



## **Executive Summary HRD October 2017**

### **Background and Introduction**

This is the third biennial online employee survey conducted of Unified Personnel System (UPS) employees. A third-party consultant, HCP Associates, was utilized to field the 2017 study to ensure transparency and separation between Pinellas County and the raw data; no raw data was handled by the county at any point during the study or analysis.

### **Preparations**

The response rate in 2015 was 58%, down from the inaugural survey participation level in 2013. Human Resources requested guidance in improving upon the response rate for 2017. The consultant developed a plan in conjunction with HR leadership, to increase awareness of the survey and appreciation for its value in the months and weeks leading up to the survey launch.

With annual or even biennial studies, you often see a decline in responses after a few launches. This can be due to respondent fatigue if you are surveying the same population each time, it can be frustration on the respondents' end if they feel their feedback was not acted upon, or it can be a sheer lack of appreciation for how their feedback is used and the value of them taking the time to weigh in.

As an initial step towards a stronger response rate, HCP recommended rebranding the survey from the generic UPS Biennial Survey to the Employee Voice Survey with an accompanying logo. Doing so shows commitment on the part of the county that this is a valued tool they plan to deploy well into the future. It also helped from a messaging standpoint to ensure that when we referenced the study, it had a singular name as opposed to in the past when some called it the Employee Satisfaction Study, UPS Survey, Biennial HR Study, etc.

Upon approval of the name, HCP reached out to Appointing Authorities to gain feedback regarding their experience with the 2015 survey and how they acted upon the insights gained. HCP took the comments from the leaders and designed some promotional materials that highlighted the importance of participating in the survey in 2017. The materials also reflected back on changes deployed by the county following the 2015 results: OSHA Safety Training, the Job Assessment Tool, new recognition initiatives, employee workshops, teambuilding exercises, staff retreats and department-level deep-dive surveys. Promotional flyers were made available electronically and in print form to share with staff, and were formatted into a landing page on the Pinellas County website:

<http://pinellascounty.org/hr/employeevoice/>

Additional promotional efforts included submitting content to the June, July and August *Pen* newsletters serving to announce the coming survey, respond to top FAQs and notify employees that the Employee Voice Survey was live, respectively. HCP's videography team also coordinated with the Appointing Authorities to script, film, edit and produce a *2 Minute Tuesday* video on the Employee Voice Survey: <https://www.youtube.com/watch?v=-iUQLXMMpY0&feature=youtu.be>

In an effort to engage leaders representing all departments and levels of Pinellas County, HCP gave Employee Voice Survey presentations at Appointing Authority, BCC Directors, Employee Advisory Council

and Pinellas County Delegate meetings. Questions and concerns were welcomed at these meetings, and helped HCP and the HR Department clarify employee concerns regarding participating in the survey. The top two were a sense that no action would be taken in response to feedback provided and that individuals would be able to be identified within the results. HCP made sure to clarify the plans post-analysis for presenting results and action steps to each Appointing Authority as well as reiterate the steps HCP was taking to protect the identify of respondents.

Leading up to the survey launch, the HR Department coordinated a meeting with BTS to reduce instances of eblasts redirecting to spam.

These efforts yielded a 74% response rate to the 2017 survey, and a margin of error of 1% at 95% confidence. Any year-over variation of more than 2% is considered statistically significant.

### **Data Collection**

The survey launched August 14, 2017, and closed at the end of the day September 5, 2017. During that time, employees were encouraged through an original eblast and three reminder blasts to participate. For those without access to a computer, the Appointing Authorities were notified that printed versions of the survey could be provided and in both English and Spanish.

### **Survey Content**

Employees were asked to offer ratings of Pinellas County in general as an employer, as well as rate their department, workgroup, supervisor and Appointing Authority on a series of 60 metrics. The questions measured satisfaction, engagement, retention, workplace culture and communication.

The metrics each reflected one of the dimensions from The Great Place to Work® Trust Index©, an industry tool used to assess and rate workplace culture through an employee perspective:

- Credibility (14 metrics)
- Respect (19 metrics)
- Pride (7 metrics)
- Camaraderie (9 metrics)
- Fairness (11 metrics)

There were minimal changes made to the questions in 2017 as to retain consistency for study-by-study comparisons.

