2023 Employee Voice Survey Executive Summary for the Unified Personnel System
November 2023

Background and Introduction

This is the sixth biennial online employee survey conducted of Unified Personnel System (UPS) employees. A third-party consultant, Polco, was utilized to conduct the 2023 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.

Methodology

The survey launched on August 21, 2023, and closed at the end of the day September 18, 2023. During this time period Polco encouraged employees to participate via several email reminder blasts.

Additionally, Polco and Human Resources conducted 3 virtual information sessions for employees to ask questions.

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 no changes made to the questions in 2023 to preserve the trending capabilities of the data.

Analysis Notes

The tables that follow highlight overall UPS results from 2023. Base calculations reflect all responses, including "Don't Know" responses but excluding respondents who refused to answer a given question. Tables that offer side-by-side comparisons to prior results also include "Don't Know" responses, for fair comparison. Please note, all figures are displayed as whole numbers; therefore, the year-over-year change reflects the underlying decimal data.

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"

Columns within the report that reference "Negative Ratings" reflect the combination of the following, depending upon the question scale:

- The respondent selected "Very Unlikely" or "Somewhat Unlikely"
- The respondent selected "Strongly Disagree" or "Somewhat Disagree"
- The respondent selected "Fair" or "Poor"

Key Findings

68% of employees took the 2023 survey.

89% of UPS employees are likely to recommend working for Pinellas County, and this is an increase of 2% from 2021.

When compared to the 2021 benchmarks, 34 metrics scored between 1 and 3 points higher, while 19 metrics increased between 4 and 6 points, and 7 metrics improved between 7 and 11 points.

The highest rated metrics in 2023 were:
- *Maintaining a work environment that is free of drug and alcohol abuse* (94%)
- *Maintaining a work environment that is free of violence* (93%)
- *I know what is expected of me at work* (90%)

The lowest rated metric in 2023 was:
- *There is a connection between compensation and performance* (47%)

Fifty-nine metrics showed positive values above 50% and just one metric (*There is a connection between compensation and performance*) showed a value below 50%.

2015-2023 Employee Voice Survey Results

How likely or unlikely are you to recommend working for Pinellas County to someone who asks?	Positive Rating 2023 %	Positive Rating 2021 %	Positive Rating 2019 %	Positive Rating 2017 %	Positive Rating 2015 %	Change from 2021 %	Metric Type
1	Level of recommendation	89%	87%	88%	89%	85%	+2%	*Pride*

Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY.	Positive Rating 2023 %	Positive Rating 2021 %	Positive Rating 2019 %	Positive Rating 2017 %	Positive Rating 2015 %	Change from 2021 %	Metric Type
2	Overall, I am satisfied with my job	89%	85%	83%	83%	85%	+4%	*Pride*
3	Overall, I feel positive about working for PINELLAS COUNTY	89%	88%	87%	87%	86%	+1%	*Pride*
5	I plan on working for this organization a year from now	88%	86%	87%	89%	87%	+2%	*Camaraderie*
6	I feel positively challenged in my current job	84%	79%	79%	78%	80%	+5%	*Pride*
7	I have good friends at work	86%	82%	85%	86%	85%	+4%	*Camaraderie*
8	I know what is expected of me at work	90%	88%	90%	90%	90%	+2%	*Respect*
9	I have the opportunity to do what I do best every day at work	83%	80%	81%	80%	79%	+3%	*Pride*
10	My values match or fit with the values of this organization	87%	83%	84%	85%	83%	+4%	*Camaraderie*
26	I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.)	87%	85%	89%	87%	81%	+2%	*Fairness*
27	There is a connection between compensation and performance	47%	42%	37%	35%	34%	+5%	*Fairness*
11	I have received recognition or praise for doing good work in the last quarter	77%	72%	72%	75%	61%	+5%	*Respect*
12	In the last quarter, someone at work has talked to me about my progress	72%	68%	68%	70%	72%	+4%	*Respect*

