



Executive Summary

2015 National Employee Survey (NES)

Unified Personnel System

III.2.

Background and Introduction

The National Employee Survey (NES) was emailed to all employees in the Unified Personnel System in November 2015.

- 1,712 employees completed the 63-item survey equaling a response rate of 58%
- Margin of error of 2% at the 95% confidence level. Any variation of 3% or more is considered statistically significant.

This is the second biennial survey we conducted in partnership with the National Research Center and ICMA. The NES affords us two major advantages. We can track our progress on various aspects of job satisfaction over time and also compare our results to the benchmark of more than 18,000 employees of 31 local governments.

Major topic areas included:

- Employee Contribution and Fit
- Work Group Performance
- Employee–Supervisor Relationship
- Employee Performance Evaluation
- Wages and Benefits
- Communication and Decision Making
- Respect and Ethics
- Physical Work Environment
- Employee Development

Key Findings

- 58 of 63 items are rated favorably (over 50% positive ratings) by the majority of respondents.
- Our employees are satisfied with their jobs (85%) and think Pinellas County is a good employer (89%).
- They agree with the statements “I know what is expected of me at work” (90%) and “My values match or fit with the values of this organization” (85%).
- 84% award positive ratings to “The work being done in my work group overall” and 87% indicate they have good friends at work.
- The single highest rated item is “Maintaining a work environment that is free of drug or alcohol abuse” (95% positive).

Areas Rated Higher from 2013-2015

Performance Management

The most improved ratings are for performance measurement and two-way communication between employees and supervisors. Both of these areas received low ratings in 2013 and the survey findings contributed to the Appointing Authorities' decision to implement the FACE performance management system (Feedback, Ask Questions, Communication and Explore Options).

<i>Statement</i>	<i>2015 rating</i>	<i>2013 rating</i>	<i>% point change</i>
"Connection between compensation and performance" is still one of the lowest rated items at 36% favorable.	36%	23%	+13
Accurately evaluating performance	56%	44%	+12
Opportunities to develop a career path	52%	44%	+8
Encouraging employees to come up with innovative solutions to problems	60%	53%	+7
Welcoming employee involvement in decision-making	64%	58%	+6
Informing employees about decisions that impact work	66%	61%	+5
Listening to employee opinions	51%	47%	+4
Dealing with low-performing employees	27%	23%	+4
Providing specific, constructive feedback that helps improve performance	62%	59%	+3

We also introduced two new questions in 2015 to measure additional aspects of performance management.

1. 63% report "I have received recognition or praise for doing good work in the last seven days."
2. 73% agree with the statement "In the last six months, someone at work has talked with me about my progress."

Other areas of improved positive ratings from 2013 to 2015

<i>Statement</i>	<i>2015 rating</i>	<i>2013 rating</i>	<i>% point change</i>
Communicating standards of ethical behavior	68%	61%	+7
Modeling standards of ethical behavior	66%	59%	+7
A respectful atmosphere	63%	58%	+5
Maintaining a work environment that is free of drug or alcohol abuse	95%	90%	+5
Supervisors treating employees with respect	73%	69%	+4

<i>Statement</i>	<i>2015 rating</i>	<i>2013 rating</i>	<i>% point change</i>
Compensation (salary and benefits) compared with similar opportunities	47%	43%	+4
Communicating information in a timely manner	60%	56%	+4
Maintaining a work environment that is free of violence or harassment	81%	78%	+3

Areas Rated Lower from 2013-2015

- “Providing individual and group work spaces to do the job effectively” (74%), dropped 6% from 80%.
- “The working relationships in my workgroup overall” (76%), down 3%.

Areas of Continued Concern (Majority Ratings Fair/Poor)

- Only 27% rate “Dealing with low-performing employees” positively. This is a 4% higher than 2013 ratings, but is still the single lowest rated survey item.
- “Rewarding high-performing employees” receives only 29% positive ratings.
- “Applying discipline fairly and consistently” is rated positively by 40%.
- 36% gave favorable ratings for “Connection between compensation and performance”, up 13%.

Benchmarking

- Pinellas County rates higher than the benchmark in Employee Performance Evaluation, Employee Development, Communication and Decision Making and Physical Work Environment, and ratings are similar to the benchmark in the other five topic areas.
- 56 individual items are benchmarked for this survey. We score above the benchmark for 18. The other 38 are similar to the benchmark.
- In 2013 Pinellas County scored below the benchmark for nine items. No ratings are below the benchmark in 2015.

THE NESTM

The National Employee SurveyTM

Pinellas County, FL

Technical Appendices

2015



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Contents

Appendix A: Complete Survey Responses..... 1

Appendix B: Benchmark Comparisons 9

Appendix C: Survey Background and Methodology..... 12

The NES is presented by NRC in collaboration with ICMA.

NRC is a proud member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

Appendix A: Complete Survey Responses

Responses excluding “don’t know”

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

Table 1: Question 1

How likely or unlikely you are to recommend working for PINELLAS COUNTY to someone who asks?	Percent	Number
Very likely	54%	873
Somewhat likely	32%	515
Somewhat unlikely	7%	120
Very unlikely	6%	99
Total	100%	1,607

Table 2: Question 2

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	43%	735	42%	714	10%	169	5%	79	100%	1,697
Overall, I feel positive about working for PINELLAS COUNTY	49%	815	37%	614	9%	156	4%	64	100%	1,649
Overall, I think PINELLAS COUNTY is a good employer	52%	873	37%	621	8%	131	3%	45	100%	1,670
I plan on working for this organization a year from now	76%	1,148	17%	250	3%	51	4%	59	100%	1,508
I feel positively challenged in my current job	44%	748	36%	602	12%	194	8%	142	100%	1,686
I have good friends at work	47%	772	41%	673	9%	156	3%	57	100%	1,658
I know what is expected of me at work	58%	970	32%	542	7%	111	3%	58	100%	1,681
I have the opportunity to do what I do best every day at work	45%	758	34%	575	13%	211	8%	132	100%	1,676
My values match or fit with the values of this organization	46%	771	39%	645	10%	164	5%	89	100%	1,669
I have received recognition or praise for doing good work in the last seven days	37%	609	26%	422	15%	246	22%	366	100%	1,643
In the last six months, someone at work has talked to me about my progress	47%	782	26%	429	11%	189	16%	267	100%	1,667
The Employee Advisory Council (EAC) does a good job supporting my interests and/or concerns to upper management and the Personnel Board	28%	350	44%	543	15%	184	14%	171	100%	1,248

Table 3: Question 3

Please rate the quality of each of the following aspects of working for your DEPARTMENT-.	Excellent		Good		Fair		Poor		Total	
The working relationships in my department overall	24%	401	44%	730	20%	325	12%	195	100%	1,651
Communication among all staff overall	16%	255	39%	640	28%	452	17%	280	100%	1,627
The work being done at my department overall	35%	578	46%	757	15%	247	4%	63	100%	1,645
Overall staff morale	12%	200	37%	603	28%	463	23%	377	100%	1,643

