

CITY OF PENSACOLA

2021 EMPLOYEE ENGAGEMENT & SATISFACTION REPORT

I. Overall Results for All Employees

The 2021 City of Pensacola employee engagement survey was designed to improve service to the community and make the city a better place to work by increasing employee satisfaction and their resultant engagement. Survey results throughout this report are compared to the U.S. companies average (norm).

73% of employees report being satisfied with their employment. Based on a statistical model, **59%** of employees are **engaged**, which corresponds to the **65th percentile** nationally. These improvements are noteworthy as very few organizations have been able to maintain satisfaction and engagement during the COVID-19 pandemic.

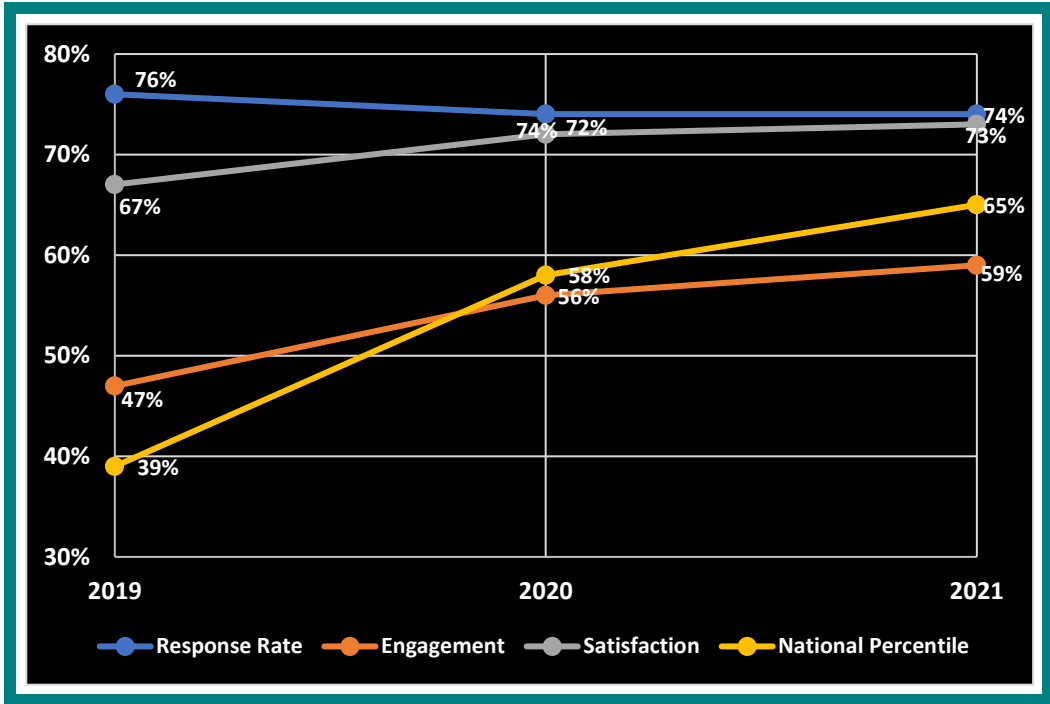
Response Rate:	74%	No change from 2020
Satisfaction:	73%	+1% from 2020
Engagement:	59%	+3% from 2020
National Percentile Ranking:	65th	+7% from 2020

The following graph illustrates the positive changes in employee satisfaction and engagement since 2019.

Year	Response Rate	Engagement	Satisfaction	National Percentile
2019	76%	47%	67%	39th
2020	74%	56%	72%	58th
2021	74%	59%	73%	65th

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II. More Specific Results

- ✓ Employees rated “Benefits” and “My Immediate Supervisor” significantly above the norm.
- ✓ Scores increased for 10 of the 13 factors measured, providing evidence of the effectiveness of the city’s efforts to increase satisfaction and engagement.

Factor	Score
Benefits	0.5 above the norm
My Immediate Supervisor	0.3 above the norm
Recognition & Development	0.2 above the norm
Coworkers	0.1 above the norm
My Job	0.1 above the norm
Treatment	0.1 above the norm
Work Pressure	Same as the norm
City Image	0.1 below the norm
Communication	0.1 below the norm
Job Security	0.1 below the norm
Mayor’s Office	0.1 below the norm
Service	0.1 below the norm
Compensation	0.4 below the norm

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Of the 47 departments surveyed, 15 (**32%**) rated more than half the factors above the norm.

