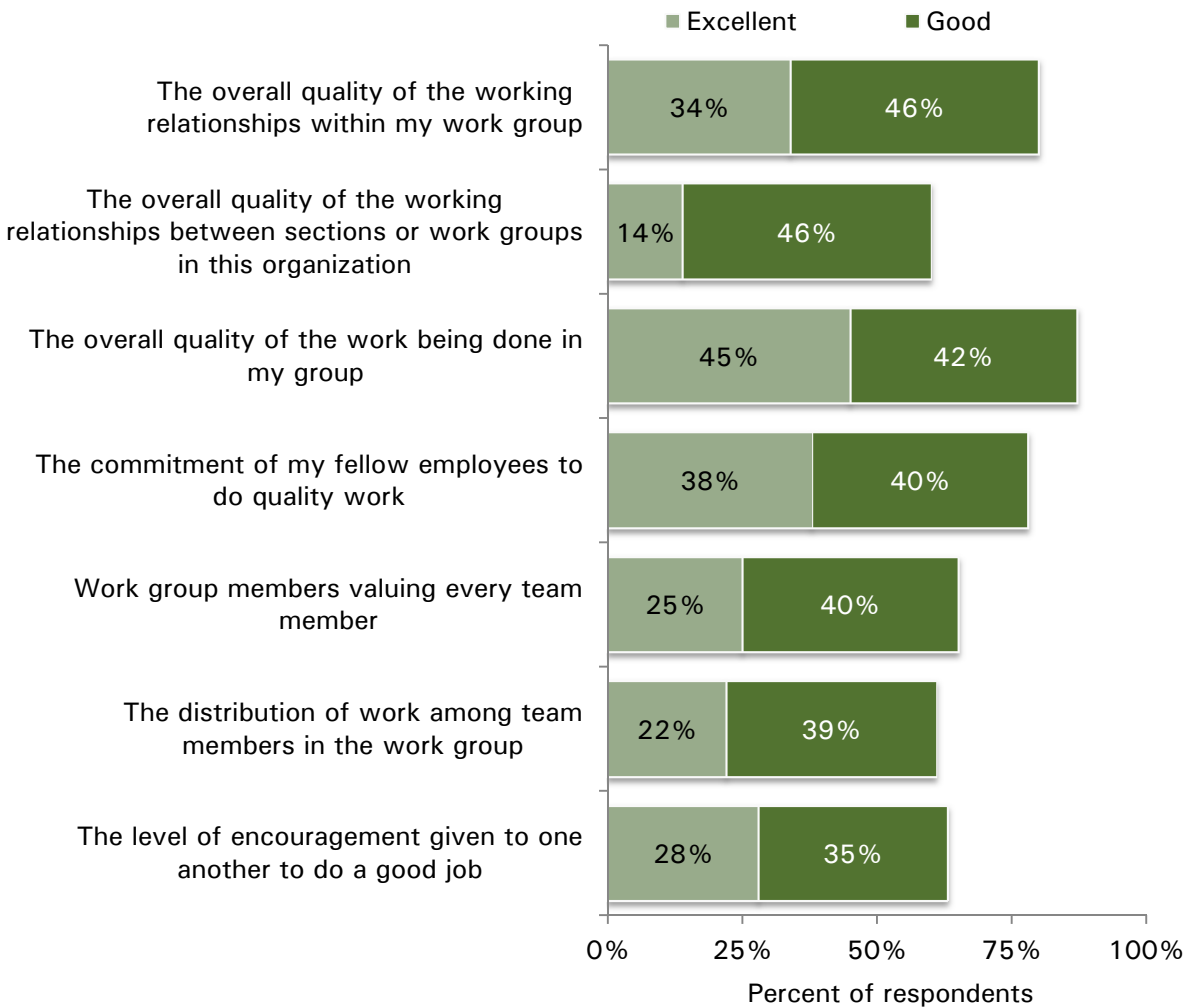


Figure 25: Work Group Performance Benchmarks

Please rate each of the following aspects of your work group. (Percent "excellent" or "good")	Pinellas County rating	Comparison to benchmark
Work Group Performance Index	70%	Similar
The overall quality of the working relationships within my work group	79%	Similar
The overall quality of the working relationships between sections or work groups in this organization	60%	Similar
The overall quality of the work being done in my group	87%	Above
The commitment of my fellow employees to do quality work	78%	Below
Work group members valuing every team member	64%	Below
The distribution of work among team members in the work group	60%	Below
The level of encouragement given to one another to do a good job	64%	Similar

Employee Contribution and Fit

Employees who find that their jobs fit their values and skills generally believe that what they do has an impact on the goals of the organization. They are more closely linked to their work, feel that they are being productive and remain less vulnerable to competing organizations that may attempt to lure them away when market conditions strengthen. The ability to make friends at work signals an environment that is safe enough to be self-disclosing, fosters common values and offers a daily attraction to be present.

Employee
Contribution and Fit
Index
84%

Employees often rate their skills and abilities as a good fit. This also was true in Pinellas County. Overall, employees of Pinellas County felt their skills and values matched with the larger organization. Work levels were felt to be appropriate for 74% of employees and most employees believed their own work to be important for the success of the County. Many felt they had good friends at work. Pinellas County employees' ratings of contribution and fit were generally similar to the benchmark.