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Please rate the quality of each of the following aspects of working for your DEPARTMENT-	Excellent		Good		Fair		Poor		Total	
A respectful atmosphere	24%	395	39%	648	23%	375	14%	237	100%	1,655
Communicating standards of ethical behavior	28%	452	40%	651	20%	327	12%	201	100%	1,631
Modeling standards of ethical behavior	27%	444	39%	630	19%	316	15%	246	100%	1,636
Maintaining a work environment that is free of violence or harassment	50%	820	32%	525	11%	179	8%	129	100%	1,653
Maintaining a work environment that is free of drug or alcohol abuse	68%	1,089	27%	436	4%	62	1%	21	100%	1,608
Clarity of staff roles and responsibilities	25%	415	40%	669	23%	380	12%	191	100%	1,655
Accurately evaluating performance	20%	322	36%	564	26%	410	18%	276	100%	1,572
Compensation (salary and benefits) compared with similar opportunities	15%	249	32%	523	29%	477	23%	377	100%	1,626
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	40%	665	41%	671	15%	248	4%	59	100%	1,643
Connection between compensation and performance	10%	164	25%	401	28%	434	36%	574	100%	1,573
Dealing with low-performing employees	6%	85	22%	318	31%	457	42%	614	100%	1,474
Rewarding high-performing employees	7%	108	22%	335	30%	463	40%	615	100%	1,521
Defining performance objectives	14%	223	36%	576	33%	529	17%	273	100%	1,601
Applying discipline fairly and consistently	12%	174	28%	402	27%	391	33%	477	100%	1,444
Supporting continual learning and development	28%	461	38%	614	24%	392	10%	166	100%	1,633
Availability of opportunities for employees to develop knowledge and skills	26%	419	37%	602	25%	411	13%	205	100%	1,637
Coaching or mentoring employees	16%	261	33%	528	28%	451	22%	352	100%	1,592
Opportunities to develop a career path	17%	264	35%	564	26%	411	22%	358	100%	1,597
Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	33%	542	34%	547	19%	301	14%	232	100%	1,622
Availability of necessary materials, resources and equipment to do the job effectively	32%	521	42%	699	19%	314	7%	119	100%	1,653
Conversations with my supervisor about my performance	32%	515	35%	575	20%	326	13%	218	100%	1,634
Providing individual and group work spaces to do the job effectively	30%	493	44%	718	18%	303	8%	130	100%	1,644

Table 4: Question 4

Please rate the quality of each of the following aspects of your WORKGROUP.	Excellent		Good		Fair		Poor		Total	
The working relationships in my workgroup overall	31%	506	45%	744	17%	288	7%	112	100%	1,650
Communication among all staff in my workgroup overall	25%	412	43%	703	21%	347	11%	173	100%	1,635
The distribution of work among team members in my workgroup	22%	360	41%	659	23%	375	14%	222	100%	1,616
The quality of the working relationships between sections or workgroups in this organization	18%	286	41%	674	27%	436	14%	229	100%	1,625
The quality of work being done in my workgroup overall	39%	642	45%	727	13%	215	3%	45	100%	1,629
Overall staff morale in my workgroup	20%	329	39%	635	23%	383	18%	294	100%	1,641

Table 5: Question 5

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%	461	36%	578	20%	320	16%	256	100%	1,615
Promoting a positive working relationship among work group members	29%	466	38%	610	19%	314	14%	222	100%	1,612

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Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Total	
Providing specific, constructive feedback that helps improve performance	25%	403	37%	591	24%	380	15%	234	100%	1,608
Working together with employees to set goals	25%	402	35%	557	23%	369	16%	254	100%	1,582
Communicating expectations of employees	25%	409	37%	588	24%	384	14%	226	100%	1,607
Encouraging employees to make decisions concerning their work	32%	516	38%	615	18%	297	11%	185	100%	1,613
Informing employees about decisions that impact work	29%	462	37%	588	20%	327	14%	225	100%	1,602
Providing recognition for doing good work	27%	435	32%	517	22%	360	18%	292	100%	1,604
Treating employees with respect	40%	651	32%	526	16%	260	11%	182	100%	1,619
Welcoming employee involvement in decision-making	30%	478	34%	546	19%	300	17%	280	100%	1,604

Table 6: Question 6

Please rate the quality of each of the following aspects of your organization's executive leadership, i.e. your Appointing Authority (BCC Commissioners Office, BCC County Administrator Departments, BTS, Clerk of the Circuit Court, Construction Licensing Board, County Attorney, Human Resources, Human Rights, Pinellas Planning Organization/MPO, Property Appraiser, Supervisor of Elections, and Tax Collector).	Excellent		Good		Fair		Poor		Total	
Clarity of strategic direction, goals and objectives	20%	317	43%	666	25%	394	12%	180	100%	1,557
Communicating information in a timely manner	19%	291	41%	642	26%	410	14%	220	100%	1,563
Communicating information that helps employees to understand the problems and issues facing Pinellas County	17%	273	38%	601	29%	451	16%	244	100%	1,569
Encouraging employees to come up with innovative solutions to problems	21%	323	39%	594	25%	379	16%	240	100%	1,536
Welcoming employee involvement in decision-making	18%	280	32%	493	27%	410	22%	337	100%	1,520
Listening to employee opinions	19%	285	32%	486	27%	413	22%	330	100%	1,514
Promoting a climate of mutual understanding and respect among members of different groups	20%	300	38%	579	25%	376	18%	274	100%	1,529
Overall level of confidence in the leadership of my top leadership	23%	365	36%	570	22%	349	18%	281	100%	1,565

Table 7: Question D1

What is your management status?	Percent	Number
Manager/Supervisor	26%	422
Non-supervisor	74%	1,182
Total	100%	1,604

Table 8: Question D2

What is your exemption status?	Percent	Number
Exempt	25%	403
Classified	75%	1,189
Total	100%	1,592

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Table 9: Question D3

What is your race? (Check all that apply.)	Percent	Number
White	80%	1,231
Hispanic	5%	73
African American	11%	174
American Indian or Alaskan native	2%	25
Asian, Hawaiian or Pacific Islander	1%	20
Other	5%	83

Total may exceed 100% as respondents could select more than one option.

Table 10: Question D4

What is your gender?	Percent	Number
Male	46%	708
Female	54%	828
Total	100%	1,536

Table 11: Question D5

What is your age range?	Percent	Number
30 years or younger	6%	92
31 to 45 years	25%	391
46 to 60 years	58%	889
61 years or older	11%	172
Total	100%	1,544

Table 12: Question D6

How many years have you worked for Pinellas County?	Percent	Number
0 to 5 years	31%	479
6 to 10 years	14%	220
11 to 15 years	18%	284
16 to 20 years	13%	195
More than 20 years	24%	371
Total	100%	1,549

Responses including “don’t know”

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

Table 13: Question 1

How likely or unlikely you are to recommend working for PINELLAS COUNTY to someone who asks?	Percent	Number
Very likely	54%	873
Somewhat likely	32%	515
Somewhat unlikely	7%	120
Very unlikely	6%	99
Don't know	1%	24
Total	100%	1,631

Table 14: Question 2

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	
Overall, I am satisfied with my job	43%	735	42%	714	10%	169	5%	79	0%	3	100%	1,700
Overall, I feel positive about working for PINELLAS COUNTY	49%	815	37%	614	9%	156	4%	64	0%	6	100%	1,655
Overall, I think PINELLAS COUNTY is a good employer	52%	873	37%	621	8%	131	3%	45	0%	5	100%	1,675
I plan on working for this organization a year from now	72%	1,148	16%	250	3%	51	4%	59	6%	93	100%	1,601
I feel positively challenged in my current job	44%	748	35%	602	11%	194	8%	142	1%	11	100%	1,697
I have good friends at work	45%	772	40%	673	9%	156	3%	57	2%	39	100%	1,697
I know what is expected of me at work	58%	970	32%	542	7%	111	3%	58	0%	3	100%	1,684
I have the opportunity to do what I do best every day at work	45%	758	34%	575	13%	211	8%	132	1%	11	100%	1,687
My values match or fit with the values of this organization	45%	771	38%	645	10%	164	5%	89	2%	29	100%	1,698
I have received recognition or praise for doing good work in the last seven days	36%	609	25%	422	15%	246	22%	366	2%	35	100%	1,678
In the last six months, someone at work has talked to me about my progress	46%	782	25%	429	11%	189	16%	267	2%	27	100%	1,694
The Employee Advisory Council (EAC) does a good job supporting my interests and/or concerns to upper management and the Personnel Board	21%	350	32%	543	11%	184	10%	171	26%	442	100%	1,690