✓ <i>Fire Admin & Chief Officers</i>	<i>13 of 13 factors</i>
✓ <i>Mayor's Office, City Admin</i>	<i>13 of 13 factors</i>
✓ <i>PNS Energy- Officers</i>	<i>13 of 13 factors</i>
✓ <i>Financial Services-Mgrs</i>	<i>12 of 13 factors</i>
✓ <i>Housing</i>	<i>12 of 13 factors</i>
✓ <i>Airport-Admin Officers</i>	<i>10 of 13 factors</i>
✓ <i>Port of PNS</i>	<i>10 of 13 factors</i>
✓ <i>PWF-Tech, Specialist, Inspectors</i>	<i>10 of 13 factors</i>
✓ <i>Parking Management</i>	<i>9 of 13 factors</i>
✓ <i>Parks and Rec- Equip Operator</i>	<i>9 of 13 factors</i>
✓ <i>Planning Services</i>	<i>9 of 13 factors</i>
✓ <i>Technology Resources</i>	<i>9 of 13 factors</i>
✓ <i>Professional Firefighters</i>	<i>7 of 13 factors</i>
✓ <i>PWF-Other</i>	<i>7 of 13 factors</i>
✓ <i>Sanitation - Coding Enforcement</i>	<i>7 of 13 factors</i>

Ten departments (**21%**) scored low on many of the factors measured by the survey:

➤ <i>Airport-Maint, Electric, Technical</i>	<i>12 of 13 factors</i>
➤ <i>FM-Mechanics, Specialists</i>	<i>12 of 13 factors</i>
➤ <i>Police Lieutenants</i>	<i>12 of 13 factors</i>
➤ <i>FM-Leadership, Admin</i>	<i>11 of 13 factors</i>
➤ <i>Police Officers</i>	<i>11 of 13 factors</i>
➤ <i>Public Safety Communications</i>	<i>11 of 13 factors</i>
➤ <i>PWF-Equip Op, Maint, Sweepers</i>	<i>11 of 13 factors</i>
➤ <i>Airport-Ops Dispatchers, Officers</i>	<i>10 of 13 factors</i>
➤ <i>Parks and Rec- Management</i>	<i>9 of 13 factors</i>
➤ <i>Police Sergeants</i>	<i>8 of 13 factors</i>

Six items were rated significantly above the norm:

Above the Norm	2021	2020
✓ <i>The retirement plan positively impacts my desire to continue...</i>	+0.8	+0.6
✓ <i>I am satisfied with the non-medical benefits such as PTO, FMLA...</i>	+0.5	+0.4
✓ <i>My supervisor holds employees accountable for their work.</i>	+0.4	+0.4
✓ <i>I work with my supervisor to set clear work goals and objectives.</i>	+0.4	+0.2
✓ <i>My supervisor cares about me as a person.</i>	+0.3	+0.3
✓ <i>My supervisor treats people fairly.</i>	+0.3	+0.3

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Six items were rated significantly below the norm; however, scores for five of the six items have increased since the previous survey:

Below the Norm	2021	2020
✓ <i>My pay is fair compared to what other cities/counties pay.</i>	-0.6	-0.7
✓ <i>I am compensated adequately for the level of work I do.</i>	-0.4	-0.5
✓ <i>The City is effective at retaining valuable employees.</i>	-0.4	-0.6
✓ <i>The City makes employee safety a priority.</i>	-0.3	-0.4
✓ <i>My pay is fair when compared to others here who have similar...</i>	-0.3	-0.4
✓ <i>Good customer service is rewarded by my supervisor.</i>	-0.3	-0.3

III. Division & Department Information

Engagement was in the above average range for employees in 10 of the 18 divisions surveyed (**55.5%**). Six divisions fell in the average range (**33.3%**).

Two divisions fell below the average range (**11%**):

- Police (28%)
- Fleet Management (33%)

23 of 47 departments possessed above average engagement levels. (48.9%) 15 possessed average engagement levels. (31.9%)

Four of the nine departments (**44.4%**) possessing below average engagement levels are comprised of employees in the Police division. Encouragingly, engagement levels for Fire Captains have increased dramatically (44%), raising their engagement levels from below average in 2020 to above average in the current survey year.

