

CITY OF PENSACOLA

2022 EMPLOYEE ENGAGEMENT & SATISFACTION REPORT

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I. Overall Results for All Employees

The 2022 City of Pensacola (COP) employee engagement survey was designed to improve service to the community and make the City a better place to live and work by increasing employee satisfaction and resultant engagement. Survey results throughout this report are compared to the U.S. companies average (norm).

The **overall response rate** was **73%** suggesting that the majority of COP employees continue to be motivated to share their perceptions about their employment with the City, trust the survey process, and believe that their feedback will be used to make the City a better place to work. Based on this response rate, the results are accurate within $\pm 3\%$ at a 99% confidence interval and generalizations can be made at overall organizational, divisional, and most departmental levels.

Based on **self-reported satisfaction** ratings, **69%** of all employees report being satisfied with their employment with the City; a 4% decline in satisfaction since the previous survey in 2021.

Based on a statistical model, **60%** of employees are **engaged**, which corresponds to the **67th percentile** nationally.

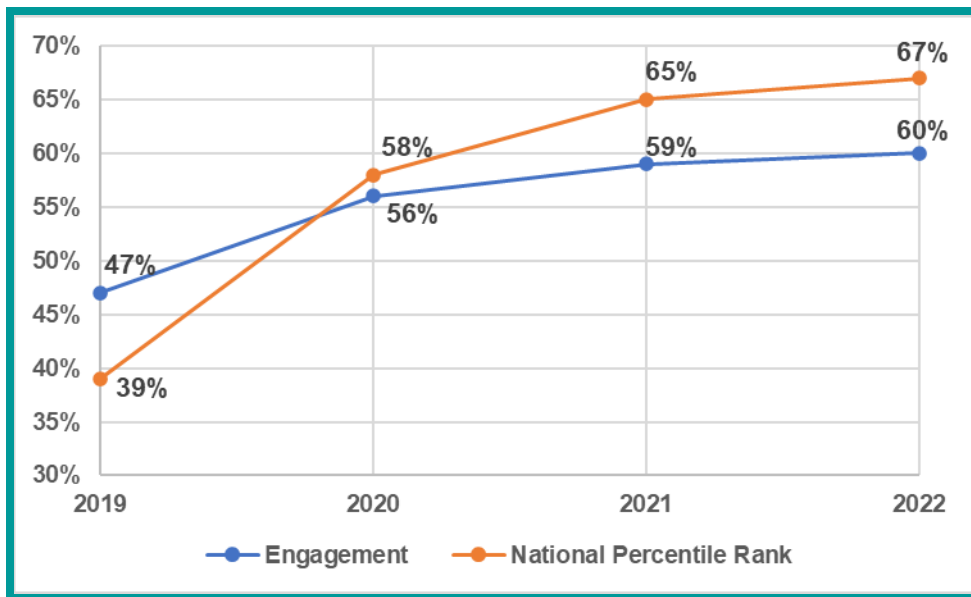
Response Rate	73%		1% from 2021
Satisfaction	69%		4% from 2021
Engagement	60%		1% from 2021
National Percentile Ranking	67th		2% from 2021

Although employee satisfaction declined slightly, it was not unexpected and this decrease is significantly better than the results we are seeing in other clients. In a “post-COVID-19” environment, understanding employee engagement and acting on employee feedback is even more important than it has been in the past. This process provides City leaders with an opportunity to reconnect with employees and continue to work on making the City a great place to work.

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II. Trends in Overall Engagement & National Percentile Ranking Under Mayor Robinson

The graph below illustrates that COP employee engagement and the City’s national percentile ranking show a steady increase year over year throughout Mayor Robinson’s tenure. Under Mayor Robinson’s leadership, engagement levels of City employees increased by 13%, from 47% in 2019 to 60% in 2022. Further, the national percentile ranking went from the 39th Percentile to the 67th percentile! This is probably the single most important measure of the kind of environment the City has created for employees in the past 4 years.



Year	Engagement	National Percentile Rank
2019	47%	39 th percentile
2020	56%	58 th percentile
2021	59%	65 th percentile
2022	60%	67 th percentile

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III. Summary Trends in Engagement Under Mayor Robinson