Employee Voice

Please rate the quality of each of the following aspects of working for your DEPARTMENT.	Positive Rating 2023 %	Positive Rating 2021 %	Positive Rating 2019 %	Positive Rating 2017 %	Positive Rating 2015 %	Change from 2021 %	Metric Type
14	The working relationships in my department overall	75%	71%	70%	70%	68%	+4%	Camaraderie
64	Fostering a culture of inclusion	71%	63%	62%	60%		+8%	Respect
15	Communication among all members of my department	61%	55%	56%	56%	55%	+6%	Credibility
16	The work being done at my department overall	84%	81%	81%	82%	81%	+3%	Pride
17	Overall staff morale	60%	53%	53%	53%	49%	+7%	Respect
18	A respectful atmosphere	76%	70%	71%	70%	63%	+6%	Respect
19	Communicating standards of ethical behavior	78%	74%	73%	72%	67%	+4%	Credibility
20	Modeling standards of ethical behavior	76%	72%	71%	71%	65%	+4%	Credibility
21	Maintaining a work environment that is free of violence	93%	92%	91%	91%	81%	+1%	Fairness
21	Maintaining a work environment that is free of harassment	85%	83%	78%	78%	81%	+2%	Fairness
22	Maintaining a work environment that is free of drug or alcohol abuse	94%	92%	93%	92%	92%	+2%	Fairness
23	Clarity of staff roles and responsibilities	71%	68%	64%	66%	65%	+3%	Fairness
25	Compensation (salary and benefits) compared with similar opportunities	54%	52%	49%	46%	47%	+2%	Fairness
30	Defining department performance objectives	70%	67%	65%	67%	49%	+3%	Credibility
32	Supporting continual learning and development	78%	75%	73%	72%	65%	+3%	Respect
35	Opportunities to develop a career path	65%	61%	53%	52%	50%	+4%	Respect
36	Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	76%	74%	71%	71%	66%	+2%	Respect
37	Availability of necessary materials, resources and equipment to do the job effectively	81%	80%	77%	77%	74%	+1%	Respect
39	Providing individual and group work spaces to do the job effectively	86%	82%	76%	76%	73%	+4%	Respect

Employee Voice

Please rate each of the following aspects of your WORKGROUP.	Positive Rating 2023 %	Positive Rating 2021 %	Positive Rating 2019 %	Positive Rating 2017 %	Positive Rating 2015 %	Change from 2021 %	Metric Type
40	The working relationships in my workgroup overall	86%	82%	78%	78%	75%	+4%	Camaraderie
41	Communication among all staff in my workgroup overall	79%	76%	71%	71%	68%	+3%	Credibility
42	The distribution of work among team members in my workgroup	74%	71%	65%	67%	62%	+3%	Fairness
43	The quality of the working relationships between sections or workgroups in this organization	76%	72%	67%	67%	58%	+4%	Respect
44	The quality of work being done in my workgroup overall	89%	87%	85%	87%	83%	+2%	Pride
45	Overall staff morale in my workgroup	72%	66%	64%	63%	58%	+6%	Camaraderie

| Please rate each of the following aspects of your SUPERVISOR'S performance.	Positive Rating 2023 %	Positive Rating 2021 %	Positive Rating 2019 %	Positive Rating 2017 %	Positive Rating 2015 %	Change from 2021 %	Metric Type
46	Fostering an atmosphere of mutual trust and confidence	80%	79%	69%	68%	64%	+1%	Credibility
47	Promoting a positive working relationship among workgroup members	80%	79%	72%	71%	66%	+1%	Respect
28	Dealing with low-performing employees	54%	52%	43%	43%	24%	+2%	Fairness
29	Rewarding/recognizing high-performing employees	65%	62%	53%	51%	27%	+3%	Fairness
31	Applying discipline fairly and consistently	61%	59%	55%	53%	35%	+2%	Fairness
34	Coaching or mentoring employees	69%	67%	62%	61%	48%	+2%	Respect
48	Providing specific, constructive feedback that helps improve performance	72%	71%	65%	67%	61%	+1%	Credibility
49	Working together with employees to set goals	71%	69%	65%	64%	59%	+2%	Credibility
50	Communicating expectations of employees	75%	73%	69%	69%	61%	+2%	Credibility
51	Encouraging employees to make decisions concerning their work	78%	77%	72%	73%	69%	+1%	Respect
52	Informing employees about decisions that impact work	76%	74%	68%	70%	65%	+2%	Respect
54	Treating employees with respect	84%	82%	77%	77%	72%	+2%	Respect
55	Welcoming employee involvement in decision-making	75%	74%	67%	67%	63%	+1%	Camaraderie
65	Accessibility of supervisor to address questions and concerns	84%	81%	78%	78%		+3%	Credibility