Table 15: Question 3

Please rate the quality of each of the following aspects of working for your DEPARTMENT.	Excellent		Good		Fair		Poor		Don't know		Total	
The working relationships in my department overall	24%	401	44%	730	20%	325	12%	195	0%	7	100%	1,658
Communication among all staff overall	16%	255	39%	640	28%	452	17%	280	0%	6	100%	1,633
The work being done at my department overall	35%	578	46%	757	15%	247	4%	63	1%	12	100%	1,657
Overall staff morale	12%	200	37%	603	28%	463	23%	377	0%	5	100%	1,648

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Please rate the quality of each of the following aspects of working for your DEPARTMENT.	Excellent		Good		Fair		Poor		Don't know		Total	
A respectful atmosphere	24%	395	39%	648	23%	375	14%	237	0%	2	100%	1,657
Communicating standards of ethical behavior	27%	452	39%	651	20%	327	12%	201	1%	18	100%	1,649
Modeling standards of ethical behavior	27%	444	38%	630	19%	316	15%	246	1%	21	100%	1,657
Maintaining a work environment that is free of violence or harassment	49%	820	32%	525	11%	179	8%	129	0%	8	100%	1,661
Maintaining a work environment that is free of drug or alcohol abuse	66%	1,089	26%	436	4%	62	1%	21	3%	50	100%	1,658
Clarity of staff roles and responsibilities	25%	415	40%	669	23%	380	12%	191	0%	5	100%	1,660
Accurately evaluating performance	20%	322	34%	564	25%	410	17%	276	4%	71	100%	1,643
Compensation (salary and benefits) compared with similar opportunities	15%	249	32%	523	29%	477	23%	377	2%	33	100%	1,659
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	40%	665	41%	671	15%	248	4%	59	0%	7	100%	1,650
Connection between compensation and performance	10%	164	24%	401	26%	434	35%	574	5%	76	100%	1,649
Dealing with low-performing employees	5%	85	19%	318	28%	457	37%	614	11%	185	100%	1,659
Rewarding high-performing employees	7%	108	20%	335	28%	463	37%	615	8%	126	100%	1,647
Defining performance objectives	14%	223	35%	576	32%	529	17%	273	3%	47	100%	1,648
Applying discipline fairly and consistently	11%	174	24%	402	24%	391	29%	477	12%	206	100%	1,650
Supporting continual learning and development	28%	461	37%	614	24%	392	10%	166	1%	20	100%	1,653
Availability of opportunities for employees to develop knowledge and skills	25%	419	36%	602	25%	411	12%	205	1%	16	100%	1,653
Coaching or mentoring employees	16%	261	32%	528	27%	451	21%	352	4%	63	100%	1,655
Opportunities to develop a career path	16%	264	34%	564	25%	411	22%	358	4%	61	100%	1,658
Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	33%	542	33%	547	18%	301	14%	232	1%	21	100%	1,643
Availability of necessary materials, resources and equipment to do the job effectively	31%	521	42%	699	19%	314	7%	119	0%	3	100%	1,656
Conversations with my supervisor about my performance	31%	515	35%	575	20%	326	13%	218	1%	20	100%	1,654
Providing individual and group work spaces to do the job effectively	30%	493	43%	718	18%	303	8%	130	1%	12	100%	1,656

Table 16: Question 4

Please rate the quality of each of the following aspects of your WORKGROUP.	Excellent		Good		Fair		Poor		Don't know		Total	
The working relationships in my workgroup overall	31%	506	45%	744	17%	288	7%	112	0%	7	100%	1,657
Communication among all staff in my workgroup overall	25%	412	43%	703	21%	347	11%	173	1%	10	100%	1,645
The distribution of work among team members in my workgroup	22%	360	40%	659	23%	375	13%	222	2%	37	100%	1,653
The quality of the working relationships between sections or workgroups in this organization	17%	286	41%	674	26%	436	14%	229	2%	27	100%	1,652
The quality of work being done in my workgroup overall	39%	642	44%	727	13%	215	3%	45	1%	24	100%	1,653
Overall staff morale in my workgroup	20%	329	38%	635	23%	383	18%	294	1%	13	100%	1,654

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Table 17: Question 5

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Don't know		Total	
Fostering an atmosphere of mutual trust and confidence	28%	461	35%	578	20%	320	16%	256	1%	15	100%	1,630
Promoting a positive working relationship among work group members	29%	466	38%	610	19%	314	14%	222	1%	14	100%	1,626
Providing specific, constructive feedback that helps improve performance	25%	403	36%	591	23%	380	14%	234	1%	21	100%	1,629
Working together with employees to set goals	25%	402	34%	557	23%	369	16%	254	2%	37	100%	1,619
Communicating expectations of employees	25%	409	36%	588	24%	384	14%	226	1%	21	100%	1,628
Encouraging employees to make decisions concerning their work	32%	516	38%	615	18%	297	11%	185	1%	16	100%	1,629
Informing employees about decisions that impact work	28%	462	36%	588	20%	327	14%	225	1%	21	100%	1,623
Providing recognition for doing good work	27%	435	32%	517	22%	360	18%	292	2%	26	100%	1,630
Treating employees with respect	40%	651	32%	526	16%	260	11%	182	0%	6	100%	1,625
Welcoming employee involvement in decision-making	29%	478	34%	546	18%	300	17%	280	1%	20	100%	1,624

Table 18: Question 6

Please rate the quality of each of the following aspects of your organization's executive leadership, i.e. your Appointing Authority (BCC Commissioners Office, BCC County Administrator Departments, BTS, Clerk of the Circuit Court, Construction Licensing Board, County Attorney, Human Resources, Human Rights, Pinellas Planning Organization/MPO, Property Appraiser, Supervisor of Elections, and Tax Collector).	Excellent		Good		Fair		Poor		Don't know		Total	
Clarity of strategic direction, goals and objectives	20%	317	41%	666	25%	394	11%	180	3%	49	100%	1,606
Communicating information in a timely manner	18%	291	40%	642	26%	410	14%	220	2%	29	100%	1,592
Communicating information that helps employees to understand the problems and issues facing Pinellas County	17%	273	37%	601	28%	451	15%	244	2%	35	100%	1,604
Encouraging employees to come up with innovative solutions to problems	20%	323	37%	594	24%	379	15%	240	4%	68	100%	1,604
Welcoming employee involvement in decision-making	17%	280	31%	493	25%	410	21%	337	5%	88	100%	1,608
Listening to employee opinions	18%	285	30%	486	26%	413	21%	330	6%	92	100%	1,606
Promoting a climate of mutual understanding and respect among members of different groups	19%	300	36%	579	23%	376	17%	274	5%	73	100%	1,602
Overall level of confidence in the leadership of my top leadership	23%	365	35%	570	22%	349	17%	281	3%	42	100%	1,607

Table 19: Question D1

What is your management status?	Percent	Number
Manager/Supervisor	26%	422
Non-supervisor	74%	1,182
Total	100%	1,604

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Table 20: Question D2

What is your exemption status?	Percent	Number
Exempt	25%	403
Classified	75%	1,189
Total	100%	1,592

Table 21: Question D3

What is your race? (Check all that apply.)	Percent	Number
White	80%	1,231
Hispanic	5%	73
African American	11%	174
American Indian or Alaskan native	2%	25
Asian, Hawaiian or Pacific Islander	1%	20
Other	5%	83

Total may exceed 100% as respondents could select more than one option.