	2019	2020	2021	2022	Change from First Survey
Financial Services-Managers	86%	88%	91%	100%	14%
Financial Services-Officers	-	-	-	100%	-
Housing	91%	93%	100%	100%	9%
Housing - All Positions	91%	93%	100%	100%	9%
Parking Management	-	-	86%	100%	-
Parking Administration	-	-	86%	100%	-
PNS Energy-Officers	71%	100%	89%	100%	29%
Technology Resources	53%	73%	92%	94%	41%
TR-Leadership	53%	73%	92%	94%	41%
Financial Services	71%	86%	72%	92%	21%
Attorney, Clerk, Council, CRA Offices	75%	87%	64%	88%	13%
Offices-Attorney, Clerk, Council, CRA	75%	87%	64%	88%	13%
Fire Admin and Chief Officers	57%	100%	100%	88%	31%
PNS Energy-CSRs	67%	64%	62%	88%	21%
Port of PNS	29%	62%	86%	88%	59%
Port of Pensacola	29%	62%	86%	88%	59%
Inspection Services	83%	82%	83%	86%	3%
Inspection Specialists	83%	82%	83%	86%	3%
Financial Services-Other	57%	83%	57%	85%	28%
Airport-Administrative Officers	40%	67%	100%	83%	43%
PNS Energy-Field Service Workers	38%	36%	42%	83%	45%
Planning Svcs	100%	100%	71%	83%	-17%
Planning Services	100%	100%	71%	83%	-17%
Mayors Office, City Admin	71%	100%	100%	80%	9%
City Admin, Mayors Office	71%	100%	100%	80%	9%
PNS Energy-Managers	56%	60%	70%	80%	24%
HR	22%	67%	54%	77%	55%
Human Resources	22%	67%	54%	77%	55%
PNS Energy-FS Techs	-	-	75%	75%	-
Pensacola Energy	44%	55%	59%	74%	30%
Airport-Directors and Managers	50%	67%	56%	73%	23%
Parks and Rec-Supervisors	33%	78%	50%	71%	38%
PWF-Tech, Specialist, Inspectors	45%	44%	78%	71%	26%
PNS Energy-Other	43%	54%	62%	69%	26%
Police Admin Officers and Captains	86%	86%	67%	62%	-24%

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	2019	2020	2021	2022	Change from First Survey
Fire	43%	51%	82%	60%	17%
PNS Energy-FSL-Constr, Maint	7%	27%	36%	60%	53%
Professional Firefighters	55%	42%	88%	58%	3%
Parks and Recreation	32%	76%	58%	57%	25%
Fire Lieutenants	40%	50%	67%	55%	15%
Sanitation Srv-Coding Enforcement	50%	67%	50%	55%	5%
Parks and Rec-Directors Team	44%	81%	44%	50%	6%
Parks and Rec-Management	20%	58%	33%	50%	30%
PNS Energy-FSL-Meter Techs, Techs	71%	52%	50%	50%	-21%
Sanitation Srv-Other	44%	80%	56%	50%	6%
Fire Captains	12%	35%	79%	48%	36%
Sanitation Services	50%	66%	49%	48%	-2%
Police-Secretary, Clerk, Coord	36%	25%	56%	45%	9%
Sanitation Srv-Equip Op	53%	50%	45%	44%	-9%
Airport	33%	52%	50%	42%	9%
Parks and Rec-Equipment Operator	29%	100%	73%	42%	13%
Public Works, Facilities	37%	50%	50%	42%	5%
PWF-Supervisors and Leads	47%	46%	33%	40%	-7%
PWF-Other	29%	80%	75%	38%	9%
Police Sergeants	69%	31%	33%	36%	-33%
Police	46%	25%	28%	30%	-16%
Airport-Ops Dispatchers, Officers	14%	45%	40%	25%	11%
Crime Scene, Evidence	38%	30%	44%	25%	-13%
Public Safety Communications	43%	17%	20%	25%	-18%
PWF-Equip Op, Maint, Street Sweepers	18%	38%	47%	25%	7%
Police Lieutenants	44%	11%	0%	20%	-24%
Police Officers	39%	18%	20%	18%	-21%
Fleet Services	33%	45%	25%	17%	-16%
Fleet	33%	45%	25%	17%	-16%
Airport-Maint, Electric, Technical	29%	33%	17%	0%	-29%

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IV. Summary Trends in Factor Scores Under Mayor Robinson

Factor	2019	2020	2021	2022	Change from First Survey
COWORKERS	4.1	4.2	4.2	4.1	0.0
MY JOB	4.0	4.1	4.2	4.1	0.1
MY IMMEDIATE SUPERVISOR	4.0	4.1	4.2	4.1	0.1
SERVICE	4.0	4.1	4.1	4.1	0.1
BENEFITS	3.8	4.0	4.1	4.1	0.3
CITY IMAGE	4.0	4.0	4.1	4.0	0.0
COMMUNICATION	3.8	4.0	4.0	3.9	0.1
RECOGNITION & DEVELOPMENT	3.5	3.7	3.8	3.8	0.3
OVERALL	3.7	3.8	3.9	3.8	0.1
TREATMENT	3.8	3.9	4.0	3.8	0.0
WORK PRESSURE	3.4	3.7	3.6	3.6	0.2
JOB SECURITY	3.4	3.6	3.7	3.6	0.2
MAYORS OFFICE	3.7	3.7	3.8	3.6	-0.1
COMPENSATION	2.6	3.0	3.1	2.9	0.3
INDIVIDUAL GOALS & OBJECTIVES	-	-	-	-	NC
PROGRESS	-	-	-	-	NC

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V. 2022 Factor Results for All Employees

- One of the 13 factors measured in the survey was above the norm.
- Nine factors fell within range of the norm.
- Below average scores in City Image, Communication, and Compensation indicate target areas for increased focus.
- Job Security, Mayors Office, and Service approached significance indicating that a number of departments scored relatively lower on these factors.
- Declining scores in Treatment, Mayors Office, and Compensation indicate that these areas should be investigated at a departmental level.