Please rate the quality of each of the following aspects of your organization's EXECUTIVE LEADERSHIP, i.e. your Appointing Authority		Positive Rating 2023	Positive Rating 2021	Positive Rating 2019	Positive Rating 2017	Positive Rating 2015	Change from 2021	Metric Type
		%	%	%	%	%	%	
56	Clarity of strategic direction, goals and Objectives	70%	67%	58%	63%	61%	+3%	Credibility
57	Communicating information in a timely manner	71%	65%	59%	60%	59%	+6%	Credibility
58	Communicating information that helps employees to understand the problems and issues facing Pinellas County	68%	57%	57%	59%	55%	+11%	Credibility
59	Encouraging employees to come up with innovative solutions to problems	65%	59%	58%	59%	57%	+6%	Camaraderie
60	Welcoming employee involvement in decision-making	58%	50%	49%	50%	48%	+8%	Camaraderie
61	Listening to employee opinions	61%	53%	53%	51%	48%	+8%	Respect
62	Promoting a climate of mutual understanding and respect among members of different groups	68%	61%	59%	60%	55%	+7%	Respect
63	Overall level of confidence in the leadership of my top leadership	70%	61%	60%	62%	58%	+9%	Credibility

2017-2023 Employee Voice Survey Positive Rating by Category

|	Average of UPS Positive Rating 2023	Average of UPS Positive Rating 2021	Average of UPS Positive Rating 2019	Average of UPS Positive Rating 2017
Camaraderie	77%	73%	71%	72%
Credibility	73%	69%	66%	66%
Fairness	71%	69%	65%	65%
Pride	87%	84%	83%	84%
Respect	75%	71%	68%	68%

Employee Voice

Demographic Questions

1. What is your race? (Mark one or more races to indicate what race you consider yourself to be)
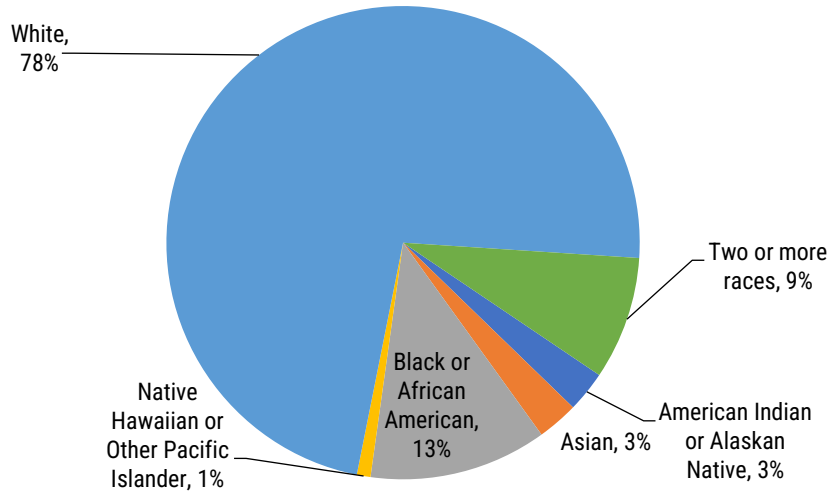
What is your race? (Mark one or more races to indicate what race you consider yourself to be)	Percent of respondents	Number of respondents
American Indian or Alaskan Native	3%	50
Asian	3%	61
Black or African American	13%	242
Native Hawaiian or Other Pacific Islander	1%	19
White	78%	1465
Two or more races	9%	174

2. What is your gender?
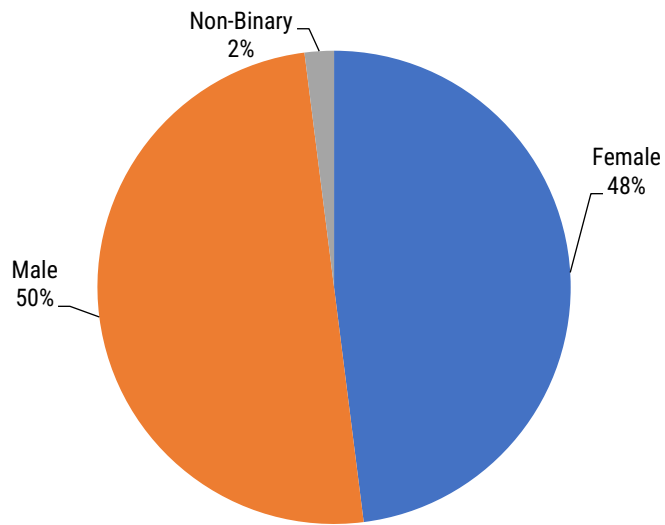
What is your gender?	Percent of respondents	Number of respondents
Female	48%	939
Male	50%	970
Non-Binary	2%	38
Total	100%	1947