Metrics removed in 2017 due to duplication within the survey questions and/or comments from department leadership regarding clarity:

- General Pinellas County: Overall, I think PINELLAS COUNTY is a good employer
- Department: Accurately evaluating performance
- Department: Availability of opportunities for employees to develop knowledge and skills
- Supervisor: Providing recognition for doing good work

Metrics reworded or moved for clarity or relevance:

- General Pinellas County: I have received recognition or praise for doing good work in the last ~~seven days~~ quarter

- General Pinellas County: In the last ~~six months~~ quarter, someone at work has talked to me about my progress
- General Pinellas County: The Employee Advisory Council (EAC) does a good job supporting my interests and/or concerns to upper management and the Personnel Board <modified to an “agreement” scale>
- Department: Maintaining a work environment that is free of violence ~~or harassment~~
- Department: Maintaining a work environment that is free of violence ~~or harassment~~
- Department: Defining <department> performance objectives
- ~~Department~~ General Pinellas County: I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.)
- ~~Department~~ General Pinellas County: There is a connection between compensation and performance
- ~~Department~~ Supervisor: Dealing with low-performing employees
- ~~Department~~ Supervisor: Rewarding/recognizing high-performing employees
- ~~Department~~ Supervisor: Applying discipline fairly and consistently
- ~~Department~~ Supervisor: Coaching or mentoring employees
- ~~Department~~ Supervisor: Conversations with my supervisor about my performance

#### Metrics added in 2017

- Department: Fostering a culture of inclusion
- Supervisor: Accessibility of supervisor to address questions and concerns

#### Analysis Notes

The tables that follow, highlight overall HRD results from 2017. Base calculations reflect all responses, including “Don’t Know” responses. Tables that offer side-by-side comparisons to 2015 results also include “Don’t Know” responses, for fair comparison.

Columns within the report that reference “Positive Ratings” reflect the combination of the following, depending upon the question scale, again including “Don’t Know” within the base calculation:

- The respondent selected “Very Likely” or “Somewhat Likely”
- The respondent selected “Strongly Agree” or “Somewhat Agree”
- The respondent selected “Excellent” or “Good”

#### Key Findings

94% of HRD employees participated in the Employee Voice survey.

94% of HRD Employees are likely to recommend working for Pinellas County.

The highest rated metric in 2017 was *I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.)* (100% positive)

The lowest rated metric in 2017 was *Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)* (25% positive)

Respondents rated 55 of 60 metrics favorably (over 50% positive ratings).

Metrics rated favorably by less than 50%:

- *There is a connection between compensation and performance* (42% positive)
- *Overall staff morale* (47% positive)
- *Opportunities to develop a career path* (47% positive)
- *Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)* (25% positive)
- *Dealing with low-performing employees* (44% positive)

The following 54 items were rated more than 2% more favorably than in 2015. Numbers are rounded to include multiple decimal places:

		<b>Metric</b>	<b>2017 Rating</b>	<b>2015 Rating</b>	<b>% Point Change</b>
C	A	Communicating information that helps employees to understand the problems and issues facing Pinellas County	81%	35%	46%
C	A	Clarity of strategic direction, goals and objectives	81%	39%	42%
R	A	Promoting a climate of mutual understanding and respect among members of different groups	81%	39%	42%
C	S	Providing specific, constructive feedback that helps improve performance	77%	36%	41%
C	D	Defining department performance objectives	69%	30%	38%
C	A	Overall level of confidence in the leadership of my top leadership	81%	43%	38%
C	S	Working together with employees to set goals	69%	32%	37%
C	S	Communicating expectations of employees	72%	36%	36%
P	D	The work being done at my department overall	91%	57%	34%
R	D	A respectful atmosphere	81%	48%	33%
G	A	Welcoming employee involvement in decision-making	72%	39%	33%
G	W	The working relationships in my workgroup overall	97%	65%	32%
R	W	The quality of the working relationships between sections or workgroups in this organization	75%	43%	32%
R	A	Listening to employee opinions	78%	48%	30%
F	S	Rewarding/recognizing high-performing employees	56%	26%	30%
R	S	Treating employees with respect	94%	64%	30%
C	D	Modeling standards of ethical behavior	84%	55%	30%
R	S	Coaching or mentoring employees	69%	39%	30%
C	D	Communication among all members of my department	66%	36%	29%
F	S	Applying discipline fairly and consistently	59%	30%	29%
G	S	Welcoming employee involvement in decision-making	81%	52%	29%
C	D	Communicating standards of ethical behavior	84%	57%	28%