Table 22: Question D4

What is your gender?	Percent	Number
Male	46%	708
Female	54%	828
Total	100%	1,536

Table 23: Question D5

What is your age range?	Percent	Number
30 years or younger	6%	92
31 to 45 years	25%	391
46 to 60 years	58%	889
61 years or older	11%	172
Total	100%	1,544

Table 24: Question D6

How many years have you worked for the Pinellas County?	Percent	Number
0 to 5 years	31%	479
6 to 10 years	14%	220
11 to 15 years	18%	284
16 to 20 years	13%	195
More than 20 years	24%	371
Total	100%	1,549

Appendix B: Benchmark Comparisons

NRC's database of comparative employee opinion comprises the perspectives of more than 18,000 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, excluding Pinellas County's) 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, two columns are provided in the table. The first column is Pinellas County's percent positive. The second shows the comparison of Pinellas County's rating to the benchmark, where Pinellas County's results are noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark. These labels come from a statistical comparison of Pinellas County's rating to the benchmark where a rating is considered "similar" if it is within the margin of error (five percentage points or less) and "higher" or "lower" if the difference between Pinellas County's rating and the benchmark is greater the margin of error (greater than five percentage points).

Table 25: Dimensions of Employee Experience Indices Benchmarks

	Pinellas County rating	Comparison to benchmark
Job Satisfaction Index	86%	Similar
Employee Contribution and Fit Index	81%	Similar
Work Group Performance Index	71%	Similar
Employee-Supervisor Relationship Index	64%	Similar
Employee Performance Evaluation Index	49%	Higher
Employee Development Index	58%	Higher
Wages and Benefits Index	65%	Similar
Communication and Decision-making Index	56%	Higher
Respect and Ethics Index	62%	Similar
Physical Work Environment Index	80%	Higher

Table 26: Aspects of Job Satisfaction

		Pinellas County rating	Comparison to benchmark
Job Satisfaction	Overall, I am satisfied with my job	85%	Similar
	Overall, I feel positive about working for PINELLAS COUNTY	87%	Similar
	Overall, I think PINELLAS COUNTY is a good employer	89%	Similar
	I plan on working for this organization a year from now	93%	Similar
Employee Contribution and Fit	I have the opportunity to do what I do best every day at work	80%	Similar
	My values match or fit with the values of this organization	85%	Similar
	I have good friends at work	87%	Similar
	I know what is expected of me at work	90%	Similar
Employee Performance Evaluation	I have received recognition or praise for doing good work in the last seven days	63%	Higher
	In the last six months, someone at work has talked to me about my progress	73%	Higher

Table 27: Aspects of Supervisor and Work Group Relationships

		Pinellas County rating	Comparison to benchmark
Employee-Supervisor Relationship	Fostering an atmosphere of mutual trust and confidence	64%	Similar
	Promoting a positive working relationship among work group members	67%	Similar
	Providing specific, constructive feedback that helps improve performance	62%	Similar
	Working together with employees to set goals	61%	Similar
	Communicating expectations of employees	62%	Similar
	Treating employees with respect	73%	Similar
	Informing employees about decisions that impact work	66%	Similar
	Providing recognition for doing good work	59%	Similar
	Welcoming employee involvement in decision-making	64%	Higher
Work Group Performance	The working relationships in my workgroup overall	76%	Similar
	The quality of work being done in my workgroup overall	84%	Similar
	Communication among all staff in my workgroup overall	68%	Similar
	Overall staff morale in my workgroup	59%	Similar

Table 28: Aspects of Pinellas County's Executive Leadership

		Pinellas County rating	Comparison to benchmark
Employee Development	Encouraging employees to come up with innovative solutions to problems	60%	Higher
Communication and Decision-making	Communicating information in a timely manner	60%	Higher
	Communicating information that helps employees to understand the problems and issues facing Pinellas County	56%	Higher
	Welcoming employee involvement in decision-making	51%	Higher
	Listening to employee opinions	51%	Higher
	Clarity of strategic direction, goals and objectives	63%	Higher
Respect and Ethics	Overall level of confidence in the leadership of my top leadership	60%	Similar

Table 29: Aspects of Pinellas County Workplace

		Pinellas County rating	Comparison to benchmark
Job Satisfaction	How likely or unlikely you are to recommend working for PINELLAS COUNTY to someone who asks?	86%	Higher
Employee Contribution and Fit	Clarity of staff roles and responsibilities	65%	Higher
Employee Performance Evaluation	Defining performance objectives	50%	Similar
	Accurately evaluating performance	56%	Higher
	Connection between compensation and performance	36%	Higher
	Dealing with low-performing employees	27%	Similar
	Rewarding high-performing employees	29%	Similar
Employee Development	Supporting continual learning and development	66%	Similar
	Availability of opportunities for employees to develop knowledge and skills	62%	Similar

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		Pinellas County rating	Comparison to benchmark
	Coaching or mentoring employees	50%	Similar
	Opportunities to develop a career path	52%	Higher
Wages and Benefits	Compensation (salary and benefits) compared with similar opportunities	47%	Similar
	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	81%	Similar
	Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	67%	Similar
Communication and Decision-making	Communication among all staff overall	55%	Higher
Respect and Ethics	A respectful atmosphere	63%	Similar
	Applying discipline fairly and consistently	40%	Similar
	Communicating standards of ethical behavior	68%	Similar
	Modeling standards of ethical behavior	66%	Higher
	The working relationships in my department overall	69%	Similar
	The work being done at my department overall	81%	Higher
	Overall staff morale	49%	Higher
Physical Work Environment	Maintaining a work environment that is free of violence or harassment	81%	Similar
	Maintaining a work environment that is free of drug or alcohol abuse	95%	Similar
	Availability of necessary materials, resources and equipment to do the job effectively	74%	Similar
	Providing individual and group work spaces to do the job effectively	74%	Similar

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 second survey of 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

Pinellas County notified employees of the upcoming survey. Employees with email addresses received three email reminder messages with the survey link over the following two weeks. The County provided staff who do not have regular access to computers and/or who do not have County email addresses with hard copies of the survey. Data collection continued through the November 25th. Of the 2,960 employees receiving an invitation to complete the survey, a total of 1,712 employees returned completed surveys, providing a response rate of 58%.

Since the surveys were completed online, 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 Workplace 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 A: Complete Survey Responses*. However, these responses have been removed from the analyses presented in the Workplace Report. In other words, the 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.

Employee Satisfaction and Calculation of Indices

Employees rated dozens of aspects related to the working environment of the County. These items were categorized into 10 dimensions of the employee experience: *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*. The individual survey items comprising each of these dimension is shown in Table 30.

The two most positive points on the response scale (i.e., “strongly” and “somewhat” agree or “excellent” and “good”) for each item included in a dimension were combined and averaged to create an average percent positive index rating. To assess which dimensions were most important to overall employee satisfaction, the index ratings for *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 were correlated to the index rating of *job satisfaction*. Those dimensions that correlate most highly with *job satisfaction* are good predictors of overall job satisfaction and may be useful focus areas to consider for enhancement of employee satisfaction.