Differences of **+0.3** and higher or **-0.3** and lower are considered significant.

Factor	Norm	Change from 2021
Benefits	0.4 above the norm	No Change from 2021
My Immediate Supervisor	0.2 above the norm	-0.1 from 2021
Recognition & Development	0.2 above the norm	No Change from 2021
Coworkers	Same as the norm	-0.1 from 2021
My Job	0.1 below the norm	-0.1 from 2021
Treatment	0.1 below the norm	-0.2 from 2021
Work Pressure	0.1 below the norm	No Change from 2021
Job Security	0.2 below the norm	-0.1 from 2021
Mayors Office	0.2 below the norm	-0.2 from 2021
Service	0.2 below the norm	No Change from 2021
City Image	0.4 below the norm	-0.1 from 2021
Communication	0.4 below the norm	-0.1 from 2021
Compensation	0.6 below the norm	-0.2 from 2021

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VI. Overall Factor Analysis

This section illustrates the variance in factor scores by survey area and should be used to identify areas in need of increased leadership coaching. Identifying the needs of the departments with the lowest scores in each area and utilizing peer sharing of best practices with lower scoring departments is often effective in making improvements and can lead to improving performance in these areas. Departments that score lower on many factors may also indicate overall leadership issues.

Above Average		Below Average	
<i>Port of Pensacola</i>	<i>12 of 13 factors</i>	<i>Airport</i>	<i>12 of 13 factors</i>
<i>Housing</i>	<i>9 of 13 factors</i>	<i>Fleet Services</i>	<i>12 of 13 factors</i>
<i>Attny, Clerk, Council, CRA</i>	<i>8 of 13 factors</i>	<i>Police</i>	<i>11 of 13 factors</i>
<i>Financial Services</i>	<i>8 of 13 factors</i>	<i>Public Works, Facilities</i>	<i>9 of 13 factors</i>
<i>Mayors Office, City Admin</i>	<i>8 of 13 factors</i>	<i>Sanitation Services</i>	<i>7 of 13 factors</i>
<i>Technology Resources</i>	<i>8 of 13 factors</i>		
<i>Parking Management</i>	<i>7 of 13 factors</i>		

The following tables highlight the departments significantly above or below the norm for each factor. Departments appearing in red fall below the norm on many factors, while those appearing in green score many factors above the norm.

Benefits

Above Average		Below Average	
<i>Financial Services</i>	<i>+0.9</i>		
<i>Mayors Office, City Admin</i>	<i>+0.9</i>		
<i>Port of Pensacola</i>	<i>+0.9</i>		
<i>Parking Management</i>	<i>+0.9</i>		
<i>Attny, Clerk, Council, CRA</i>	<i>+0.8</i>		
<i>Housing</i>	<i>+0.8</i>		
Pensacola Energy	+0.7		
Planning Services	+0.6		
<i>Technology Resources</i>	<i>+0.6</i>		
Parks & Recreation	+0.6		
Fire	+0.5		
Inspection Services	+0.4		
HR	+0.4		
Public Works, Facilities	+0.4		
Sanitation Services	+0.3		
		Approaching Significance	
		<i>Police</i>	<i>-0.2</i>

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My Immediate Supervisor

Above Average		Below Average	
Planning Services	+0.9	<i>Fleet Services</i>	-1.8
<i>Financial Services</i>	+0.8	<i>Airport</i>	-0.3
<i>Parking Management</i>	+0.8		
<i>Port of Pensacola</i>	+0.8		
<i>Housing</i>	+0.6		
<i>Technology Resources</i>	+0.5		
<i>Attny, Clerk, Council, CRA</i>	+0.5		
<i>Mayors Office, City Admin</i>	+0.5		
Pensacola Energy	+0.4		
Inspection Services	+0.3		
HR	+0.3		

Recognition & Development

Above Average		Below Average	
<i>Port of Pensacola</i>	1.2	<i>Fleet Services</i>	-1.3
<i>Financial Services</i>	+0.8	<i>Airport</i>	-0.4
<i>Housing</i>	+0.7	<i>Police</i>	-0.4
<i>Parking Management</i>	+0.7	<i>Public Works, Facilities</i>	-0.2
<i>Attny, Clerk, Council, CRA</i>	+0.7		
<i>Mayors Office, City Admin</i>	+0.6		
HR	+0.5		
Planning Services	+0.4		
Pensacola Energy	+0.4		
Inspection Services	+0.3		
Fire	+0.3		