# Employee Voice

2017 Pinellas County Employee Survey

R	S	Encouraging employees to make decisions concerning their work	91%	64%	27%
C	W	Communication among all staff in my workgroup overall	88%	61%	27%
F	D	Clarity of staff roles and responsibilities	66%	39%	26%
F	S	Dealing with low-performing employees	44%	17%	26%
G	A	Encouraging employees to come up with innovative solutions to problems	69%	43%	25%
R	S	Informing employees about decisions that impact work	75%	50%	25%
F	W	The distribution of work among team members in my workgroup	59%	35%	25%
R	P	I have received recognition or praise for doing good work in the last quarter	94%	70%	24%
P	W	The quality of work being done in my workgroup overall	94%	70%	24%
F	D	Maintaining a work environment that is free of violence	97%	74%	23%
C	S	Fostering an atmosphere of mutual trust and confidence	75%	55%	20%
C	A	Communicating information in a timely manner	81%	61%	20%
R	P	I know what is expected of me at work	94%	74%	20%
G	P	I plan on working for this organization a year from now	85%	65%	20%
R	D	Overall staff morale	47%	27%	20%
R	D	Providing individual and group work spaces to do the job effectively	88%	70%	18%
R	S	Promoting a positive working relationship among workgroup members	75%	59%	16%
F	D	Compensation (salary and benefits) compared with similar opportunities	72%	57%	15%
G	P	I have good friends at work	85%	70%	15%
R	P	In the last quarter, someone at work has talked to me about my progress	85%	70%	15%
R	D	Supporting continual learning and development	78%	65%	13%
F	P	There is a connection between compensation and performance	42%	30%	12%
P	P	Overall, I feel positive about working for PINELLAS COUNTY	88%	76%	12%
G	W	Overall staff morale in my workgroup	72%	61%	11%
F	D	Maintaining a work environment that is free of harassment	84%	74%	10%
G	P	My values match or fit with the values of this organization	88%	78%	10%
P	P	I have the opportunity to do what I do best every day at work	82%	73%	9%
P	P	Overall, I am satisfied with my job	85%	78%	7%
P	P	I feel positively challenged in my current job	85%	78%	7%
G	D	The working relationships in my department overall	56%	50%	6%
F	P	I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.)	100%	96%	4%

# Employee Voice

2017 Pinellas County Employee Survey

P	Likelihood of recommending Pinellas County as a place to work	94%	91%	3%
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The following were rated more than 2% less favorably than in 2015:

		Metric	2017 Rating	2015 Rating	% Point Change
R	D	Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	25%	74%	-49%

Note: Letters in the far left column represent the Great Places to Work dimension with which the metric most closely aligns. C represents Credibility, R represents Respect, F represents Fairness, P represents Pride, and G represents Camaraderie. Letters in the next column reflect the category respondents were rating—S for a Supervisor related question, W for Workgroup, D for Department, A for Appointing Authority, and P for general Pinellas County questions.

The table below indicates average positive ratings of the metrics by Trust Index dimension for the aggregated HRD results:

	2017 Average Positive Rating	2015 Average Positive Rating
Pride	88%	75%
Camaraderie	78%	58%
Credibility	78%	44%
Respect	73%	55%
Fairness	70%	49%

*Note: New and modified metrics were removed from the calculation*

**Reference Documents:**

**Dimensions of Great Places to Work & Survey Metrics Coded by Dimension**

<b>Credibility</b>	Two Way Communication Manager's Competence Integrity – Reliability Of Management
<b>Respect</b>	Professional Support Collaboration Demonstrated Caring
<b>Fairness</b>	Equity Impartiality Justice
<b>Pride</b>	For The Job About My Team With The Organization
<b>Camaraderie</b>	Individuality Is Valued Welcoming Atmosphere Part Of Something Larger