Table 30: Dimensions of Employee Experience

Dimension	Item	Description
Job Satisfaction	q7	How likely or unlikely you are to recommend working for Pinellas County to someone who asks?
	q8a	Overall, I am satisfied with my job
	q8b	Overall, I feel positive about working for Pinellas County
	q8c	Overall, I think Pinellas County is a good employer
	q8d	I plan on working for this organization a year from now
	q8h	I feel positively challenged in my current job
Contribution and Fit	q8j	I have good friends at work
	q8k	I know what is expected of me at work
	q8l	I have the opportunity to do what I do best every day at work
	q8m	My values match or fit with the values of this organization
	q9m	Clarity of staff roles and responsibilities
Supervisor Relationship	q11a	Fostering an atmosphere of mutual trust and confidence
	q11b	Promoting a positive working relationship among work group members
	q11c	Providing specific, constructive feedback that helps improve performance
	q11d	Working together with employees to set goals
	q11e	Communicating expectations of employees
	q11f	Informing employees about decisions that impact work
	q11g	Providing recognition for doing good work
	q11h	Treating employees with respect
	q11i	Welcoming employee involvement in decision-making
Workgroup Performance	q10a	The working relationships in my workgroup overall
	q10b	Communication among all staff in my workgroup overall
	q10d	The quality of work being done in my workgroup overall
	q10e	Overall staff morale in my workgroup
Employee Development	q9y	Supporting continual learning and development
	q9z	Availability of opportunities for employees to develop knowledge and skills
	q9aa	Coaching or mentoring employees
	q9cc	Opportunities to develop a career path
	q12f	Encouraging employees to come up with innovative solutions to problems
Employee Performance Evaluation	q8o	I have received recognition or praise for doing good work in the last seven days
	q8p	In the last six months, someone at work has talked to me about my progress
	q9q	Accuracy of performance evaluations
	q9t	Connection between compensation and performance
	q9u	Dealing with low-performing employees
	q9v	Recognizing high-performing employees
	q9w	Defining performance objectives
Wages and Benefits	q9r	Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities
	q9s	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)
	q9dd	Work schedule flexibility
Communication and	q9b	Communication among all staff overall

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Dimension	Item	Description
Decision-making	q12b	Clarity of strategic direction, goals and objectives
	q12d	Communicating information in a timely manner
	q12e	Communicating information that helps employees to understand the problems and issues facing the County
	q12g	Welcoming employee involvement in decision-making
	q12h	Listening to employee opinions
Respect and Ethics	q9a	The working relationships at Pinellas County overall
	q9d	The work being done at Pinellas County overall
	q9e	Overall staff morale
	q9g	A respectful atmosphere
	q9h	Communicating standards of ethical behavior
	q9i	Modeling standards of ethical behavior
	q9x	Applying discipline fairly and consistently
	q12m	Overall level of confidence in the leadership of Pinellas County
Physical Work Environment	q9j	Maintaining a work environment that is free of violence or harassment
	q9k	Maintaining a work environment that is free of drug or alcohol abuse
	q9ee	Availability of necessary materials, resources and equipment to do the job effectively
	q9ff	Providing individual and group work spaces to do the job effectively



Pinellas County, FL

Trends over Time

2015



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Summary

The National Employee Survey™ (The NES™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NES communities. The NES captures 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. This report discusses trends over time, comparing the 2015 ratings for Pinellas County to its previous survey results in 2013. Additional reports and technical appendices are available under separate cover.

Trend data for Pinellas County represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially, represent opportunities for understanding how local policies, programs or public information may have affected employees' opinions.

Meaningful differences between survey years have been noted within the following tables as being “higher” or “lower” if the differences are greater than three percentage points between the 2013 and 2015 surveys, otherwise the comparison between 2013 and 2015 are noted as being “similar.” Additionally, benchmark comparisons for both survey years are presented for reference. Changes in the benchmark comparison over time can be impacted by various trends, including varying survey cycles for the individual communities that comprise the benchmarks, regional and national economic or other events, as well as emerging survey methodologies.

Ratings in Pinellas County for 2015 generally remained stable. Of the 43 items for which comparisons were available, 24 items were rated similarly in 2013 and 2015, two showed a decrease in ratings and 17 showed an increase in ratings. Notable trends over time included the following:

- When comparisons were available, all aspects of Job Satisfaction stable from 2013 to 2015.
- Most aspects of Supervisor and Work Group Relationship remained stable over time; however ratings decreased for the working relationships in my workgroup overall and ratings increased for informing employees about decisions that impact work, treating employees with respect and welcoming employee involvement in decision-making.
- Ratings for most of the aspects of Pinellas County's Executive Leadership increased from 2013 to 2015. Ratings increased for encouraging employees to come up with innovative solutions to problems, communicating information in a timely manner, welcoming employee involvement in decision making and listening to employee opinions.
- Several aspects of Pinellas County Workplace increased from 2013 to 2015 including: accurately evaluating performance, connection between compensation and performance, dealing with low-performing employees, opportunities to develop a career path, compensation (salary and benefits) compared with similar opportunities, respectful atmosphere, communicating standards of ethical behavior, modeling standards of ethical behavior, applying discipline fairly and consistently, maintaining a work environment free of violence or harassment and for maintaining a work environment free of drug or alcohol abuse. However, ratings decreased for providing individual and group work spaces to do the job effectively.

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Table 1: Aspects of Job Satisfaction

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)		2015 rating compared to 2013	Comparison to benchmark	
		2013	2015		2013	2015
Job Satisfaction	Overall, I am satisfied with my job	83%	85%	Similar	Lower	Similar
	Overall, I feel positive about working for PINELLAS COUNTY	84%	87%	Similar	Similar	Similar
	Overall, I think PINELLAS COUNTY is a good employer	88%	89%	Similar	Similar	Similar
	I plan on working for this organization a year from now	93%	93%	Similar	Similar	Similar
Employee Contribution and Fit	I have good friends at work	85%	87%	Similar	Lower	Similar
	I know what is expected of me at work	NA	90%	NA	NA	Similar
	I have the opportunity to do what I do best every day at work	77%	80%	Similar	Similar	Similar
	My values match or fit with the values of this organization	87%	85%	Similar	Similar	Similar
Employee Performance Evaluation	I have received recognition or praise for doing good work in the last seven days	NA	63%	NA	NA	Higher
	In the last six months, someone at work has talked to me about my progress	NA	73%	NA	NA	Higher

Table 2: Aspects of Supervisor and Work Group Relationship

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)		2015 rating compared to 2013	Comparison to benchmark	
		2013	2015		2013	2015
Work Group Performance	The working relationships in my workgroup overall	79%	76%	Lower	Similar	Similar
	Communication among all staff in my workgroup overall	NA	68%	NA	NA	Similar
	The quality of work being done in my workgroup overall	87%	84%	Similar	Higher	Similar
	Overall staff morale in my workgroup	NA	59%	NA	NA	Similar
Employee-Supervisor Relationship	Fostering an atmosphere of mutual trust and confidence	62%	64%	Similar	Lower	Similar
	Promoting a positive working relationship among work group members	64%	67%	Similar	Similar	Similar
	Providing specific, constructive feedback that helps improve performance	59%	62%	Similar	Similar	Similar
	Working together with employees to set goals	59%	61%	Similar	Similar	Similar
	Communicating expectations of employees	59%	62%	Similar	Similar	Similar