Figure 26: Ratings of Employee Contribution and Fit

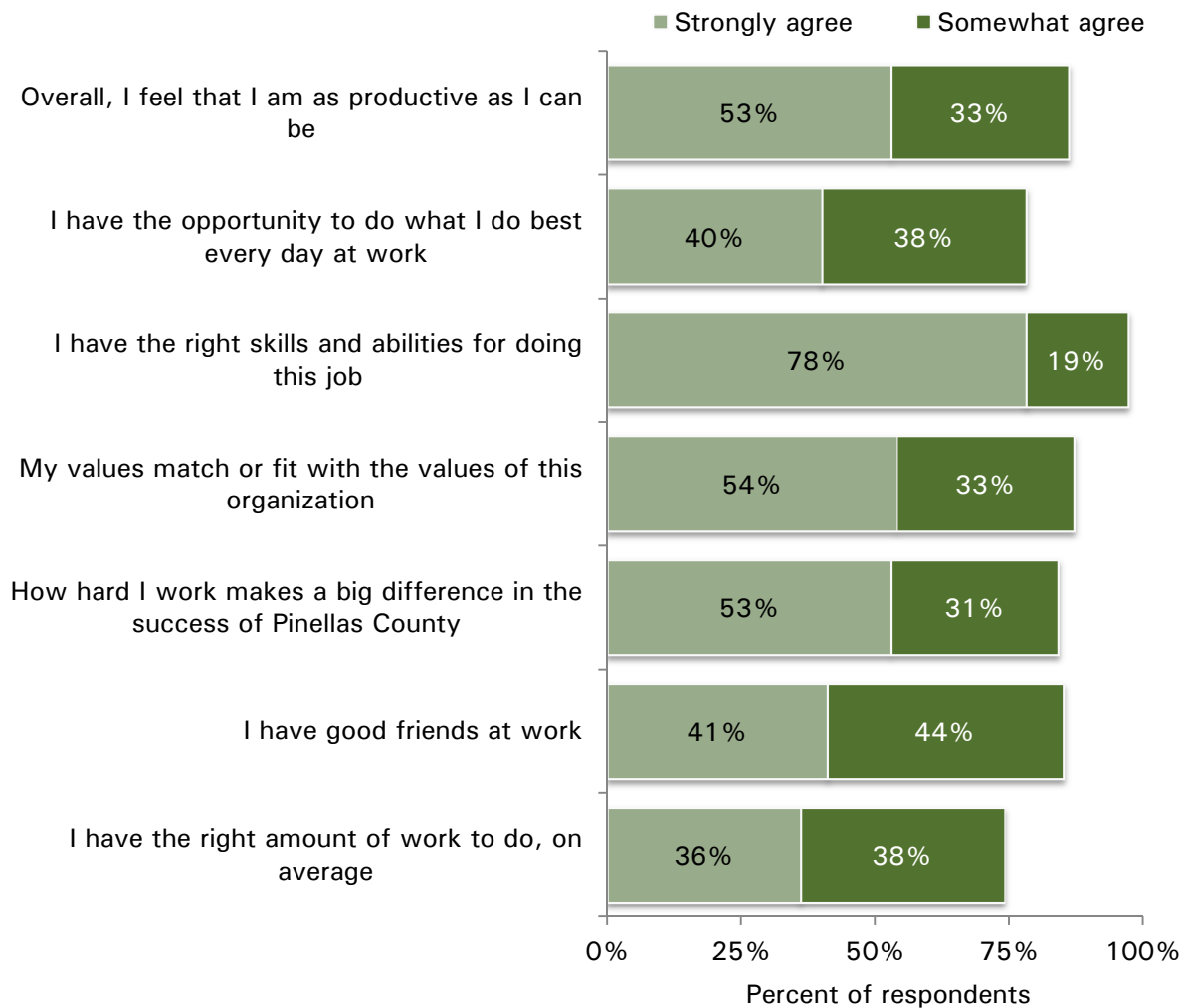


Figure 27: Employee Contribution and Fit Benchmarks

Please rate the extent to which you agree or disagree with the following statements about your job working for Pinellas County. (Percent "strongly" or "somewhat" agree)	Pinellas County rating	Comparison to benchmark
Employee Contribution and Fit Index	84%	Similar
Overall, I feel that I am as productive as I can be	86%	Similar
I have the opportunity to do what I do best every day at work	77%	Similar
I have the right skills and abilities for doing this job	97%	Similar
My values match or fit with the values of this organization	87%	Similar
How hard I work makes a big difference in the success of Pinellas County	84%	Similar
I have good friends at work	85%	Below
I have the right amount of work to do, on average	75%	Similar

From Data to Action

Knowing where to focus resources to improve employees' satisfaction with the workplace requires information that targets job features that are most important to employees. However, when employees are asked directly about job satisfaction, features related to feeling part of a well-working, respectful group as well as compensation invariably land at the top of the list. These features, no doubt, are important, but other factors influence job satisfaction that are also critical for employee engagement and retention.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis (KDA). The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of an employee survey. For example, air travelers may claim that safety is the primary consideration in their choice of an airline, yet key driver analysis may reveal that frequent flier perks or in-flight entertainment best predicts their buying decisions.

KDA was conducted for Pinellas County employee survey to dig deeper and identify the less obvious, but more influential features that are most related to employee job satisfaction. This analysis measured the relationships between ratings of each job characteristic and employees' overall job satisfaction index score.⁴ Those items that correlated most highly with employee satisfaction have been identified as key drivers. By targeting improvements in key employment features, Pinellas County can focus on building the capacities that have the greatest likelihood of influencing employee opinion about overall job satisfaction.⁵

Job characteristics or features found to be most strongly correlated with job satisfaction from Pinellas County Key Driver Analysis were:

- My values match or fit with the values of this organization
- I have the opportunity to do what I do best every day at work
- How hard I work makes a big difference in the success of Pinellas County
- [Supervisors] fostering an atmosphere of mutual trust and confidence

⁴ The job satisfaction index is an average that is comprised of the ratings given to the following survey items: "Overall, I am satisfied with my job," "Overall, I feel positive about working for Pinellas County," "Overall, I think Pinellas County is a good employer" and "I plan on working for this organization a year from now."

⁵ Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve job satisfaction. What is certain from these analyses is that key drivers are good predictors of overall job satisfaction and that the key drivers presented may be useful focus areas to consider for enhancement of employee satisfaction.

The Action Chart™ on the following page combines two dimensions of performance:

- Comparison to employee evaluations from other communities. Items have been sorted into columns indicating whether the item is above the benchmark, similar to the benchmark or below the benchmark.
- Identification of key drivers. The first row in the table on page 31 indicates that feature is a key driver of employee satisfaction.

The Action Chart uses abbreviated wording for each item or characteristics asked about on the survey. *Appendix A: Glossary* shows a mapping of the abbreviated question wording to the actual question wording used on the survey.

Reviewing all organizational data included in the Action Chart, an organization typically will want to consider improvements to any key driver features that are not at least similar to the benchmark. In Pinellas County, supervisors fostering an atmosphere of mutual trust and confidence was below the benchmark, while the other three key features were similar to the benchmark. Therefore, the County may wish to focus its resources on these key features, which have the greatest influence on employee ratings of job satisfaction.