3. In which category is your age?
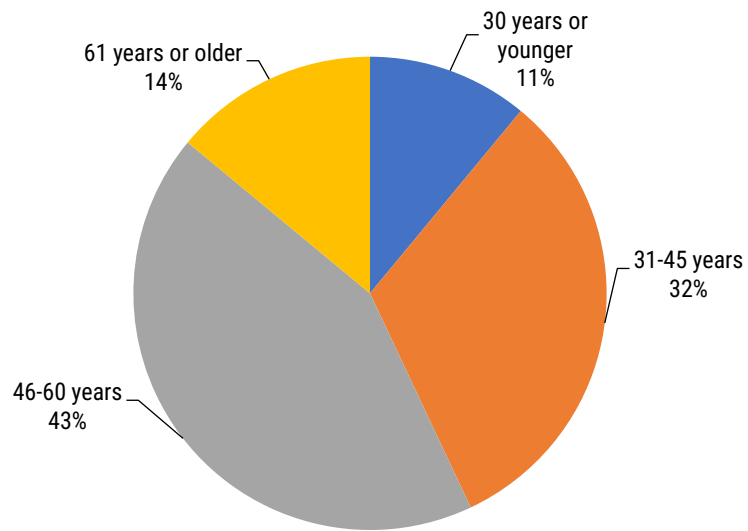
In which category is your age?	Percent of respondents	Number of respondents
30 years or younger	11%	223
31-45 years	32%	624
46-60 years	43%	840
61 years or older	14%	267
Total	100%	1954

Employee **Voice**

4. What is your exemption status?

Exempt
38%
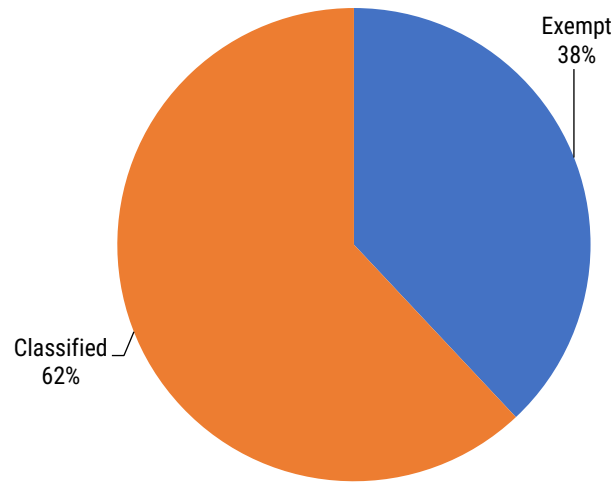
Classified
62%

What is your exemption status?	Percent of respondents	Number of respondents
Exempt	38%	764
Classified	62%	1252
Total	100%	2016

5. To what extent, if any, do you agree or disagree with the following: The Employees' Advisory Council (EAC) does a good job supporting my interests and/or concerns to upper management and the Personnel Board.
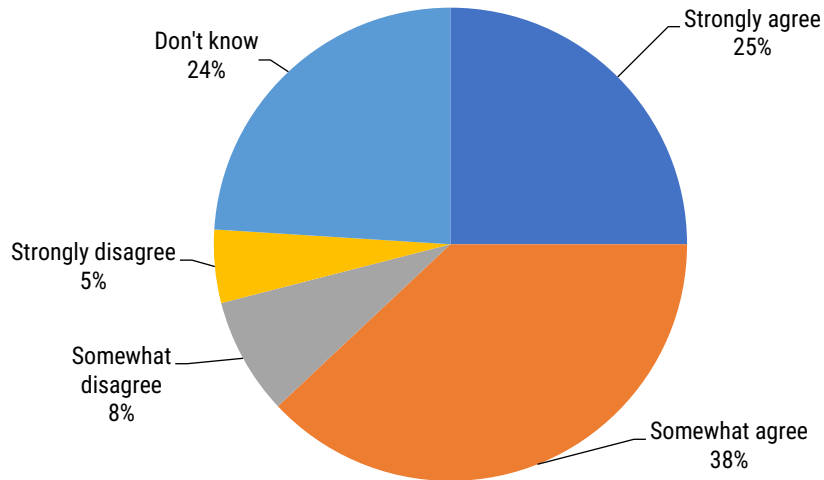