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		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)		2015 rating compared to 2013	Comparison to benchmark	
		2013	2015		2013	2015
	Informing employees about decisions that impact work	61%	66%	Higher	Similar	Similar
	Providing recognition for doing good work	60%	59%	Similar	Similar	Similar
	Treating employees with respect	69%	73%	Higher	Similar	Similar
	Welcoming employee involvement in decision-making	58%	64%	Higher	Similar	Higher

Table 3: Aspects of Pinellas County's Executive Leadership

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)		2015 rating compared to 2013	Comparison to benchmark	
		2013	2015		2013	2015
Employee Development	Encouraging employees to come up with innovative solutions to problems	53%	60%	Higher	Similar	Higher
Communication and Decision-making	Clarity of strategic direction, goals and objectives	NA	63%	NA	NA	Higher
	Communicating information in a timely manner	56%	60%	Higher	Similar	Higher
	Communicating information that helps employees to understand the problems and issues facing Pinellas County	56%	56%	Similar	Similar	Higher
	Welcoming employee involvement in decision-making	47%	51%	Higher	Similar	Higher
	Listening to employee opinions	47%	51%	Higher	Similar	Higher
Respect and Ethics	Overall level of confidence in the leadership of my top leadership	NA	60%	NA	NA	Similar

Table 4: Aspects of Pinellas County Workplace

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)		2015 rating compared to 2013	Comparison to benchmark	
		2013	2015		2013	2015
Job Satisfaction	How likely or unlikely you are to recommend working for PINELLAS COUNTY to someone who asks?	NA	86%	NA	NA	Higher
Employee Contribution and Fit	Clarity of staff roles and responsibilities	NA	65%	NA	NA	Higher
Employee Performance Evaluation	Accurately evaluating performance	44%	56%	Higher	Lower	Higher
	Connection between compensation and performance	23%	36%	Higher	Lower	Higher
	Dealing with low-performing employees	23%	27%	Higher	Similar	Similar
	Rewarding high-performing employees	27%	29%	Similar	Similar	Similar
	Defining performance objectives	52%	50%	Similar	Similar	Similar
Employee Development	Supporting continual learning and development	66%	66%	Similar	Similar	Similar

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		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)		2015 rating compared to 2013	Comparison to benchmark	
		2013	2015		2013	2015
	Availability of opportunities for employees to develop knowledge and skills	61%	62%	Similar	Similar	Similar
	Coaching or mentoring employees	48%	50%	Similar	Similar	Similar
	Opportunities to develop a career path	44%	52%	Higher	Higher	Higher
Wages and Benefits	Compensation (salary and benefits) compared with similar opportunities	43%	47%	Higher	Lower	Similar
	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	82%	81%	Similar	Similar	Similar
	Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	67%	67%	Similar	Similar	Similar
Communication and Decision-making	Communication among all staff overall	NA	55%	NA	NA	Higher
Respect and Ethics	The working relationships in my department overall	NA	69%	NA	NA	Similar
	The work being done at my department overall	NA	81%	NA	NA	Higher
	Overall staff morale	NA	49%	NA	NA	Higher
	A respectful atmosphere	58%	63%	Higher	Similar	Similar
	Communicating standards of ethical behavior	61%	68%	Higher	Similar	Similar
	Modeling standards of ethical behavior	59%	66%	Higher	Similar	Higher
	Applying discipline fairly and consistently	40%	40%	Similar	Similar	Similar
Physical Work Environment	Maintaining a work environment that is free of violence or harassment	78%	81%	Higher	Similar	Similar
	Maintaining a work environment that is free of drug or alcohol abuse	90%	95%	Higher	Similar	Similar
	Availability of necessary materials, resources and equipment to do the job effectively	76%	74%	Similar	Similar	Similar
	Providing individual and group work spaces to do the job effectively	80%	74%	Lower	Higher	Similar

THE NESTM

The National Employee SurveyTM

Pinellas County, FL

Workplace Report

2015



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Contents

About 1

Highlights 2

Overall Employee Satisfaction 3

Job Satisfaction 4

Supervisor and Workgroup..... 5

Executive Leadership..... 6

Workplace 7

The NES is presented by NRC in collaboration with ICMA.

NRC is a proud member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

About

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 on 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.

The National Employee Survey™ (The NES) report is about the work environment of Pinellas County. A quality work environment is a workplace that is not simply acceptable, but that is desirable. It is not only where people do work, but where they want to work.

Great workplaces are partnerships of employees, management and the residents they serve. The NES captures employees' opinions within four aspects of organizational climate: Job Satisfaction, Supervisor and Workgroup, Executive Leadership and Workplace.

A total of 1,712 completed surveys were obtained, providing an overall response rate of 58%. Because not all employees responded, NRC recommends using plus or minus two percentage points as the margin of error around any given percent reported for the organization as a whole. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.

Highlights

Pinellas County employees are satisfied with their jobs.

Most employees rated the various aspects of Job Satisfaction highly, with 85% agreeing that they were satisfied with their job overall and 86% indicating that they were likely to recommend working for the County. About 9 in 10 employees felt that Pinellas County was a good employer. At least 4 in 5 employees gained satisfaction from their current job responsibilities and planned on working for the County in a year. Pinellas County employees tended to give evaluations that were similar to or higher than those given by employees in other organizations across the country. Further, these high rates of Job Satisfaction tended to remain stable from 2013 to 2015 (for more information on comparisons over time, see the *Trends over Time* report under separate cover).

Employee Contribution and Fit and Wages and Benefits are key focus areas.

When determining the job features that are most influential on employees' ratings of overall job satisfaction, Employee Contribution and Fit and Wages and Benefits rose to the top. A focus on improvements to these areas of the employee experience could enhance job satisfaction among employees. The average rating for Employee Contribution and Fit was similar to the benchmark as was the average rating for Wages and Benefits.

Employees have a high opinion of the County's Executive Leadership and Supervisors.

All ratings of employee-supervisor relationships were positive and mostly similar to ratings in other communities. A majority of employees felt that their supervisors provided recognition for doing good work, felt their supervisors welcomed employee involvement in decision-making, promoted a positive working relationship among work group members, fostered an atmosphere of mutual trust and confidence and communicated expectations of employees. Most aspects of the County's Executive Leadership were rated positively by a majority of employees and almost all were higher than ratings in comparison organizations.

Overall Employee Satisfaction

Knowing where to focus resources to improve employees' satisfaction with the workplace requires information that targets job features that are most important to employees. Employees were asked to rate more than 50 different aspects of the organization, which have been grouped into the larger job features shown in the figure below (the individual items making up each job feature can be found under separate cover in the *Technical Appendices*). The color of each indicates the comparison of its rating (the average across ratings given to each aspect included in that specific job feature) to NRC's national employee benchmark database.

In addition to a benchmark comparison for each job feature, the image below includes one or more stars to indicate which job features were the most influential on ratings of employee job satisfaction. Key features found to be most strongly correlated with job satisfaction in Pinellas County were:

- Employee Contribution and Fit
- Wages and Benefits
- Communication and Decision-Making

To impact employee job satisfaction, an organization typically will want to consider improvements to any key features that are not at least similar to the benchmark. In the case of Pinellas County, no key drivers were below the benchmark. Therefore, Pinellas County may wish to seek improvements to Employee Contribution and Fit and Wages and Benefits, as these key drivers received ratings similar to other benchmark jurisdictions.

Legend

- Higher than benchmark
- Similar to benchmark
- Lower than benchmark
- ★ Most influential on overall job satisfaction



Job Satisfaction

An organization of satisfied employees is an organization where employees feel motivated to do their best possible work and where they hope to continue working in years to come. In Pinellas County, 85% of employees strongly or somewhat agreed that they were satisfied with their job, which was similar to ratings in other organizations across the nation.