Figure 28: Pinellas County Organization Action Chart™

OVERALL JOB SATISFACTION INDEX (Similar to the Benchmark)			
	Above the Benchmark	Similar to the Benchmark	Below the Benchmark
Key Drivers		<ul style="list-style-type: none"> • Do best • Value match • Employee contribution 	<ul style="list-style-type: none"> • Trust and confidence
	<ul style="list-style-type: none"> • Overall quality of work • Career advancement • Work space 	<div> <ul style="list-style-type: none"> • Positive working for Pinellas County • Pinellas County is good employer • Plans to stay • Productive employees • Right skills • Workload • Quality of working relationships within my group • Quality of working relationships between groups • Encouragement • Promoting positive relationships • Constructive feedback • Motivates good work • Motivates performance improvement • Encourages ideas • Employee decisions about work • Goal setting • Communicates expectations • Cares • Respects • Demonstrates skills • Informs about decisions • Recognition </div> <div> <ul style="list-style-type: none"> • Supervisor welcomes employees in decision-making • Performance objectives • Low performing employees • High performing employees • Supports learning • Skill development • Coaches/mentors • Encourages innovation • Benefits • Flexible work schedules • Shares mission and vision • Timely information • Information on problems and issues • Organization welcomes employee involvement • Listens to employees • Mutual respect • Discipline is fair • Communicates ethical behavior • Models ethical behavior • Violence free environment • Substance abuse free environment • Job materials </div>	<ul style="list-style-type: none"> • Satisfaction with job • Good friends • Employee commitment to quality work • Values all staff • Work distribution • Accurate evaluation • Links pay to performance • Fair wages

Responses to Pinellas County's Custom Question

In addition to the uniform questions on The NES, Pinellas County elected to add its own unique question to the survey. "Don't know" responses have been removed from the analysis for the following question, when applicable, but a full set of responses can be seen in *Appendix B: Complete Set of Survey Frequencies*.

Figure 29: Custom Items from Question 8: Feelings of Support from the Employee Advisory Council

Please rate each of the following aspects of the organization's work environment.	Excellent	Good	Fair	Poor	Total
How well the Employee Advisory Council (EAC) supports my interests to upper management and the Personnel Board	24%	39%	25%	12%	100%

Employment and Demographic Information

To appreciate better the results of this survey, it is valuable to have a picture of the employment and demographic profile of the survey respondents. What percent of respondents were men, long-time employees or supervisors? This section describes the characteristics of the employees who participated in this survey. Data are presented in the aggregate with attention to protecting the anonymity of every respondent.

Respondent Management Status	
What is your management status?	Percent of respondents
Manager	17%
Non-manager	83%
Total	100%

Respondent Exemption Status	
What is your exemption status?	Percent of respondents
Exempt (not eligible for overtime)	23%
Non-exempt (eligible for overtime)	77%
Total	100%

Respondent Race	
What is your race?	Percent of respondents
White	78%
Hispanic	5%
African American	13%
American Indian or Alaskan native	2%
Asian, Hawaiian or Pacific Islander	1%
Other	5%

Total may equal more than 100% as respondents could chose more than one race

Respondent Gender	
What is your gender?	Percent of respondents
Male	47%
Female	53%
Total	100%

Respondent Age	
What is your age range?	Percent of respondents
Younger than 40 years	16%
40 to 59 years	67%
60 years or older	17%
Total	100%

Respondent Tenure at the County	
How many years have you worked for Pinellas County?	Percent of respondents
Less than 10 years	35%
10 to 19 years	36%
20 years or more	28%
Total	100%

Appendix A: Glossary

The following table displays the question wording from the survey and the related abbreviation for each which can be seen in the Action Chart™.

Question wording	Abbreviated wording
Overall, I am satisfied with my job	Satisfaction with job
Overall, I feel positive about working for Pinellas County	Positive working for Pinellas County
Overall, I think Pinellas County is a good employer	Pinellas County is good employer
I plan on working for this organization a year from now	Plans to stay
Overall, I feel that I am as productive as I can be	Productive employees
I have the opportunity to do what I do best every day at work	Do best
I have the right skills and abilities for doing this job	Right skills
My values match or fit with the values of this organization	Value match
How hard I work makes a big difference in the success of Pinellas County	Employee contribution
I have good friends at work	Good friends
I have the right amount of work to do, on average	Workload
The overall quality of the working relationships within my work group	Quality of working relationships within my group
The overall quality of the working relationships between sections or work groups in this organization	Quality of working relationships between groups
The overall quality of the work being done in my group	Overall quality of work
The commitment of my fellow employees to do quality work	Employee commitment to quality work
Work group members valuing every team member	Values all staff
The distribution of work among team members in the work group	Work distribution
The level of encouragement given to one another to do a good job	Encouragement
Fostering an atmosphere of mutual trust and confidence	Trust and confidence
Promoting a positive working relationship among work group members	Promoting positive relationships
Providing specific, constructive feedback that helps improve performance	Constructive feedback
Motivating employees to do good work	Motivates good work
Motivating employees to improve performance	Motivates performance improvement
Encouraging employees to contribute ideas about work performance	Encourages ideas
Encouraging employees to make decisions concerning their work	Employee decisions about work
Working together with employees to set goals	Goal setting
Communicating expectations of employees	Communicates expectations
Caring about employees as people	Cares
Treating employees with respect	Respects

Question wording	Abbreviated wording
Demonstrating the skills needed to do the job	Demonstrates skills
Informing employees about decisions that impact work	Informs about decisions
Providing recognition for doing good work	Recognition
Welcoming employee involvement in decision-making	Welcomes employees in decision-making
Defining performance objectives	Performance objectives
Accurately evaluating performance	Accurate evaluation
Linking pay to performance	Links pay to performance
Dealing with low performing employees	Low performing employees
Rewarding high performing employees	High performing employees
Supporting continual learning and development	Supports learning
Providing opportunities that help employees to develop knowledge and skills	Skill development
Coaching or mentoring employees	Coaches/mentors
Providing adequate opportunities for career advancement	Career advancement
Encouraging employees to come up with innovative solutions to problems	Encourages innovation
Providing a fair wage for work responsibilities	Fair wages
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	Benefits
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	Flexible work schedules
Communicating its strategic direction, vision, mission and values	Shares mission and vision
Communicating information in a timely manner	Timely information
Sending out information that helps employees to understand the problems and issues facing the County	Information on problems and issues
Welcoming employee involvement in decision-making	Welcomes employee involvement
Listening to employee opinions	Listens to employees
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	Mutual respect
Applying discipline fairly and consistently	Discipline is fair
Communicating standards of ethical behavior	Communicates ethical behavior
Modeling standards of ethical behavior	Models ethical behavior
Maintaining a work environment that is free of violence or harassment	Violence free environment
Maintaining a work environment that is free of drug or alcohol abuse	Substance abuse free environment
Providing the necessary materials, resources and equipment to do the job effectively	Job materials
Providing a work space to do the job effectively	Work space

Appendix B: Complete Set of Survey Frequencies

Frequencies Excluding Don't Know Responses

The following tables contain the complete set of survey responses excluding “don’t know.”