# Employee Voice

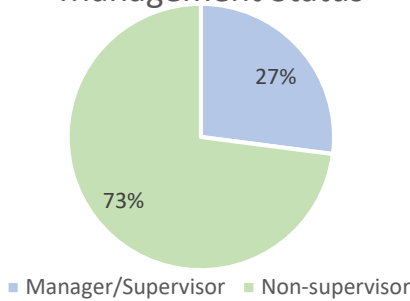
2017 Pinellas County Employee Survey

Credibility Metrics	Camaraderie Metrics
Communication among all members of my department	I plan on working for this organization a year from now
Communicating standards of ethical behavior	I have good friends at work
Modeling standards of ethical behavior	My values match or fit with the values of this organization
Defining department performance objectives	The working relationships in my department overall
Communication among all staff in my workgroup overall	The working relationships in my workgroup overall
Fostering an atmosphere of mutual trust and confidence	Overall staff morale in my workgroup
Providing specific, constructive feedback that helps improve performance	Encouraging employees to come up with innovative solutions to problems
Working together with employees to set goals	Welcoming employee involvement in decision-making (AA)
Communicating expectations of employees	Welcoming employee involvement in decision-making (supervisor)
Accessibility of supervisor to address questions and concerns	Pride Metrics
Clarity of strategic direction, goals and objectives	Level of recommendation
Communicating information in a timely manner	Overall, I am satisfied with my job
Communicating information that helps employees to understand the problems and issues facing Pinellas County	Overall, I feel positive about working for PINELLAS COUNTY
Overall level of confidence in the leadership of my top leadership	I have the opportunity to do what I do best every day at work
Respect Metrics	I feel positively challenged in my current job
I know what is expected of me at work	The work being done at my department overall
I have received recognition or praise for doing good work in the last quarter	The quality of work being done in my workgroup overall
Overall staff morale	Fairness Metrics
Fostering a culture of inclusion	Clarity of staff roles and responsibilities
In the last quarter, someone at work has talked to me about my progress	There is a connection between compensation and performance
A respectful atmosphere	Maintaining a work environment that is free of violence
Supporting continual learning and development	Maintaining a work environment that is free of harassment
Opportunities to develop a career path	Dealing with low-performing employees
Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	Maintaining a work environment that is free of drug or alcohol abuse
Availability of necessary materials, resources and equipment to do the job effectively	Compensation (salary and benefits) compared with similar opportunities
Providing individual and group work spaces to do the job effectively	Applying discipline fairly and consistently
The quality of the working relationships between sections or workgroups in this organization	I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.)
Promoting a positive working relationship among workgroup members	The distribution of work among team members in my workgroup
Coaching or mentoring employees	Rewarding/recognizing high-performing employees
Encouraging employees to make decisions concerning their work	
Informing employees about decisions that impact work	
Treating employees with respect	
Listening to employee opinions	
Promoting a climate of mutual understanding and respect among members of different groups	

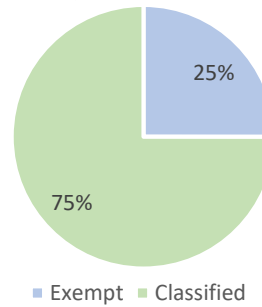


## UPS Demographics (Rev. 11/7/17)

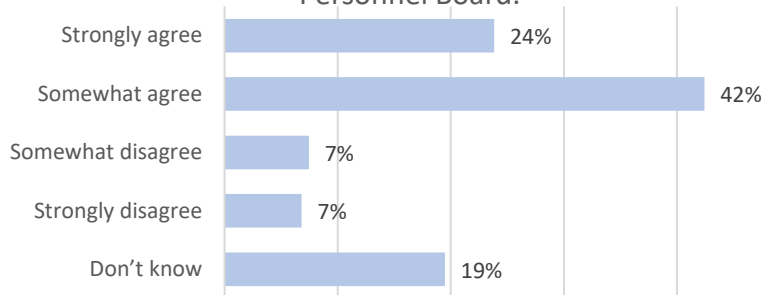
### Management Status



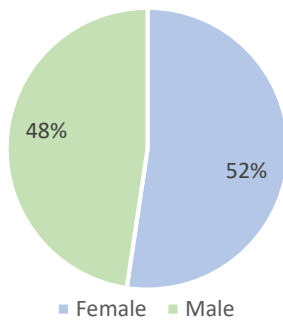
### Exemption Status



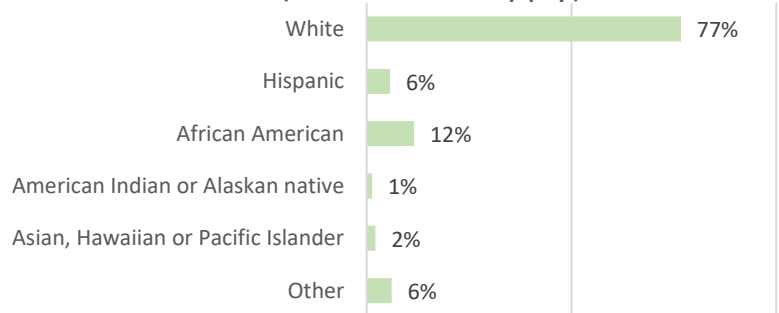
The EAC does a good job supporting my interests and/or concerns to upper management and the Personnel Board.