Delving deeper into Job Satisfaction, employees evaluated specific aspects of their work experience. At least 4 in 5 employees gave excellent or good ratings to all aspects of Job Satisfaction and Employee Contribution and Fit. These ratings were similar to ratings in other local governments. Both aspects of Employee Performance Evaluation were higher than in comparison communities.

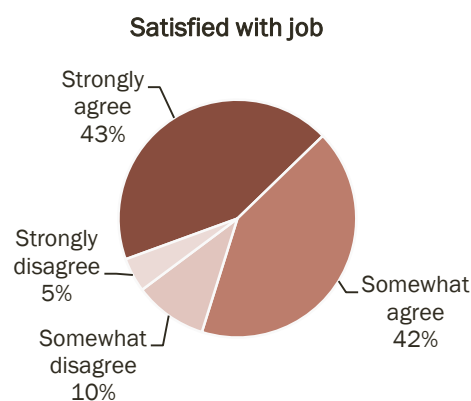
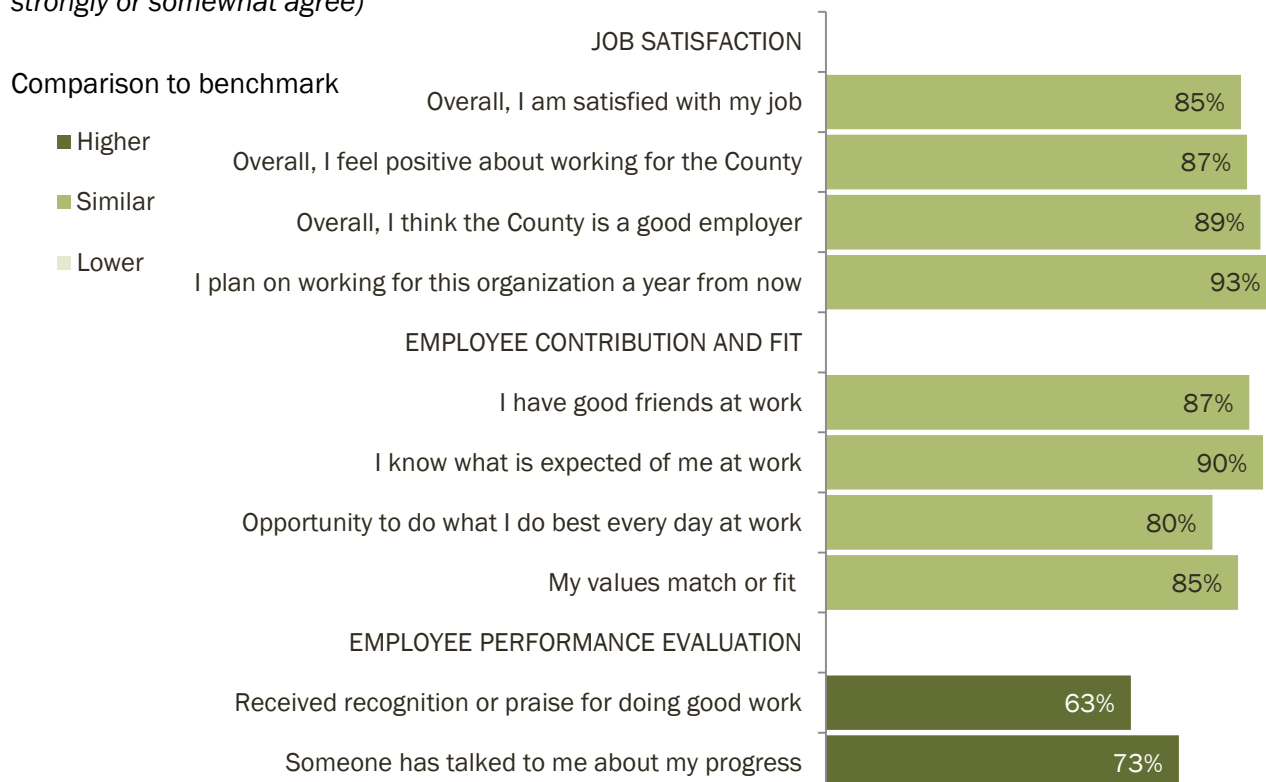


Figure 1: Aspects of Job with County

Percent positive (e.g., excellent or good, strongly or somewhat agree)



Supervisor and Workgroup

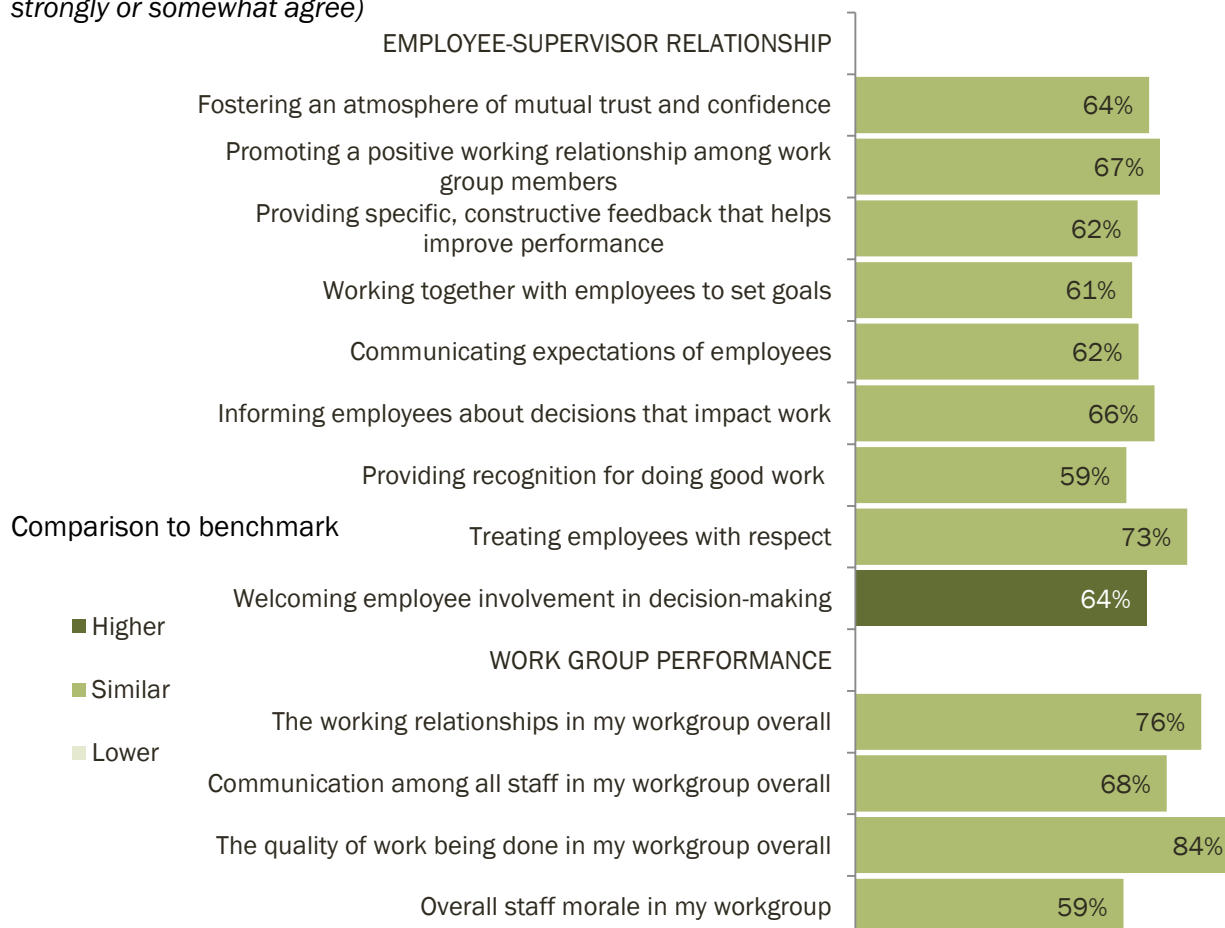
Employees' relationships with their supervisor and workgroup are the primary colors that paint their everyday experience in the workplace. From communicating clear expectations to providing constructive feedback, the quality of these interactions directly affects staff morale and motivation.