Question 1: Job Satisfaction					
Please rate the extent to which you agree or disagree with the following statements about your job working for Pinellas County.	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
Overall, I am satisfied with my job	39%	44%	12%	5%	100%
Overall, I feel positive about working for Pinellas County	44%	40%	11%	5%	100%
Overall, I think Pinellas County is a good employer	48%	40%	9%	3%	100%
I plan on working for this organization a year from now	73%	20%	3%	4%	100%
Overall, I feel that I am as productive as I can be	53%	33%	10%	4%	100%
I have the opportunity to do what I do best every day at work	40%	38%	15%	7%	100%
I have the right skills and abilities for doing this job	78%	19%	2%	1%	100%
My values match or fit with the values of this organization	54%	33%	9%	4%	100%
How hard I work makes a big difference in the success of Pinellas County	53%	31%	10%	6%	100%
I have good friends at work	41%	44%	11%	3%	100%
I have the right amount of work to do, on average	36%	38%	16%	9%	100%

Question 2: Work Group Performance					
Please rate each of the following aspects of your work group.	Excellent	Good	Fair	Poor	Total
The overall quality of the working relationships within my work group	34%	46%	15%	5%	100%
The overall quality of the working relationships between sections or work groups in this organization	14%	46%	27%	13%	100%
The overall quality of the work being done in my group	45%	42%	11%	2%	100%
The commitment of my fellow employees to do quality work	38%	40%	17%	5%	100%
Work group members valuing every team member	25%	40%	23%	12%	100%
The distribution of work among team members in the work group	22%	39%	23%	16%	100%
The level of encouragement given to one another to do a good job	28%	35%	22%	14%	100%

Question 3: Supervisor Relationship					
Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent	Good	Fair	Poor	Total
Fostering an atmosphere of mutual trust and confidence	29%	33%	21%	17%	100%
Promoting a positive working relationship among work group members	31%	33%	21%	15%	100%
Providing specific, constructive feedback that helps improve performance	28%	31%	23%	18%	100%
Motivating employees to do good work	29%	31%	22%	18%	100%
Motivating employees to improve performance	27%	31%	24%	19%	100%
Encouraging employees to contribute ideas about work performance	32%	31%	21%	16%	100%
Encouraging employees to make decisions concerning their work	33%	34%	19%	14%	100%
Working together with employees to set goals	26%	32%	23%	18%	100%
Communicating expectations of employees	27%	32%	24%	17%	100%
Caring about employees as people	37%	30%	18%	15%	100%
Treating employees with respect	40%	29%	18%	12%	100%
Demonstrating the skills needed to do the job	34%	34%	20%	11%	100%
Informing employees about decisions that impact work	31%	30%	24%	15%	100%
Providing recognition for doing good work	31%	29%	21%	19%	100%
Welcoming employee involvement in decision-making	30%	29%	22%	20%	100%

Question 4: Performance Evaluation					
Please rate each of the following aspects of the organization's existing employee evaluation system.	Excellent	Good	Fair	Poor	Total
Defining performance objectives	14%	38%	30%	18%	100%
Accurately evaluating performance	13%	31%	28%	28%	100%
Linking pay to performance	6%	17%	24%	54%	100%
Dealing with low performing employees	6%	16%	26%	51%	100%
Rewarding high performing employees	7%	19%	25%	49%	100%

Question 5: Employee Development					
Please rate each of the following aspects of the organization's employee development activities:	Excellent	Good	Fair	Poor	Total
Supporting continual learning and development	26%	40%	23%	11%	100%
Providing opportunities that help employees to develop knowledge and skills	25%	37%	25%	14%	100%
Coaching or mentoring employees	16%	32%	26%	25%	100%
Providing adequate opportunities for career advancement	15%	29%	28%	28%	100%
Encouraging employees to come up with innovative solutions to problems	19%	34%	28%	19%	100%

Question 6: Wages and Benefits					
Please rate how well the organization does at...	Excellent	Good	Fair	Poor	Total
Providing a fair wage for work responsibilities	13%	30%	30%	27%	100%
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	45%	37%	15%	3%	100%
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	32%	35%	19%	14%	100%

Question 7: Communication and Decision-making					
Please rate each of the following aspects of communication and decision-making by top level management in the organization.	Excellent	Good	Fair	Poor	Total
Communicating its strategic direction, vision, mission and values	22%	39%	26%	13%	100%
Communicating information in a timely manner	19%	37%	27%	17%	100%
Sending out information that helps employees to understand the problems and issues facing the County	21%	35%	27%	17%	100%
Welcoming employee involvement in decision-making	16%	31%	28%	25%	100%
Listening to employee opinions	17%	30%	26%	27%	100%

Question 8: Organizational Climate					
Please rate each of the following aspects of the organization's work environment.	Excellent	Good	Fair	Poor	Total
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	18%	40%	29%	13%	100%
Applying discipline fairly and consistently	10%	30%	26%	34%	100%
Communicating standards of ethical behavior	20%	41%	26%	13%	100%

Question 8: Organizational Climate					
Please rate each of the following aspects of the organization's work environment.	Excellent	Good	Fair	Poor	Total
Modeling standards of ethical behavior	21%	38%	26%	16%	100%
Maintaining a work environment that is free of violence or harassment	38%	40%	14%	8%	100%
Maintaining a work environment that is free of drug or alcohol abuse	52%	37%	8%	2%	100%
How well the Employee Advisory Council (EAC) supports my interests to upper management and the Personnel Board	24%	39%	25%	12%	100%

Question 9: Physical Work Environment					
Please rate each of the following aspects of the organization's physical work environment.	Excellent	Good	Fair	Poor	Total
Providing the necessary materials, resources and equipment to do the job effectively	33%	42%	18%	7%	100%
Providing a work space to do the job effectively	39%	41%	15%	5%	100%

Frequencies Including Don't Know Responses

The following tables contain the complete set of survey responses including “don’t know.” The number and percent of respondents for each response option are shown for each question.