Coworkers

Above Average		Below Average	
<i>Financial Services</i>	+0.5	<i>Fleet Services</i>	-1.6
<i>Port of Pensacola</i>	+0.5	Inspection Services	-0.4
<i>Parking Management</i>	+0.4	<i>Airport</i>	-0.4
<i>Technology Resources</i>	+0.4	<i>Police</i>	-0.3
<i>Attny, Clerk, Council, CRA</i>	+0.4	<i>Public Works, Facilities</i>	-0.3

My Job

Above Average		Below Average	
<i>Port of Pensacola</i>	+0.7	<i>Fleet Services</i>	-1.3
<i>Housing</i>	+0.6	<i>Police</i>	-0.6
<i>Financial Services</i>	+0.5	<i>Airport</i>	-0.6

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HR	+0.4	<i>Public Works, Facilities</i>	-0.4
<i>Technology Resources</i>	+0.3	<i>Sanitation Services</i>	-0.3
<i>Attny, Clerk, Council, CRA</i>	+0.3		
<i>Mayors Office, City Admin</i>	+0.3		

Treatment

Above Average		Below Average	
<i>Port of Pensacola</i>	+0.9	<i>Fleet Services</i>	-1.4
<i>Housing</i>	+0.7	<i>Police</i>	-0.6
<i>Parking Management</i>	+0.7	<i>Airport</i>	-0.5
<i>Financial Services</i>	+0.6	Approaching Significance	
<i>Technology Resources</i>	+0.5	Fire	-0.2
<i>Mayors Office, City Admin</i>	+0.4	<i>Public Works, Facilities</i>	-0.2
Planning Services	+0.4		
<i>Attny, Clerk, Council, CRA</i>	+0.3		
Inspection Services	+0.3		

Work Pressure

Above Average		Below Average	
<i>Port of Pensacola</i>	1.2	<i>Fleet Services</i>	-0.9
<i>Financial Services</i>	+0.8	<i>Police</i>	-0.8
<i>Parking Management</i>	+0.5	<i>Public Works, Facilities</i>	-0.5
HR	+0.5	<i>Airport</i>	-0.4
<i>Mayors Office, City Admin</i>	+0.4	Parks & Recreation	-0.3
<i>Housing</i>	+0.4	<i>Sanitation Services</i>	-0.3
<i>Technology Resources</i>	+0.3		
Inspection Services	+0.3		

Job Security

Above Average		Below Average	
<i>Port of Pensacola</i>	+0.8	<i>Fleet Services</i>	-1.4
<i>Parking Management</i>	+0.5	<i>Police</i>	-0.8
<i>Housing</i>	+0.5	<i>Airport</i>	-0.7
		<i>Public Works, Facilities</i>	-0.7
		Parks & Recreation	-0.2
		<i>Sanitation Services</i>	-0.2

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Mayor's Office

Above Average		Below Average	
<i>Port of Pensacola</i>	+0.7	<i>Fleet Services</i>	-1.9
<i>Mayors Office, City Admin</i>	+0.6	<i>Police</i>	-1.1
<i>Housing</i>	+0.5	<i>Airport</i>	-0.6
<i>Technology Resources</i>	+0.4	<i>Public Works, Facilities</i>	-0.5
<i>Attny, Clerk, Council, CRA</i>	+0.3	HR	-0.3
		<i>Sanitation Services</i>	-0.3

Service

Above Average		Below Average	
<i>Port of Pensacola</i>	+0.7	<i>Fleet Services</i>	-1.7
		<i>Airport</i>	-0.7
		<i>Police</i>	-0.6
		<i>Public Works, Facilities</i>	-0.4
		<i>Sanitation Services</i>	-0.3
		Parks & Recreation	-0.2

City Image

Above Average		Below Average	
<i>Port of Pensacola</i>	+0.3	<i>Fleet Services</i>	-1.6
		<i>Airport</i>	-0.8
		<i>Police</i>	-0.8
		<i>Public Works, Facilities</i>	-0.6
		Inspection Services	-0.5
		HR	-0.4
		Planning Services	-0.4
		<i>Sanitation Services</i>	-0.4

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Communication

Above Average		Below Average	
<i>Port of Pensacola</i>	+0.3	<i>Fleet Services</i>	-2.0
<i>Housing</i>	+0.3	<i>Police</i>	-0.9
<i>Technology Resources</i>	+0.3	<i>Airport</i>	-0.9
<i>Mayors Office, City Admin</i>	+0.3	<i>Public Works, Facilities</i>	-0.8
		Fire	-0.6
		<i>Sanitation Services</i>	-0.5
		HR	-0.3
		Parks & Recreation	-0.3
		Inspection Services	-0.3

Compensation

Above Average		Below Average	
Planning Services	+0.4	<i>Fleet Services</i>	-1.7
<i>Financial Services</i>	+0.3	<i>Airport</i>	-1.3
<i>Attny, Clerk, Council, CRA</i>	+0.3	<i>Police</i>	-1.1
		<i>Public Works, Facilities</i>	-0.9
		Parks & Recreation	-0.8
		Fire	-0.7
		Technology Resources	-0.7
		HR	-0.6
		<i>Sanitation Services</i>	-0.5
		Parking Management	-0.3
		Approaching Significance	
		Pensacola Energy	-0.2