When asked to rate various aspects of the employee-supervisor relationship, a majority of Pinellas County employees gave positive ratings to each aspect. Ratings tended to be similar to ratings in comparison organizations. However, ratings for welcoming employee involvement in decision-making were higher than ratings in other organizations across the nation.

In addition, survey respondents provided feedback on the quality of workgroup performance. These aspects were also rated positively by a majority of employees. All ratings were similar to ratings in comparison organizations.

Figure 2: Aspects of Supervisor and Work Group Relationships

Percent positive (e.g., excellent or good, strongly or somewhat agree)

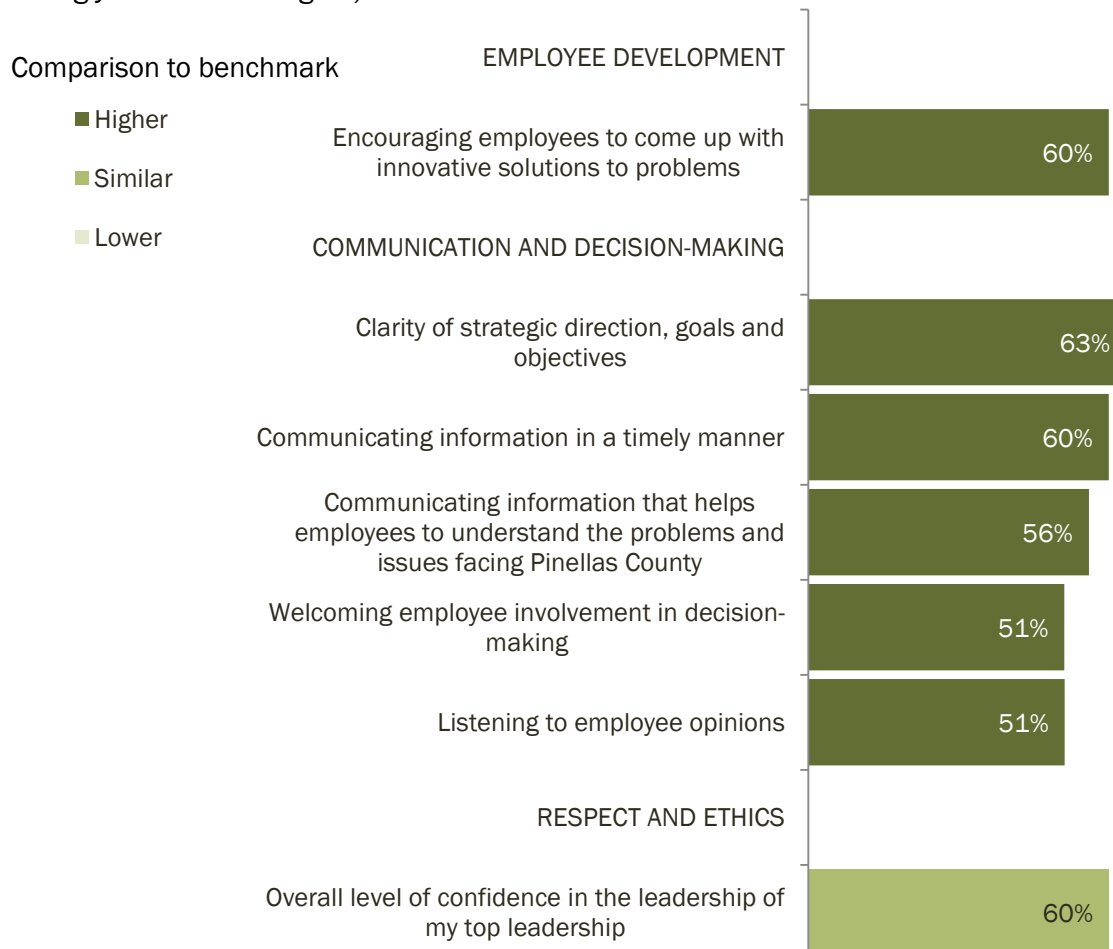


Executive Leadership

A County's executive leadership plays a pivotal role in shaping organizational culture and steering the community in a positive direction. Pinellas County employees provided feedback regarding the County leadership's performance along the dimensions of Employee Development, Communication and Decision-making and Respect and Ethics. Ratings of the County's executive leadership tended to be higher than ratings in comparison communities and all aspects were rated positively by a majority of employees.

Figure 3: Aspects of County's Executive Leadership

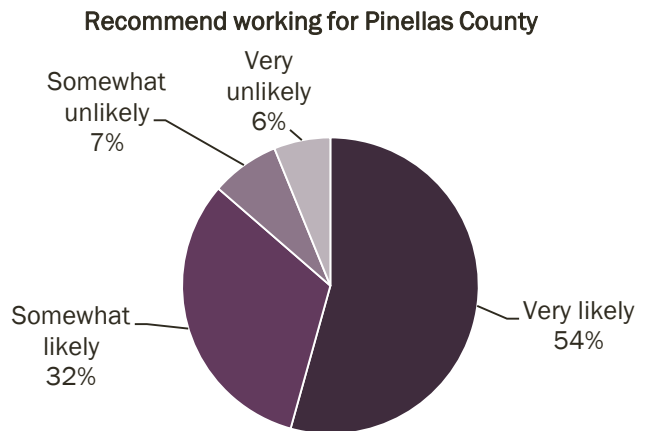
Percent positive (e.g., excellent or good, strongly or somewhat agree)



Workplace

County employees weighed in on the quality of their workplace. Of those surveyed, 86% would be very or somewhat likely to recommend working for Pinellas County. The portion of employees that would recommend working for the County was higher than other municipalities across the nation.

Survey respondents also offered their views of the work environment, exploring such areas as Employee Contribution and Fit, Employee Performance Evaluation and the Physical Work Environment. Within Employee Contribution and Fit, the clarity of staff roles and responsibilities was rated positively and was higher than the benchmark. Although ratings varied for aspects of Employee Performance Evaluation, two of the five aspects were higher than the benchmark comparisons and three were similar. About half of the employees felt the County did an excellent or good job defining performance objectives, and accurately evaluating performance while about one-quarter felt positively about the County dealing with low-performing employees.



Evaluations of the other dimensions of the County workplace, including Employee Development, Wages and Benefits, Respect and Ethics and Physical Work Environment, tended to be positive. These ratings ranged from 40% excellent or good (applying discipline fairly and consistently) to 95% (maintaining an environment free of drug or alcohol abuse). These evaluations tended to be similar to or higher than the national benchmark comparisons.

Figure 4: Aspects of County Workplace

Percent positive (e.g., excellent or good, strongly or somewhat agree)