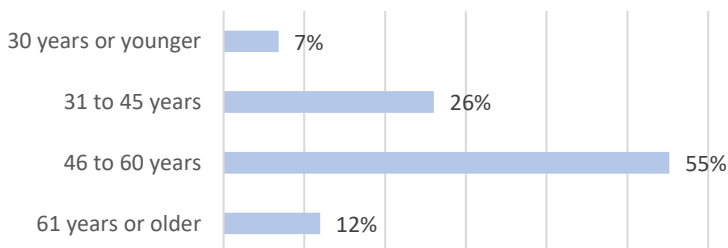
### Gender



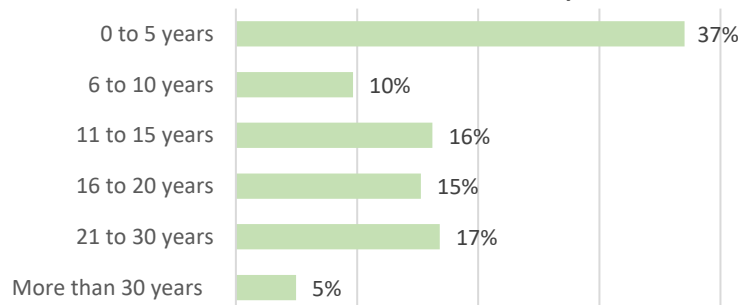
### Race (select all the apply)



### Age Range



### Tenure with Pinellas County



**UPS Open-ended**

Employees provided responses to two open-ended questions. Below is a breakdown of the number of times respondents offered comments relevant to the listed categories.

*What do you like most about working for Pinellas County?*

Comment Category	Frequency 2017	Frequency 2015
Benefits	701	392
Job Stability/Security	352	108
Serving the Public	256	115
Coworkers	245	181
Culture	228	108
Job Satisfaction	180	124
Scheduling/Flexibility	132	92
Training, Education, Career Advancements	103	51
Wages	82	19
Supervisor/Manager	77	44
Location	24	-
Physical Work Environment, Equipment	19	16
Change/Pace of Change	Less than 15	Less than 15
Everything	Less than 15	-
Accountability/Pay for Performance	Less than 15	Less than 15
Drug Free	Less than 15	Less than 15
Communication	-	Less than 15
Policies/Procedures/Bureaucracy	-	Less than 15

*What do you like least about working for Pinellas County?*

Comment Category	Frequency 2017	Frequency 2015
Wages	580	179
Supervisor/Manager	309	217
Training, Advancement Opportunities	161	40
Accountability/Pay for Performance	141	94
Culture	127	113
Benefits	94	52
Policies/Procedures/Bureaucracy	92	82
Communication	74	53
Coworkers	71	132
Scheduling, Flexibility	70	45
Physical Work Environment	63	47
Job Satisfaction	57	63
Change/Pace of Change	57	24

# Employee Voice

2017 Pinellas County Employee Survey

Serving the Public	53	Less than 15
Discrimination	31	-
Understaffed	19	-
Location	Less than 15	-
Job Stability/Security	Less than 15	Less than 15

## HRD Employee Responses - Response Rate: 94%

The following tables contain the complete set of responses including "don't know" responses.