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VII. Summary Trends in Item Scores Under Mayor Robinson

		2019	2020	2021	2022	Change from First Survey
BENEFITS	The retirement plan positively impacts my desire to continue working for the City.	3.7	3.9	4.1	4.1	0.4
RECOGNITION & DEVELOPMENT	The City invests in my individual development.	3.3	3.6	3.7	3.7	0.4
RECOGNITION & DEVELOPMENT	I receive recognition when I do good work.	3.6	3.8	3.9	3.9	0.3
BENEFITS	The health benefits provided here meet my needs (medical, dental, etc.).	3.5	3.8	4.0	3.8	0.3
WORK PRESSURE	There are enough people in my department to get the job done.	2.9	3.3	3.2	3.2	0.3
JOB SECURITY	This City is effective at retaining valuable employees.	2.8	3.1	3.3	3.1	0.3
COMPENSATION	I am compensated adequately for the level of work I do.	2.7	3.0	3.1	3.0	0.3
COMPENSATION	My pay is fair compared to what other cities/counties pay.	2.4	2.8	2.9	2.7	0.3
MY IMMEDIATE SUPERVISOR	My supervisor cares about me as a person.	4.1	4.3	4.3	4.3	0.2
MY IMMEDIATE SUPERVISOR	My supervisor recognizes results and accomplishments.	4.0	4.1	4.2	4.2	0.2
CITY IMAGE	I recommend the City as a good place to work.	3.8	3.9	4.0	4.0	0.2
RECOGNITION & DEVELOPMENT	My career objectives can be satisfied here.	3.7	3.8	3.9	3.9	0.2
SERVICE	Good customer service is rewarded by my supervisor.	3.7	3.9	3.9	3.9	0.2
COMPENSATION	My pay is fair when compared to others here who have similar responsibilities.	2.8	3.1	3.2	3.0	0.2

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VIII. 2022 Item Results for All Employees

The following tables represent the survey items scored highest and lowest by all employees and the increase or decrease in item scores since the previous survey. These tables should be used to identify the areas with the highest impact on employee engagement.

Differences of **+0.3** and higher or **-0.3** and lower are considered significant.

→ **6** items were rated **significantly above** the norm.

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

▪ **5** items were rated **+0.2 above** the norm:

• My supervisor recognizes results and accomplishments.	+0.2
• I enjoy working with my coworkers.	+0.2
• The work I do is meaningful.	+0.2
• I receive recognition when I do good work.	+0.2
• My career objectives can be satisfied here.	+0.2

No survey items increased or decreased significantly since the 2021 survey.

➤ **13** items were rated **significantly below** the norm:

- *My pay is fair compared to what other cities/counties pay.* -0.8
- *I am kept informed about matters that affect me.* -0.7

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- *I have the equipment and supplies needed to produce quality results.* -0.6
 - *This City is effective at retaining valuable employees.* -0.6
 - *The City makes employee safety a priority.* -0.5
 - *My pay is fair when compared to others here who have similar...* -0.5
 - *I am compensated adequately for the level of work I do.* -0.5
 - *I recommend the City as a good place to work.* -0.4
 - *I would recommend the City of Pensacola as a great place to live.* -0.4
 - *City employees work together to meet customer expectations.* -0.4
 - *I have confidence in the Mayor and City Administrator to do the right thing.* -0.3
 - *I am encouraged by the progress within my department.* -0.3
 - *Good customer service is rewarded by my supervisor.* -0.3
-

▪ **4** items were rated **0.2 below** the norm:

- I am proud when I tell people I work for the City. -0.2
 - I am encouraged by the direction in which the City is moving. -0.2
 - Employees are treated fairly here. -0.2
 - I am not stressed by the amount of work I must complete each day. -0.2
-

▪ **8** items decreased by **-0.2**:

- My pay is fair compared to what other cities/counties pay. -0.2
- I have the equipment and supplies needed to produce quality results. -0.2
- This City is effective at retaining valuable employees. -0.2
- My pay is fair when compared to others here who have similar... -0.2
- I am encouraged by the progress within my department. -0.2
- I am encouraged by the direction in which the City is moving. -0.2
- Employees are treated fairly here. -0.2
- The health benefits provided here meet my needs (medical, dental... -0.2

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IX. Engagement Results by Division, Department, & Demographics

Area Results

Area	Number of Respondents	Percentage of Engaged Employees	Change from 2021
Housing	20	100%	0%
Parking Management	5	100%	14%
Technology Resources	16	94%	2%
Financial Services	24	92%	20%
Attorney, Clerk, Council, CRA Offices	16	88%	24%
Port of PNS	8	88%	2%
Inspection Services	7	86%	3%
Planning Srvcs	6	83%	12%
Mayors Office, City Admin	10	80%	-20%
HR	13	77%	23%
Pensacola Energy	81	74%	15%
Fire	96	60%	-22%
Parks and Recreation	37	57%	-1%
Sanitation Services	46	48%	-1%
Airport	40	42%	-8%
Public Works, Facilities	48	42%	-8%
Police	86	30%	2%
Fleet Services	6	17%	-8%

Department/Group Results

- **24** departments possessed **above average** engagement levels.
- **13** departments possessed **average** engagement levels.
- **10** departments possessed **below average** engagement levels.