- **Police Lieutenants (0%)**
- *Airport - Maintenance, Electric, Technical (17%)*
- **Police Officers (20%)**
- **Public Safety Communications (20%)**
- *Fleet Management - Mechanics, Specialists (25%)*
- *Parks and Recreation - Management (33%)*
- **Police Sergeants (33%)**
- *Public Works & Facilities-Supervisors and Leads (33%)*
- *Pensacola Energy- Field Services Leader-Construction, Maintenance (36%)*

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The table below contains the percentage of engaged employees and corresponding national percentile by department.

Department	Response Rate	% of Engaged Employees	Change from 2020	National %tile
Airport - Admin Officers	100% (n=5)	100%	33%	99%
Fire Admin & Chief Officers	100% (n=13)	100%	0%	99%
Housing - All Positions	82% (n=18)	100%	7%	99%
City Admin, Mayor's Office	100% (n=10)	100%	0%	99%
TR - Leadership	80% (n=12)	92%	19%	99%
Financial Services-Managers	100% (n=11)	91%	3%	99%
Pensacola Energy-Officers	100% (n=9)	89%	-11%	99%
Professional Firefighters	58% (n=33)	88%	46%	99%
Parking Administration	100% (n=7)	86%	NC	99%
Port of Pensacola	100% (n=7)	86%	24%	99%
Inspection Specialists	100% (n=12)	83%	1%	98%
Fire Captains	73% (n=19)	79%	44%	96%
PWF - Tech, Spec, Inspect	100% (n=9)	78%	34%	95%
Pensacola Energy - FS Techs	80% (n=8)	75%	NC	92%
Public Works & Facilities - Other	100% (n=4)	75%	-5%	92%
Parks & Recreation - Equip Op	100% (n=22)	73%	-27%	91%
Planning Services	100% (n=7)	71%	-29%	89%
Pensacola Energy - Managers	100% (n=10)	70%	10%	87%
Fire Lieutenants	77% (n=24)	67%	17%	81%
Police Admin Officers/Captains	100% (n=6)	67%	-19%	81%
Attorney, Clerk, Council, CRA	100% (n=14)	64%	-23%	76%
Pensacola Energy-CSRs	76% (n=13)	62%	-2%	73%
Pensacola Energy-Other	67% (n=8)	62%	8%	73%
Financial Services - Other	100% (n=14)	57%	-26%	61%
Airport - Directors & Managers	100% (n=9)	56%	-11%	58%
Police - Sec, Clerk, Coord	60% (n=9)	56%	31%	58%
Sanitation Services - Other	75% (n=9)	56%	-24%	58%
Human Resources	100% (n=13)	54%	-13%	56%
Parks & Recreation - Supervisors	67% (n=8)	50%	-28%	46%
PNS Energy - FSL-Mtr Techs/Techs	59% (n=10)	50%	-2%	46%
Sanitation - Code Enforcement	100% (n=10)	50%	-17%	46%
Public Works & Facilities - Equip Op	83% (n=15)	47%	9%	39%
Sanitation Services - Equip Op	87% (n=20)	45%	-5%	38%
Parks & Rec - Directors Team	82% (n=9)	44%	-37%	36%
Crime Scene, Evidence	90% (n=9)	44%	14%	36%
FM-Leadership, Admin	88% (n=7)	43%	-7%	33%
Pensacola Energy - FS Workers	92% (n=12)	42%	6%	30%
Airport - Ops Dispatch, Officers	91% (n=10)	40%	-5%	26%

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PNS Energy – FSL - Constr Maint	79% (n=11)	36%	9%	19%
Parks and Rec - Management	86% (n=6)	33%	-25%	15%
Police Sergeants	55% (n=12)	33%	2%	15%
PWF - Supervisors and Leads	82% (n=18)	33%	-13%	15%
Fleet Mgmt - Mechanics, Specialists	100% (n=8)	25%	-20%	8%
Police Officers	37% (n=41)	20%	2%	5%
Public Safety Communications	43% (n=10)	20%	3%	5%
Airport-Maint, Electric, Tech	55% (n=6)	17%	-16%	3%
Police Lieutenants	82% (n=9)	0%	-11%	0%

Results by remote work status indicate that employees who reported working remotely 2-3 days a week were the most engaged, while employees who reported working in the office/onsite (5 days) or did not indicate their remote work status were the least engaged.