<b>How likely or unlikely are you to recommend working for Pinellas County to someone who asks?</b>		Very Likely		Somewhat Likely		Somewhat Unlikely		Very Unlikely		Don't Know		Positive Rating
		#	%	#	%	#	%	#	%	#	%	%
1	Level of recommendation	21	64%	10	30%	1	3%	1	3%	0	0%	94%
<b>Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY.</b>		Strongly Agree		Somewhat Agree		Somewhat Disagree		Strongly Disagree		Don't Know		Positive Rating
		#	%	#	%	#	%	#	%	#	%	%
2	Overall, I am satisfied with my job	12	36%	16	48%	2	6%	3	9%	0	0%	85%
3	Overall, I feel positive about working for PINELLAS COUNTY	18	55%	11	33%	1	3%	3	9%	0	0%	88%
5	I plan on working for this organization a year from now	22	67%	6	18%	1	3%	3	9%	1	3%	85%
6	I feel positively challenged in my current job	11	33%	17	52%	3	9%	2	6%	0	0%	85%
7	I have good friends at work	12	36%	16	48%	4	12%	1	3%	0	0%	85%
8	I know what is expected of me at work	19	58%	12	36%	2	6%	0	0%	0	0%	94%
9	I have the opportunity to do what I do best every day at work	13	39%	14	42%	4	12%	2	6%	0	0%	82%
10	My values match or fit with the values of this organization	15	45%	14	42%	2	6%	2	6%	0	0%	88%
26	I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.)	27	82%	6	18%	0	0%	0	0%	0	0%	100%
27	There is a connection between compensation and performance	3	9%	11	33%	5	15%	14	42%	0	0%	42%
11	I have received recognition or praise for doing good work in the last quarter	22	67%	9	27%	1	3%	1	3%	0	0%	94%
12	In the last quarter, someone at work has talked to me about my progress	18	55%	10	30%	3	9%	2	6%	0	0%	85%
<b>Please rate the quality of each of the following aspects of working for your DEPARTMENT.</b>		Excellent		Good		Fair		Poor		Don't Know		Positive Rating
		#	%	#	%	#	%	#	%	#	%	%
14	The working relationships in my department overall	7	22%	11	34%	12	38%	2	6%	0	0%	56%
64	Fostering a culture of inclusion	9	28%	13	41%	8	25%	2	6%	0	0%	69%
15	Communication among all members of my department	7	22%	14	44%	7	22%	4	13%	0	0%	66%
16	The work being done at my department overall	10	31%	19	59%	2	6%	1	3%	0	0%	91%
17	Overall staff morale	3	9%	12	38%	13	41%	4	13%	0	0%	47%
18	A respectful atmosphere	13	41%	13	41%	4	13%	2	6%	0	0%	81%
19	Communicating standards of ethical behavior	15	47%	12	38%	3	9%	1	3%	1	3%	84%
20	Modeling standards of ethical behavior	13	41%	14	44%	4	13%	1	3%	0	0%	84%
21	Maintaining a work environment that is free of violence	22	69%	9	28%	1	3%	0	0%	0	0%	97%
21	Maintaining a work environment that is free of harassment	17	53%	10	31%	3	9%	2	6%	0	0%	84%
22	Maintaining a work environment that is free of drug or alcohol abuse	23	72%	7	22%	1	3%	0	0%	1	3%	94%
23	Clarity of staff roles and responsibilities	6	19%	15	47%	9	28%	2	6%	0	0%	66%
25	Compensation (salary and benefits) compared with similar opportunities	14	44%	9	28%	6	19%	1	3%	2	6%	72%
30	Defining department performance objectives	9	28%	13	41%	8	25%	2	6%	0	0%	69%
32	Supporting continual learning and development	14	44%	11	34%	5	16%	2	6%	0	0%	78%
35	Opportunities to develop a career path	6	19%	9	28%	10	31%	7	22%	0	0%	47%
36	Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	2	6%	6	19%	9	28%	15	47%	0	0%	25%