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➤ <i>PWF-Other</i>	38%
➤ <i>Police Sergeants</i>	36%
➤ <i>Airport-Ops Dispatchers, Officers</i>	25%
➤ <i>Crime Scene, Evidence</i>	25%
➤ <i>Public Safety Communications</i>	25%
➤ <i>PWF-Equip Op, Maint, St Sweepers</i>	25%
➤ <i>Police Lieutenants</i>	20%
➤ <i>Police Officers</i>	18%
➤ <i>Fleet</i>	17%
➤ <i>Airport-Maint, Electric, Technical</i>	0%

▪ Engagement levels increased significantly for employees in 14 departments:

✓ <i>PNS Energy-Field Service</i>	41%
✓ <i>Financial Services-Other</i>	28%
✓ <i>PNS Energy-CSRs</i>	26%
✓ <i>Attorney, Clerk, Council, CRA</i>	24%
✓ <i>PNS Energy-FSL-Constr, Maint</i>	24%
✓ <i>Human Resources</i>	23%
✓ <i>Parks and Rec-Supervisors</i>	21%
✓ <i>Police Lieutenants</i>	20%
✓ <i>Airport-Directors and Managers</i>	17%
✓ <i>Parks and Rec-Management</i>	17%
✓ <i>Parking Administration</i>	14%
✓ <i>Planning Services</i>	12%
✓ <i>PNS Energy-Officers</i>	11%
✓ <i>PNS Energy-Managers</i>	10%

▪ Engagement decreased significantly in 13 departments:

➤ <i>PWF-Other</i>	-37%
➤ <i>Fire Captains</i>	-31%
➤ <i>Parks and Rec-Equipment Operator</i>	-31%
➤ <i>Professional Firefighters</i>	-30%
➤ <i>PWF-Equip Op, Maint, St Sweepers</i>	-22%
➤ <i>City Admin, Mayors Office</i>	-20%
➤ <i>Crime Scene, Evidence</i>	-19%
➤ <i>Airport-Administrative Officers</i>	-17%
➤ <i>Airport-Maint, Electric, Technical</i>	-17%
➤ <i>Airport-Ops Dispatchers, Officers</i>	-15%
➤ <i>Fire Lieutenants</i>	-12%

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- *Fire Admin and Chief Officers* -12%
- *Police-Secretary, Clerk, Coord* -11%

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

Department	Response Rate	Percentage of Engaged Employees	Change from 2021	National Percentile
Financial Services-Managers	100% (n=8)	100%	9%	99%
Financial Services-Officers	100% (n=3)	100%	NC	99%
Housing - All Positions	83% (n=20)	100%	0%	99%
Parking Administration	100% (n=5)	100%	14%	99%
PNS Energy-Officers	100% (n=8)	100%	11%	99%
TR-Leadership	89% (n=16)	94%	2%	99%
Attorney, Clerk, Council, CRA	94% (n=16)	88%	24%	99%
Fire Admin and Chief Officers	100% (n=17)	88%	-12%	99%
PNS Energy-CSRs	80% (n=8)	88%	26%	99%
Port of Pensacola	100% (n=8)	88%	2%	99%
Inspection Specialists	64% (n=7)	86%	3%	99%
Financial Services-Other	100% (n=13)	85%	28%	99%
Airport-Administrative Officers	86% (n=6)	83%	-17%	98%
PNS Energy-Field Service	100% (n=12)	83%	41%	98%
Planning Services	86% (n=6)	83%	12%	98%
City Admin, Mayors Office	91% (n=10)	80%	-20%	96%
PNS Energy-Managers	100% (n=10)	80%	10%	96%
Human Resources	100% (n=13)	77%	23%	94%
PNS Energy-FS Techs	31% (n=4)	75%	0%	92%
Airport-Directors and Managers	100% (n=11)	73%	17%	91%
Parks and Rec-Supervisors	100% (n=17)	71%	21%	89%
PWF-Tech, Specialist, Inspectors	70% (n=7)	71%	-7%	89%
PNS Energy-Other	94% (n=16)	69%	7%	85%
Police Admin Officers & Captains	114% (n=8)	62%	-5%	73%
PNS Energy-FSL-Constr, Maint	100% (n=15)	60%	24%	67%
Professional Firefighters	70% (n=38)	58%	-30%	64%
Fire Lieutenants	65% (n=20)	55%	-12%	58%
Sanitation Srv-Coding Enfrcmnt	122% (n=11)	55%	5%	58%
Parks and Rec-Directors Team	40% (n=4)	50%	6%	46%
Parks and Rec-Management	80% (n=4)	50%	17%	46%