Remote Work Status	Number of Respondents	Percentage of Engaged Employees
I worked 2-3 days a week remotely	39	87%
I worked 1 day a week remotely	16	62%
I worked 4 or more days a week remotely	55	60%
I worked onsite	399	57%
Remote Work Status not indicated	57	53%

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IV. Suggestions for Leaders

- ➔ Although scores for compensation increased slightly, it remains an issue for employees in more than half of the departments surveyed. Share information to help employees realize the value of the benefits they receive, which was the highest rated factor. Ensure adequate communication about any additional free resources the City has to offer, and encourage employees to take advantage of appropriate internal training and development opportunities. Providing recognition for good performance can often have a positive impact on how employees view reward at work, regardless of pay. Recognition impacts overall job satisfaction.

- ➔ Focus efforts on researching the issues impacting the engagement of the divisions that scored low on the majority of factors measured by the survey. Leaders in these areas may need more structure, guidance, and formal learning opportunities if they are to be successful in the future.
 - *Airport - Maintenance, Electric, Technical*
 - *Fleet Management - Mechanics, Specialists*
 - *Police Lieutenants*
 - *Fleet Management - Leadership, Admin*
 - *Police Officers*
 - *Public Safety Communications*
 - *Public Works & Facilities - Equip Op, Maint, Sweepers*
 - *Airport - Ops Dispatchers, Officers*
 - *Parks and Recreation - Management*
 - *Police Sergeants*

- ➔ The City should increase improvement efforts in the Fleet Management division. The factors scored low by this division increased from 10 factors in 2020 to 12 factors in the current survey. In addition, the factor scores also decreased. Ensure employees in this division have the equipment, supplies, and support necessary to perform their jobs effectively. Decide where the quick fixes are (repairs, reallocation of resources, etc.) and focus first on the needs that do not require significant cost and are relatively easier to obtain.

- ➔ Pay special attention to increasing the satisfaction and engagement of employees in the Police division. Determine the specific reasons this division scored the Mayor's Office, Compensation, City Image, and Job Security significantly below the norm.

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➔ Supervisors should provide timely and specific feedback when employees provide great customer service and manage the recognition up by letting senior leaders know about employees' good work. Whenever possible, within budgetary constraints, plan a recognition event where coworkers can spend time together and have their good work recognized.

➔ COP should explore the decreased engagement in the following departments:

➤ <i>Parks and Rec-Directors Team</i>	<i>(37%)</i>
➤ <i>Planning Services</i>	<i>(-29%)</i>
➤ <i>Parks and Rec-Supervisors</i>	<i>(-28%)</i>
➤ <i>Parks and Rec-Equipment Operator</i>	<i>(-27%)</i>
➤ <i>Financial Services-Other</i>	<i>(-26%)</i>
➤ <i>Parks and Rec-Management</i>	<i>(-25%)</i>
➤ <i>Sanitation Services-Other</i>	<i>(-24%)</i>
➤ <i>Offices-Attorney, Clerk, Council, CRA</i>	<i>(-23%)</i>
➤ <i>FM-Mechanics, Specialists</i>	<i>(-20%)</i>
➤ <i>Police Admin Officers and Captains</i>	<i>(-19%)</i>
➤ <i>Sanitation Svcs-Code Enforcement</i>	<i>(-17%)</i>
➤ <i>Airport-Maint, Electric, Technical</i>	<i>(-16%)</i>
➤ <i>Human Resources</i>	<i>(-13%)</i>
➤ <i>PWF-Supervisors and Leads</i>	<i>(-13%)</i>
➤ <i>Airport-Directors and Managers</i>	<i>(-11%)</i>
➤ <i>Pensacola Energy-Officers</i>	<i>(-11%)</i>
➤ <i>Police Lieutenants</i>	<i>(-11%)</i>

Further, the following departments possessed engagement levels below the norm and should be explored:

➤ <i>Police Lieutenants</i>	<i>(0%)</i>
➤ <i>Airport-Maint, Electric, Technical</i>	<i>(17%)</i>
➤ <i>Police Officers</i>	<i>(20%)</i>
➤ <i>Public Safety Communications</i>	<i>(20%)</i>
➤ <i>FM-Mechanics, Specialists</i>	<i>(25%)</i>
➤ <i>Parks and Rec-Management</i>	<i>(33%)</i>
➤ <i>Police Sergeants</i>	<i>(33%)</i>
➤ <i>PWF-Supervisors and Leads</i>	<i>(33%)</i>
➤ <i>PNS Energy-FSL-Constr, Maint</i>	<i>(36%)</i>