# Employee Voice

2017 Pinellas County Employee Survey

37	Availability of necessary materials, resources and equipment to do the job effectively	14	44%	9	28%	7	22%	2	6%	0	0%	72%
39	Providing individual and group work spaces to do the job effectively	17	53%	11	34%	4	13%	0	0%	0	0%	88%
<b>Please rate each of the following aspects of your WORKGROUP.</b>		<i>Excellent</i>		<i>Good</i>		<i>Fair</i>		<i>Poor</i>		<i>Don't Know</i>		<i>Positive Rating</i>
		#	%	#	%	#	%	#	%	#	%	%
40	The working relationships in my workgroup overall	13	41%	18	56%	1	3%	0	0%	0	0%	97%
41	Communication among all staff in my workgroup overall	14	44%	14	44%	3	9%	1	3%	0	0%	88%
42	The distribution of work among team members in my workgroup	7	22%	12	38%	11	34%	1	3%	1	3%	59%
43	The quality of the working relationships between sections or workgroups in this organization	5	16%	19	59%	7	22%	1	3%	0	0%	75%
44	The quality of work being done in my workgroup overall	17	53%	13	41%	1	3%	1	3%	0	0%	94%
45	Overall staff morale in my workgroup	9	28%	14	44%	5	16%	3	9%	1	3%	72%
<b>Please rate each of the following aspects of your SUPERVISOR'S performance.</b>		<i>Excellent</i>		<i>Good</i>		<i>Fair</i>		<i>Poor</i>		<i>Don't Know</i>		<i>Positive Rating</i>
		#	%	#	%	#	%	#	%	#	%	%
46	Fostering an atmosphere of mutual trust and confidence	10	31%	14	44%	5	16%	2	6%	1	3%	75%
47	Promoting a positive working relationship among workgroup members	11	34%	13	41%	7	22%	0	0%	1	3%	75%
28	Dealing with low-performing employees	3	9%	11	34%	3	9%	3	9%	12	38%	44%
29	Rewarding/recognizing high-performing employees	7	22%	11	34%	5	16%	4	13%	5	16%	56%
31	Applying discipline fairly and consistently	5	16%	14	44%	2	6%	0	0%	11	34%	59%
34	Coaching or mentoring employees	7	22%	15	47%	4	13%	2	6%	4	13%	69%
48	Providing specific, constructive feedback that helps improve	11	35%	13	42%	3	10%	2	6%	2	6%	77%
49	Working together with employees to set goals	8	25%	14	44%	5	16%	3	9%	2	6%	69%
50	Communicating expectations of employees	7	22%	16	50%	5	16%	3	9%	1	3%	72%
51	Encouraging employees to make decisions concerning their	12	38%	17	53%	1	3%	0	0%	2	6%	91%
52	Informing employees about decisions that impact work	13	41%	11	34%	5	16%	2	6%	1	3%	75%
54	Treating employees with respect	16	50%	14	44%	0	0%	1	3%	1	3%	94%
55	Welcoming employee involvement in decision-making	13	41%	13	41%	4	13%	1	3%	1	3%	81%
65	Accessibility of supervisor to address questions and concerns	12	38%	16	50%	2	6%	1	3%	1	3%	88%
<b>Please rate the quality of each of the following aspects of your organization's executive leadership, i.e. your Appointing Authority</b>		<i>Excellent</i>		<i>Good</i>		<i>Fair</i>		<i>Poor</i>		<i>Don't Know</i>		<i>Positive Rating</i>
		#	%	#	%	#	%	#	%	#	%	%
56	Clarity of strategic direction, goals and objectives	19	59%	7	22%	5	16%	1	3%	0	0%	81%
57	Communicating information in a timely manner	15	47%	11	34%	5	16%	1	3%	0	0%	81%
58	Communicating information that helps employees to understand the problems and issues facing Pinellas County	17	53%	9	28%	3	9%	3	9%	0	0%	81%
59	Encouraging employees to come up with innovative solutions to problems	13	41%	9	28%	7	22%	1	3%	2	6%	69%
60	Welcoming employee involvement in decision-making	14	44%	9	28%	5	16%	4	13%	0	0%	72%
61	Listening to employee opinions	16	50%	9	28%	4	13%	3	9%	0	0%	78%
62	Promoting a climate of mutual understanding and respect among members of different groups	15	47%	11	34%	4	13%	2	6%	0	0%	81%
63	Overall level of confidence in the leadership of my top leadership	17	53%	9	28%	4	13%	2	6%	0	0%	81%

## HRD Employee Responses - Response Rate: 94%

The following tables contain the complete set of responses including "don't know" responses.

Green highlight indicates items new in 2017, yellow indicates a wording modification from 2015, and red indicates an item rated using a different scale in 2017 than in the 2015 Employee Voice Survey.

Note: UPS data shown below excludes HRD responses.