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PNS Energy-FSL-Mtr Techs/Techs	62% (n=8)	50%	0%	46%
Sanitation Srv-Other	80% (n=8)	50%	-6%	46%
Fire Captains	81% (n=21)	48%	-31%	41%
Police-Secretary, Clerk, Coord	85% (n=11)	45%	-11%	38%
Sanitation Srv-Equip Op	100% (n=27)	44%	-1%	36%
Parks and Rec-Equipment Operator	60% (n=12)	42%	-31%	30%
PWF-Supervisors and Leads	89% (n=25)	40%	7%	26%
PWF-Other	100% (n=8)	38%	-37%	20%
Police Sergeants	67% (n=14)	36%	3%	19%
Airport-Ops Dispatchers, Officers	84% (n=16)	25%	-15%	8%
Crime Scene, Evidence	100% (n=12)	25%	-19%	8%
Public Safety Communications	36% (n=8)	25%	5%	8%
PWF-Equip Op, Maint, St Sweepers	57% (n=8)	25%	-22%	8%
Police Lieutenants	50% (n=5)	20%	20%	5%
Police Officers	27% (n=28)	18%	-2%	4%
Fleet	50% (n=6)	17%	-8%	3%
Airport-Maint, Electric, Technical	64% (n=7)	0%	-17%	0%

REMOTE WORK

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 were the least engaged. Results show that the more time employees were able to work from home, the higher their engagement.

Remote Work Status	Number of Respondents	Percentage of Engaged Employees	Change from 2021
2-3 days a week	29	83%	-4%
1 day a week	11	82%	20%
4 or more days a week	36	69%	9%
Onsite	423	57%	0%
Not indicated	66	57%	4%

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X. Suggestions for Leaders

- Compensation remains an issue for employees in more than half of the divisions 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 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.
- Reexamine all areas of communication to be sure Leaders are providing employees with the information they need and want in a manner in which they can understand and respond. Some ways to do this include:
 - ✓ Town Halls- Leaders must be visible
 - ✓ HR sponsored listening sessions
 - ✓ One-up listening sessions or rounding
 - ✓ Timely and specific performance appraisals and feedback
 - ✓ Newsletters and online communications
- Use the survey data and hold focus groups to discuss why the City's image was scored low in various departments. Employees gave lower ratings on willingness to recommend the City as a place to work and Pensacola as a place to live. Employees expressed a concern that the city did not make employee safety a priority. Determine what actions can be taken by leaders to increase in these areas.
- Use the survey data and also hold focus groups to discuss why turnover is high and which positions are most at risk. While high turnover is common currently, action can be taken by leaders to reduce this substantially.
- Focus efforts on researching the issues impacting the engagement of the five divisions that scored low on the majority of factors measured by the survey. These leaders may need more structure, guidance, and formal learning opportunities if they are to be successful in the future.

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- Based on their supervision scores, supervisors in the following departments may need mentoring/coaching in order to improve their supervision skills and adjust their leadership strategies in the post-COVID era: **Fleet Services** and **Airport**. The Champion report can be used to pair leaders of similar areas.
- Examine the survey data to determine whether the relatively lower scores for Service are due to a lack of employee motivation or a lack of the equipment and supplies needed to provide excellent customer service to the City's residents.

→ Use Table 8 to investigate these low scoring items at a divisional level:

- *My pay is fair compared to what other cities/counties pay.* -0.8
- *I am kept informed about matters that affect me.* -0.7
- *I have the equipment and supplies needed to produce quality results.* -0.6
- *This City is effective at retaining valuable employees.* -0.6
- *The City makes employee safety a priority.* -0.5
- *My pay is fair when compared to others here who have similar...* -0.5
- *I am compensated adequately for the level of work I do.* -0.5
- *I recommend the City as a good place to work.* -0.4
- *I would recommend the City of Pensacola as a great place to live.* -0.4
- *City employees work together to meet customer expectations.* -0.4
- *I have confidence in the Mayor and City Administrator to do the right...* -0.3
- *I am encouraged by the progress within my department.* -0.3
- *Good customer service is rewarded by my supervisor.* -0.3
- *I am comfortable expressing my concerns with my supervisor.* -0.4
- *Employees are treated fairly.* -0.4

→ Research the issues impacting the decline in scores for the following items and determine what steps can be taken to prevent further decline.