Question 1: Job Satisfaction												
Please rate the extent to which you agree or disagree with the following statements about your job working for Pinellas County.	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Overall, I am satisfied with my job	807	39%	919	44%	256	12%	102	5%	4	0%	2,088	100%
Overall, I feel positive about working for Pinellas County	922	44%	834	40%	225	11%	98	5%	10	0%	2,089	100%
Overall, I think Pinellas County is a good employer	996	48%	838	40%	188	9%	60	3%	6	0%	2,088	100%
I plan on working for this organization a year from now	1,440	69%	399	19%	68	3%	70	3%	107	5%	2,084	100%
Overall, I feel that I am as productive as I can be	1,102	53%	684	33%	213	10%	85	4%	4	0%	2,088	100%
I have the opportunity to do what I do best every day at work	823	39%	787	38%	316	15%	153	7%	6	0%	2,085	100%
I have the right skills and abilities for doing this job	1,623	78%	400	19%	47	2%	12	1%	4	0%	2,086	100%
My values match or fit with the values of this organization	1,115	54%	687	33%	185	9%	84	4%	13	1%	2,084	100%
How hard I work makes a big difference in the success of Pinellas County	1,092	52%	629	30%	203	10%	130	6%	33	2%	2,087	100%
I have good friends at work	850	41%	895	43%	235	11%	70	3%	32	2%	2,082	100%
I have the right amount of work to do, on average	756	36%	795	38%	336	16%	187	9%	9	0%	2,083	100%

Question 2: Work Group Performance												
Please rate each of the following aspects of your work group.	Excellent		Good		Fair		Poor		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
The overall quality of the working relationships within my work group	693	34%	938	45%	313	15%	112	5%	8	0%	2,064	100%
The overall quality of the working relationships between sections or work groups in this organization	284	14%	931	45%	554	27%	270	13%	23	1%	2,062	100%
The overall quality of the work being done in my group	921	45%	857	42%	226	11%	43	2%	12	1%	2,059	100%
The commitment of my fellow employees to do quality work	786	38%	818	40%	342	17%	100	5%	13	1%	2,059	100%
Work group members valuing every team member	502	24%	812	39%	473	23%	255	12%	16	1%	2,058	100%
The distribution of work among team members in the work group	444	22%	784	38%	477	23%	330	16%	26	1%	2,061	100%
The level of encouragement given to one another to do a good job	582	28%	720	35%	458	22%	285	14%	11	1%	2,056	100%

Question 3: Supervisor Relationship												
Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Fostering an atmosphere of mutual trust and confidence	585	29%	669	33%	419	21%	340	17%	21	1%	2,034	100%
Promoting a positive working relationship among work group members	620	31%	675	33%	427	21%	293	14%	16	1%	2,031	100%
Providing specific, constructive feedback that helps improve performance	565	28%	625	31%	461	23%	355	17%	25	1%	2,031	100%
Motivating employees to do good work	579	28%	618	30%	450	22%	361	18%	26	1%	2,034	100%
Motivating employees to improve performance	543	27%	609	30%	469	23%	369	18%	36	2%	2,026	100%
Encouraging employees to contribute ideas about work performance	634	31%	624	31%	423	21%	315	16%	32	2%	2,028	100%
Encouraging employees to make decisions concerning their work	661	33%	675	33%	389	19%	279	14%	26	1%	2,030	100%
Working together with employees to set goals	518	26%	646	32%	465	23%	359	18%	37	2%	2,025	100%
Communicating expectations of employees	538	27%	645	32%	479	24%	338	17%	24	1%	2,024	100%
Caring about employees as people	750	37%	592	29%	354	17%	307	15%	24	1%	2,027	100%
Treating employees with respect	812	40%	584	29%	367	18%	249	12%	12	1%	2,024	100%
Demonstrating the skills needed to do the job	690	34%	685	34%	401	20%	230	11%	18	1%	2,024	100%
Informing employees about decisions that impact work	627	31%	600	30%	473	23%	306	15%	21	1%	2,027	100%
Providing recognition for doing good work	612	30%	583	29%	430	21%	381	19%	21	1%	2,027	100%
Welcoming employee involvement in decision-making	595	29%	573	28%	442	22%	390	19%	22	1%	2,022	100%

Question 4: Performance Evaluation												
Please rate each of the following aspects of the organization's existing employee evaluation system.	Excellent		Good		Fair		Poor		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Defining performance objectives	273	14%	743	37%	573	28%	351	17%	80	4%	2,020	100%
Accurately evaluating performance	247	12%	594	29%	543	27%	536	27%	98	5%	2,018	100%
Linking pay to performance	105	5%	315	16%	441	22%	997	49%	161	8%	2,019	100%
Dealing with low performing employees	112	6%	294	15%	469	23%	908	45%	236	12%	2,019	100%
Rewarding high performing employees	138	7%	359	18%	459	23%	914	45%	149	7%	2,019	100%

Question 5: Employee Development												
Please rate each of the following aspects of the organization's employee development activities.	Excellent		Good		Fair		Poor		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Supporting continual learning and development	508	25%	799	40%	461	23%	222	11%	21	1%	2,011	100%
Providing opportunities that help employees to develop knowledge and skills	490	24%	735	37%	491	24%	276	14%	16	1%	2,008	100%
Coaching or mentoring employees	313	16%	627	31%	514	26%	491	24%	63	3%	2,008	100%
Providing adequate opportunities for career advancement	295	15%	566	28%	544	27%	560	28%	46	2%	2,011	100%
Encouraging employees to come up with innovative solutions to problems	371	19%	669	33%	558	28%	368	18%	38	2%	2,004	100%

Question 6: Wages and Benefits												
Please rate how well the organization does at...	Excellent		Good		Fair		Poor		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Providing a fair wage for work responsibilities	252	13%	609	30%	602	30%	535	27%	18	1%	2,016	100%
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	906	45%	736	37%	297	15%	69	3%	5	0%	2,013	100%
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	634	31%	694	34%	377	19%	275	14%	33	2%	2,013	100%

Question 7: Communication and Decision-making												
Please rate each of the following aspects of communication and decision-making by top level management in the organization.	Excellent		Good		Fair		Poor		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Communicating its strategic direction, vision, mission and values	436	22%	777	39%	507	25%	259	13%	29	1%	2,008	100%
Communicating information in a timely manner	369	18%	742	37%	535	27%	336	17%	22	1%	2,004	100%
Sending out information that helps employees to understand the problems and issues facing the County	407	20%	695	35%	544	27%	336	17%	23	1%	2,005	100%
Welcoming employee involvement in decision-making	311	15%	601	30%	547	27%	476	24%	72	4%	2,007	100%
Listening to employee opinions	320	16%	584	29%	504	25%	519	26%	68	3%	1,995	100%