<b>How likely or unlikely are you to recommend working for Pinellas County to someone who asks?</b>		UPS Positive Rating 2017	HRD Positive Rating 2017	UPS Positive Rating 2015	HRD Positive Rating 2015
		%	%	%	%
1	Level of recommendation	89%	94%	85%	91%
<b>Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY.</b>		UPS Positive Rating 2017	HRD Positive Rating 2017	UPS Positive Rating 2015	HRD Positive Rating 2015
		%	%	%	%
2	Overall, I am satisfied with my job	83%	85%	85%	78%
3	Overall, I feel positive about working for PINELLAS COUNTY	87%	88%	87%	76%
5	I plan on working for this organization a year from now	89%	85%	88%	65%
6	I feel positively challenged in my current job	78%	85%	80%	78%
7	I have good friends at work	86%	85%	85%	70%
8	I know what is expected of me at work	90%	94%	90%	74%
9	I have the opportunity to do what I do best every day at work	80%	82%	79%	73%
10	My values match or fit with the values of this organization	85%	88%	83%	78%
26	I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.)	87%	100%	81%	96%
27	There is a connection between compensation and performance	35%	42%	34%	30%
11	I have received recognition or praise for doing good work in the last quarter	75%	94%	61%	70%
12	In the last quarter, someone at work has talked to me about my progress	70%	85%	72%	70%
<b>Please rate the quality of each of the following aspects of working for your DEPARTMENT.</b>		UPS Positive Rating 2017	HRD Positive Rating 2017	UPS Positive Rating 2015	HRD Positive Rating 2015
		%	%	%	%
14	The working relationships in my department overall	70%	56%	69%	50%
64	Fostering a culture of inclusion	60%	69%		
15	Communication among all members of my department	56%	66%	55%	36%
16	The work being done at my department overall	82%	91%	81%	57%
17	Overall staff morale	53%	47%	49%	27%
18	A respectful atmosphere	70%	81%	63%	48%
19	Communicating standards of ethical behavior	72%	84%	67%	57%
20	Modeling standards of ethical behavior	71%	84%	65%	55%
21	Maintaining a work environment that is free of violence	91%	97%	81%	74%
21	Maintaining a work environment that is free of harassment	78%	84%	81%	74%
22	Maintaining a work environment that is free of drug or alcohol abuse	92%	94%	92%	91%
23	Clarity of staff roles and responsibilities	66%	66%	66%	39%
25	Compensation (salary and benefits) compared with similar opportunities	46%	72%	46%	57%
30	Defining department performance objectives	67%	69%	49%	30%
32	Supporting continual learning and development	72%	78%	65%	65%
35	Opportunities to develop a career path	52%	47%	50%	48%
36	Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	71%	25%	66%	74%
37	Availability of necessary materials, resources and equipment to do the job effectively	77%	72%	74%	74%
39	Providing individual and group work spaces to do the job effectively	76%	88%	73%	70%

# Employee Voice

2017 Pinellas County Employee Survey

<b>Please rate each of the following aspects of your WORKGROUP.</b>		UPS Positive Rating 2017	HRD Positive Rating 2017	UPS Positive Rating 2015	HRD Positive Rating 2015
		%	%	%	%
40	The working relationships in my workgroup overall	77%	97%	76%	65%
41	Communication among all staff in my workgroup overall	71%	88%	68%	61%
42	The distribution of work among team members in my workgroup	67%	59%	62%	35%
43	The quality of the working relationships between sections or workgroups in this organization	67%	75%	58%	43%
44	The quality of work being done in my workgroup overall	87%	94%	83%	70%
45	Overall staff morale in my workgroup	63%	72%	58%	61%
<b>Please rate each of the following aspects of your SUPERVISOR'S performance.</b>		UPS Positive Rating 2017	HRD Positive Rating 2017	UPS Positive Rating 2015	HRD Positive Rating 2015
		%	%	%	%
46	Fostering an atmosphere of mutual trust and confidence	67%	75%	64%	55%
47	Promoting a positive working relationship among workgroup members	71%	75%	66%	59%
28	Dealing with low-performing employees	43%	44%	24%	17%
29	Rewarding/recognizing high-performing employees	51%	56%	27%	26%
31	Applying discipline fairly and consistently	53%	59%	35%	30%
34	Coaching or mentoring employees	61%	69%	48%	39%
48	Providing specific, constructive feedback that helps improve performance	66%	77%	61%	36%
49	Working together with employees to set goals	64%	69%	60%	32%
50	Communicating expectations of employees	69%	72%	62%	36%
51	Encouraging employees to make decisions concerning their work	72%	91%	70%	64%
52	Informing employees about decisions that impact work	69%	75%	65%	50%
54	Treating employees with respect	77%	94%	73%	64%
55	Welcoming employee involvement in decision-making	67%	81%	63%	52%
65	Accessibility of supervisor to address questions and concerns	78%	88%		
<b>Please rate the quality of each of the following aspects of your organization's executive leadership, i.e. your Appointing Authority</b>		UPS Positive Rating 2017	HRD Positive Rating 2017	UPS Positive Rating 2015	HRD Positive Rating 2015
		%	%	%	%
56	Clarity of strategic direction, goals and objectives	63%	81%	62%	39%
57	Communicating information in a timely manner	60%	81%	59%	61%
58	Communicating information that helps employees to understand the problems and issues facing Pinellas County	59%	81%	55%	35%
59	Encouraging employees to come up with innovative solutions to problems	59%	69%	57%	43%
60	Welcoming employee involvement in decision-making	49%	72%	48%	39%
61	Listening to employee opinions	51%	78%	48%	48%
62	Promoting a climate of mutual understanding and respect among members of different groups	60%	81%	55%	39%
63	Overall level of confidence in the leadership of my top leadership	61%	81%	58%	43%