To what extent, if any, do you agree or disagree with the following: The Employees' Advisory Council (EAC) does a good job supporting my interests and/or concerns to upper management and the Personnel Board.	Percent of respondents	Number of respondents
Strongly agree	25%	309
Somewhat agree	38%	471
Somewhat disagree	8%	103
Strongly disagree	5%	60
Don't know	24%	301
Total	100%	1244

Employee Voice

6. What is your management status at Pinellas County?
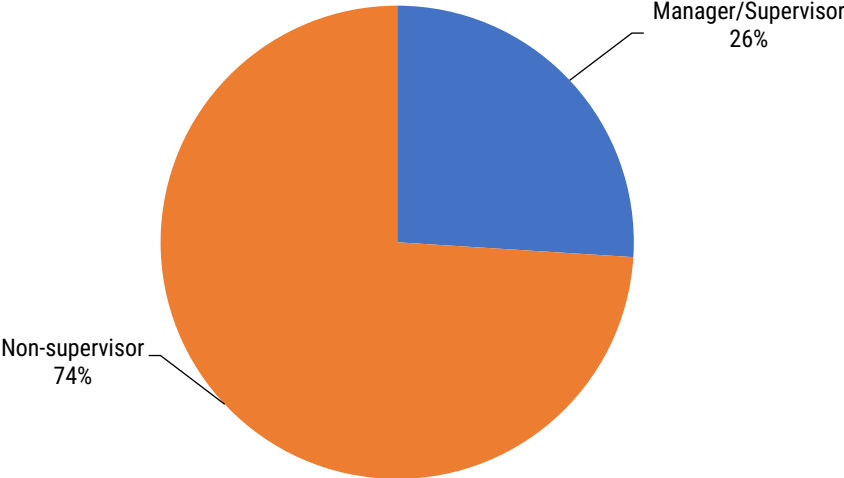
What is your management status at Pinellas County?	Percent of respondents	Number of respondents
Manager/Supervisor	26%	534
Non-supervisor	74%	1508
Total	100%	2042

Employee Voice

7. How many years have you worked for Pinellas County?
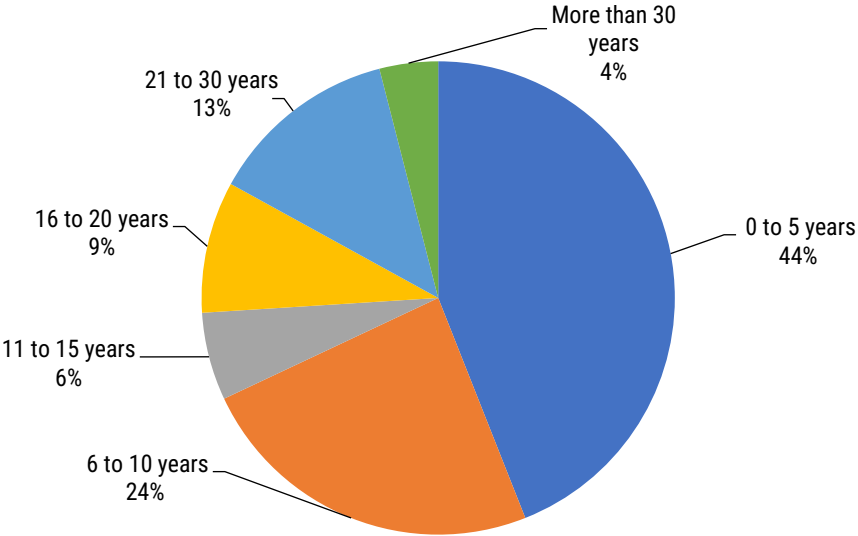
How many years have you worked for Pinellas County?	Percent of respondents	Number of respondents
0 to 5 years	44%	877
6 to 10 years	24%	474
11 to 15 years	6%	129
16 to 20 years	9%	186
21 to 30 years	13%	257
More than 30 years	4%	75
Total	100%	1998