Question 8: Organizational Climate												
Please rate each of the following aspects of the organization's work environment.	Excellent		Good		Fair		Poor		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	358	18%	780	39%	561	28%	258	13%	44	2%	2,001	100%
Applying discipline fairly and consistently	187	9%	545	27%	485	24%	615	31%	170	8%	2,002	100%
Communicating standards of ethical behavior	398	20%	790	40%	514	26%	246	12%	52	3%	2,000	100%
Modeling standards of ethical behavior	407	20%	725	36%	499	25%	300	15%	61	3%	1,992	100%
Maintaining a work environment that is free of violence or harassment	745	37%	795	40%	287	14%	153	8%	23	1%	2,003	100%
Maintaining a work environment that is free of drug or alcohol abuse	1,017	51%	723	36%	154	8%	44	2%	63	3%	2,001	100%
How well the Employee Advisory Council (EAC) supports my interests to upper management and the Personnel Board	364	18%	604	30%	388	19%	187	9%	451	23%	1,994	100%

Question 9: Physical Work Environment												
Please rate each of the following aspects of the organization's physical work environment.	Excellent		Good		Fair		Poor		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Providing the necessary materials, resources and equipment to do the job effectively	663	33%	844	42%	354	18%	134	7%	2	0%	1,997	100%
Providing a work space to do the job effectively	774	39%	812	41%	308	15%	99	5%	2	0%	1,995	100%

Question 13: Managerial Status		
What is your management status?	Number	Percent of respondents
Manager	321	16%
Non-manager	1,610	82%
Don't know	44	2%
Total	1,975	100%

Question 14: Respondent Exemption Status		
What is your exemption status?	Number	Percent of respondents
Exempt (not eligible for overtime)	429	22%
Non-exempt (eligible for overtime)	1,459	74%
Don't know	77	4%
Total	1,965	100%

Question 17: Respondent Race		
What is your race?	Number	Percent of respondents
White	1,480	78%
Hispanic	90	5%
African American	246	13%
American Indian or Alaskan native	32	2%
Asian, Hawaiian or Pacific Islander	27	1%
Other	93	5%

Total may equal more than 100% as respondents could choose more than one race

Question 18: Respondent Gender		
What is your gender?	Number	Percent of respondents
Male	901	47%
Female	1,010	53%
Total	1,911	100%

Question 19: Respondent Age		
What is your age range?	Number	Percent of respondents
Younger than 40 years	308	16%
40 to 59 years	1,289	67%
60 years or older	316	17%
Total	1,913	100%

Question 20: Respondent Tenure at Pinellas County		
How many years have you worked for Pinellas County?	Number	Percent of respondents
Less than 10 years	677	35%
10 to 19 years	698	36%
20 years or more	548	28%
Total	1,923	100%

Appendix C: Survey Background and Methodology

Survey Background

Pinellas County partnered with National Research Center, Inc. (NRC) to conduct a County-wide employee survey. Employees were asked questions about their job satisfaction, work environment, compensation, supervisory relationships, organizational climate and communication. This was the first administration of The NES to Pinellas County employees. The results can be used by the County to better understand employee experiences, address employee concerns and monitor perspectives over time.

The survey consisted of thematically similar statements grouped into question sets and all were asked on a four-point scale (e.g., strongly agree, somewhat agree, somewhat disagree, strongly disagree or excellent, good, fair, poor) and questions about respondent employment and sociodemographic characteristics.

How the Data Were Collected

In November 2013, Pinellas County employees were notified by the County about the upcoming survey. Employees with email addresses received three email reminder messages from NRC that contained the survey link over the following three weeks. The County also provided staff that do not have regular access to computers and/or who do not have County email addresses paper copies of the survey. Data collection continued through the beginning of December. Of the 2,850 employees receiving an invitation to complete the survey, a total of 2,103 employees returned completed surveys, providing a response rate of 74%.

Since the surveys were completed online (any paper surveys were entered into the online form), the data were automatically saved electronically. The data were then exported into a text-only format and the electronic dataset was imported and analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). Frequency distributions for each question are presented in the report appendices. The anonymity of all employees is fully maintained as no names or other unique identifiers have been recorded.

How the Results Are Reported

Tables and charts displaying the “percent positive” are presented in the body of the report. The percent positive is the combination of the top two most positive response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”). On many of the questions in the survey, respondents could answer, “don’t know.” The proportion of respondents giving this reply, including and excluding “don’t know,” is shown in the full set of responses in *Appendix B: Complete Set of Survey Frequencies*. However, these responses have been removed from the analyses presented in the body of the report. In other words, the report body figures display the responses from respondents who had an opinion about a specific item.

When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of rounding percentages to the nearest whole number.

Benchmark Comparisons

NRC's database of comparative employee opinion comprises the perspectives of more than 10,700 employees gathered from employee surveys from local governments across the U.S. Those employees evaluated the organization in which they work and gave their opinion about job satisfaction, supervisor relationships and other aspects of the employee experience. Pinellas County was compared to the entire database. A benchmark comparison (the average percent positive from all the comparison organizations where a question was asked) has been provided when there were at least five organizations in which the question was asked. The percent positive response was created by combining the most favorable response options (i.e., "strongly agree" and "somewhat agree" or "excellent" and "good").

Where comparisons are available, differences of more than five percentage points between Pinellas County's ratings and the average of the comparison employee ratings are considered statistically significant and thus are marked as "above" or "below" the benchmark. When differences between Pinellas County's ratings and the benchmarks are less than five percentage points, they are marked as "similar" to the benchmark.

Appendix D: Survey Instrument

The following pages contain The National Employee Survey™ for Pinellas County formatted similarly to the Web version.

Pinellas County Employee Survey

This survey is to be completed by each Pinellas County employee.
Your responses will be kept anonymous and reported in group form only.

Job Satisfaction

1. Please rate the extent to which you agree or disagree with the following statements about your job working for Pinellas County.

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
Overall, I am satisfied with my job	1	2	3	4	5
Overall, I feel positive about working for Pinellas County	1	2	3	4	5
Overall, I think Pinellas County is a good employer	1	2	3	4	5
I plan on working for this organization a year from now ..	1	2	3	4	5
Overall, I feel that I am as productive as I can be.....	1	2	3	4	5
I have the opportunity to do what I do best every day at work	1	2	3	4	5
I have the right skills and abilities for doing this job	1	2	3	4	5
My values match or fit with the values of this organization	1	2	3	4	5
How hard I work makes a big difference in the success of Pinellas County	1	2	3	4	5
I have good friends at work.....	1	2	3	4	5
I have the right amount of work to do, on average	1	2	3	4	5

Work Group Performance

2. Please rate each of the following aspects of your work group.

	Excellent	Good	Fair	Poor	Don't know
The overall quality of the working relationships within my work group.....	1	2	3	4	5
The overall quality of the working relationships between sections or work groups in this organization.....	1	2	3	4	5
The overall quality of the work being done in my group	1	2	3	4	5
The commitment of my fellow employees to do quality work.....	1	2	3	4	5
Work group members valuing every team member	1	2	3	4	5
The distribution of work among team members in the work group	1	2	3	4	5
The level of encouragement given to one another to do a good job	1	2	3	4	5

Supervisor Relationship

3. Please rate each of the following aspects of your SUPERVISOR'S performance.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Fostering an atmosphere of mutual trust and confidence.....	1	2	3	4	5
Promoting a positive working relationship among work group members	1	2	3	4	5
Providing specific, constructive feedback that helps improve performance	1	2	3	4	5
Motivating employees to do good work	1	2	3	4	5
Motivating employees to improve performance	1	2	3	4	5
Encouraging employees to contribute ideas about work performance	1	2	3	4	5
Encouraging employees to make decisions concerning their work.....	1	2	3	4	5
Working together with employees to set goals.....	1	2	3	4	5
Communicating expectations of employees	1	2	3	4	5
Caring about employees as people	1	2	3	4	5
Treating employees with respect.....	1	2	3	4	5
Demonstrating the skills needed to do the job	1	2	3	4	5
Informing employees about decisions that impact work	1	2	3	4	5
Providing recognition for doing good work	1	2	3	4	5
Welcoming employee involvement in decision-making.....	1	2	3	4	5

Performance Evaluation

4. Please rate each of the following aspects of the organization's existing employee evaluation system.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Defining performance objectives	1	2	3	4	5
Accurately evaluating performance.....	1	2	3	4	5
Linking pay to performance	1	2	3	4	5
Dealing with low performing employees.....	1	2	3	4	5
Rewarding high performing employees	1	2	3	4	5

Employee Development

5. Please rate each of the following aspects of the organization's employee development activities.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Supporting continual learning and development	1	2	3	4	5
Providing opportunities that help employees to develop knowledge and skills	1	2	3	4	5
Coaching or mentoring employees	1	2	3	4	5
Providing adequate opportunities for career advancement	1	2	3	4	5
Encouraging employees to come up with innovative solutions to problems.....	1	2	3	4	5

Wages and Benefits

6. Please rate how well the organization does at ...

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Providing a fair wage for work responsibilities	1	2	3	4	5
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	1	2	3	4	5
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	1	2	3	4	5

Communication and Decision-making

7. Please rate each of the following aspects of communication and decision-making by top level management (Appointing Authority and his/her staff) in the organization.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Communicating its strategic direction, vision, mission and values	1	2	3	4	5
Communicating information in a timely manner	1	2	3	4	5
Sending out information that helps employees to understand the problems and issues facing the County	1	2	3	4	5
Welcoming employee involvement in decision-making	1	2	3	4	5
Listening to employee opinions	1	2	3	4	5

Organizational Climate

8. Please rate each of the following aspects of the organization's work environment.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups.....	1	2	3	4	5
Applying discipline fairly and consistently	1	2	3	4	5
Communicating standards of ethical behavior.....	1	2	3	4	5
Modeling standards of ethical behavior	1	2	3	4	5
Maintaining a work environment that is free of violence or harassment	1	2	3	4	5
Maintaining a work environment that is free of drug or alcohol abuse	1	2	3	4	5
How well the Employee Advisory Council (EAC) supports my interests to upper management and the Personnel Board	1	2	3	4	5

Physical Work Environment

9. Please rate each of the following aspects of the organization's physical work environment.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Providing the necessary materials, resources and equipment to do the job effectively	1	2	3	4	5
Providing a work space to do the job effectively	1	2	3	4	5

10. What is the ONE thing you like least about working for Pinellas County?

11. What is the ONE thing you like best about working for Pinellas County?

Employment Information

12. What is your management status?

- ☐ Manager
- ☐ Non-manager
- ☐ Don't know

13. What is your exemption status?

- ☐ Exempt (not eligible for overtime)
- ☐ Non-Exempt (eligible for overtime)
- ☐ Don't know

Demographic Information

14. What is your race? (Check all that apply.)

- ☐ White
- ☐ Hispanic
- ☐ African American
- ☐ American Indian or Alaskan native
- ☐ Asian, Hawaiian or Pacific Islander
- ☐ Other

15. What is your gender?

- ☐ Male
- ☐ Female

16. What is your age range?

- ☐ Younger than 40 years
- ☐ 40 to 59 years
- ☐ 60 years or older

17. How many years have you worked for Pinellas County?

- ☐ Less than 10 years
- ☐ 10 to 19 years
- ☐ 20 years or more

Thank you very much for completing this survey!

Employee Survey

Best Feature of Working for Pinellas County

		Mentions			
		1st	2nd	3rd	Total
Wages/Benefits/Hours					
1	Wages /Fair wage for work/duties	34	14	5	53
2	Benefits overall	352	64	11	427
3	Time off - vacations, leave, holidays	42	34	12	88
4	Health Benefits/Wellness/Disability insurance	35	13	8	56
5	Schedule/flexible/flex-time/weekends free	67	20	2	89
6	Retirement/pension	34	24	9	67
7	Education/Tuition reimbursement	3	7	2	12
8	No wage increase for years/low wage increase/same wage increase for all	1			1
9	Job stability/security	145	28	7	180
	Total	713	204	56	973
Job Satisfaction					
10	Overall job satisfaction//Morale	73	9	6	88
11	Proud to work for Pinellas County/Great place to work/Good work environment/Great employees	147	25	4	176
12	Right skills and abilities - good match	26	9	3	38
13					0
14	Amount of work, work load//Low staff levels	7	1		8
15	My department/division/enterprise	13	1		14
16	Flexibility in how to perform tasks	15		3	18
17	Variety of tasks/Diversity of work/Challenge	24	6	1	31
	Total	305	51	17	373
Work Group					
20	Co-workers, work group relationships/Friendships	141	40	5	186
21	Relationship between different work groups, departments	8	5	2	15
22	Quality of work by group overall	12	17	4	33
23	Distribution of work				0
24	Co-worker dedication/Teamwork	30	16	8	54
25	Poor performers tolerated//Sense of entitlement				0
26	Gossip/Negativity				0
	Total	191	78	19	288
Supervisor					
30	Supervisor/manager/director/Non specific	29	14	6	49
31	Motivating supervisor/manager/director	8	3	2	13
32	Flexible supervisor//Autonomy/Micromanagement	5	2		7
33	Appreciative environment/Recognition	8	8		16
34	Supervisor/manager/director performance				0
35	Application of rules and polices/Favoritism				0
	Total	50	27	8	85

Employee Survey
Best Feature of Working for Pinellas County

		1st	2nd	3rd	Total
	Performance Evaluation				
40	Overall				0
41	Hold individuals accountable for bad behavior/performance				0
42	No evaluation at all				0
43	Accountability of managers/directors/supervisors				0
	Total				0
	Employee Development				
50	Supporting continual learning/development	7	6		13
51	Opportunities for training	6	4	3	13
52	Opportunity to grow, develop	15	11	2	28
53	Advancement/promotion opportunities//Lateral transfers	18	7	3	28
	Total	46	28	8	82
	Communication				
60	Communicating information - general	4	2	1	7
61	Timely communication	1			1
62	Listening to employee input/Involves employees in decision making	3	2	3	8
63	Information about organization news/decisions that impact work/reorganization	1			1
64	Meetings/Trainings				0
	Total	9	4	4	17
	Organizational Climate				
70	Promoting a climate of mutual understanding and respect	7	3	2	12
71	Communicating and modeling standards of ethical behavior	4		1	5
72	Employees' Advisory Council (EAC)				0
73	Supports best practices for leadership, management (HPO)	10	4	2	16
74	Commitment to employees	18	2		20
75	Everything	35	3	1	39
76	Values fit	5	2	3	10
77	Flexible environment/General flexibility	13		2	15
78	County Administrator/Appointing Authority /LaSala/Burke	12		3	15
79	Human Resources	2	1	2	5
	Total	106	15	16	137
	Physical Work Environment				
80	Environment, e.g. outside	5	2		7
81	Necessary tools and equipment	9	3		12
82	Work space	3	1		4
83	Commute/Location	13	7		20
	Total	30	13	0	43

Employee Survey

Best Feature of Working for Pinellas County

		1st	2nd	3rd	Total
	Culture				
90	Service to community/Making a difference	149	26	8	183
91	Discrimination				0
92	Position Audit Questionnaire (PAQ) by Human Resources				0
93	"Good ol' boy network"/Office politics				0
94	Sexual harassment				0
95	Bullying/Harassment				0
96	Trust	1	1		2
97	Disciplinary procedures/ UPS Board involvement			1	1
98					
99	Other	1			
	Total	151	27	9	186

Employee Survey

Least Feature of Working for Pinellas County

		Mentions			
		1st	2nd	3rd	Total
Wages/Benefits/Hours					
1	Wages /Fair wage for work/duties	167	15	8	190
2	Benefits overall	10	8	5	23
3	Time off - vacations, leave, holidays	41	10	1	52
4	Health Benefits/Wellness/Disability insurance	15	5	3	23
5	Schedule/flexible/flex-time/weekends free	33	12	5	50
6	Retirement/pension	8	6	1	15
7	Education/Tuition reimbursement		1		1
8	No wage increase for years/low wage increase/same wage increase for all	147	33	8	188
9	Job stability/security	28	7	3	38
Total		449	97	34	580
Job Satisfaction					
10	Overall job satisfaction//Morale	16	15	2	33
11	Proud to work for Pinellas County/Great place to work/Good work environment/Great employees	22	1		23
12	Right skills and abilities - good match	6	2		8
13					0
14	Amount of work, work load//Low staff levels	64	21	4	89
15	My department/division/enterprise	14	1	1	16
16	Flexibility in how to perform tasks	5			5
17	Variety of tasks/Diversity of work/Challenge	4			4
Total		131	40	7	178
Work Group					
20	Co-workers, work group relationships/Friendships	7			7
21	Relationship between different work groups, departments	22	5		27
22	Quality of work by group overall	11	11	1	23
23	Distribution of work	5	1		6
24	Co-worker dedication/Teamwork	3	3		6
25	Poor performers tolerated//Sense of entitlement	81	18	8	107
26	Gossip/Negativity	18	2		20
Total		147	40	9	196
Supervisor					
30	Supervisor/manager/director/Non specific	50	17	4	71
31	Motivating supervisor/manager/director	6	2		8
32	Flexible supervisor//Autonomy/Micromanagement	15	4	1	20
33	Appreciative environment/Recognition	20	13	4	37
34	Supervisor/manager/director performance	41	13	4	58
35	Application of rules and polices/Favoritism	74	17	5	96
Total		206	66	18	290

Employee Survey
Least Feature of Working for Pinellas County

		1st	2nd	3rd	Total
Performance Evaluation					
40	Overall	19	7	2	28
41	Hold individuals accountable for bad behavior/performance		1		1
42	No evaluation at all	3	3	3	9
43	Accountability of managers/directors/supervisors	8	4		12
	Total	30	15	5	50
Employee Development					
50	Supporting continual learning/development	1	1		2
51	Opportunities for training	12	8		20
52	Opportunity to grow, develop	2	4		6
53	Advancement/promotion opportunities//Lateral transfers	71	36	5	112
	Total	86	49	5	140
Communication					
60	Communicating information - general	53	14	5	72
61	Timely communication	10	1		11
62	Listening to employee input/Involves employees in decision making	34	8	6	48
63	Information about organization news/decisions that impact work/reorganization	7	2		9
64	Meetings/Trainings	22	7	1	30
65	Total	126	32	12	170
Organizational Climate					
70	Promoting a climate of mutual understanding and respect	5			5
71	Communicating and modeling standards of ethical behavior	15	5		20
72	Employees' Advisory Council (EAC)	1		1	2
73	Supports best practices for leadership, management (HPO)	9	5	1	15
74	Commitment to employees	3	4		7
75	Everything	58	8	1	67
76	Values fit	2			2
77	Flexible environment/General flexibility	2			2
78	County Administrator/Appointing Authority /LaSala/Burke	12	2	1	15
79	Human Resources	9	2	1	12
	Total	116	26	5	147
Physical Work Environment					
80	Environment, e.g. outside	7			7
81	Necessary tools and equipment	44	4	2	50
82	Work space	10	1		11
83	Commute/Location	31	2	2	35
	Total	92	7	4	103

Employee Survey

Least Feature of Working for Pinellas County

		1st	2nd	3rd	Total
	Culture				
90	Service to community/Making a difference	3			3
91	Discrimination	8	6		14
92	Position Audit Questionnaire (PAQ) by Human Resources		1		1
93	"Good ol' boy network"/Office politics	46	8	1	55
94	Sexual harassment	1			1
95	Bullying/Harassment	7	3	1	11
96	Trust	4	6	2	12
97	Disciplinary procedures/ UPS Board involvement	17	18	3	38
98					
99	Other	5			5
	Total	91	42	7	140