- *My pay is fair compared to what other cities/counties pay.* -0.2
- *I have the equipment and supplies needed to produce quality results.* -0.2
- *This City is effective at retaining valuable employees.* -0.2
- *My pay is fair when compared to others here who have similar...* -0.2
- *I am encouraged by the progress within my department.* -0.2
- *I am encouraged by the direction in which the City is moving.* -0.2
- *Employees are treated fairly here.* -0.2
- *The health benefits provided here meet my needs (medical, dental...* -0.2

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→ COP should explore the decreases in engagement in the following departments:

➤ <i>PWF-Other</i>	-37%
➤ <i>Fire Captains</i>	-31%
➤ <i>Parks and Rec-Equipment Operator</i>	-31%
➤ <i>Professional Firefighters</i>	-30%
➤ <i>PWF-Equip Op, Maint, St Sweepers</i>	-22%
➤ <i>City Admin, Mayors Office</i>	-20%
➤ <i>Crime Scene, Evidence</i>	-19%
➤ <i>Airport-Administrative Officers</i>	-17%
➤ <i>Airport-Maint, Electric, Technical</i>	-17%
➤ <i>Airport-Ops Dispatchers, Officers</i>	-15%
➤ <i>Fire Lieutenants</i>	-12%
➤ <i>Fire Admin and Chief Officers</i>	-12%
➤ <i>Police-Secretary, Clerk, Coord</i>	-11%

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TABLE OF CONTENTS

INTRODUCTION

The introduction is designed to provide an understanding of survey development and administration. The basic information needed to interpret the survey results is contained in this section as follows:

- Survey Development and Content
- Survey Administration and Data Collection
- Response Rates
- Comparative Norms
- Engagement Levels and Average Ranges
- Understanding the Statistical tables
- Employee Groupings

EXECUTIVE SUMMARY

This section provides results for all COP employees, including:

- Employee Engagement
- Overall Level of Engagement
- Sample Analyses, with specific highlights from the data

In addition, the overall results section includes the following tables and figures:

- Table 1. Response Rate Overall and by Area
- Figure 1. Factor Deviations from the Norm for City Employees
- Table 2. City of Pensacola Overall Results
- Figure 2. Percentage of Engaged FT Employees by Department

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INTRODUCTION

The basic information needed to interpret the results of the survey is contained in this section. Topics include:

▪ Survey Development and Content	▪ Comparative Norms
▪ Survey Administration and Data Collection	▪ Engagement Levels & Average Ranges
▪ Response Rates	▪ Understanding the Statistical Tables
	▪ Employee Groupings

SURVEY DEVELOPMENT AND CONTENT

An assessment of employee engagement at COP was conducted in June and July of 2022. Sperduto & Associates, Inc. (S&A) of Atlanta, Georgia designed the survey to meet or exceed generally accepted standards for survey development, administration, and interpretation. The survey measured attitudes regarding the following factors: City Image, Mayors Office, My Immediate Supervisor, Coworkers, My Job, Communication, Treatment, Recognition & Development, Compensation, Benefits, Work Pressure, Job Security, and Service. The 42 items that comprised these factors were rated on a five-point scale, with responses ranging from (1) strongly disagree to (5) strongly agree. In addition, employees were also asked to indicate their Overall Level of Satisfaction on a scale ranging from (1) very dissatisfied to (5) very satisfied. Additional statistical measures of engagement were computed from item-level data.

SURVEY ADMINISTRATION AND DATA COLLECTION

The survey was distributed to COP employees in June of 2022 via the Internet. Confidentiality of web surveys was maintained by using invitations with randomly generated IDs and passwords that were not connected to particular individuals. Surveys were accepted until July 22, 2022.

RESPONSE RATES

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Survey response rates were determined using the department code indicated on the survey and compared to information provided by COP. Based on this, the overall response rate was 73% with 565 of 771 surveys returned. This is above the generally accepted minimum of 40%.

COMPARATIVE NORMS

Results for COP are presented along with norms established from our database comprised of 100,000 to 400,000 participants from over 579 participating organizations. These norms allow for comparison of results with the averages obtained from employees in a various sample. As with all statistics, care must be taken in interpreting results. This is particularly true given the small size of some departments. Deviations of .3 above or below the norm are most meaningful and warrant the most attention. To aid interpretation, all deviations significantly above the norm are printed in green text within the tables of results, and all deviations significantly below the norm are printed in red text. ***It is important to note that the norms for specific items within each factor are often different.***

ENGAGEMENT LEVELS AND AVERAGE RANGES

A statistical measure of engagement was calculated based on the average rating of selected items that have been statistically determined to be predictive of resultant work outcomes. **Hence, it is also an accurate measure of the percentage of employees that are highly engaged.** This statistical measure of engagement is directly comparable to engagement levels based on norms developed for employees in other departments. Individuals who obtain an engagement score of 3.7 or greater are categorized as engaged. According to statistical norms, the percentage of a mixed sample of professional and non-professional engaged employees typically falls between 40% and 60%. In addition to the statistical measure of engagement, there is a self-reported level of overall engagement and an average item deviation score obtained across all items.

UNDERSTANDING THE STATISTICAL TABLES

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For each position within division, the results are presented in a statistical table relating to the survey items and factors measured by the survey. The first numerical column of each table contains the norms against which the results are being compared (i.e., The Norm). For individual department results, the second numerical column contains the deviation from the norm for all COP employees to serve as a reference point for division leaders wishing to compare the performance of their area to the organization overall. The third column contains the position results computed from all departmental respondents (i.e., This Dept). The fourth column provides the position's deviation from the norm (i.e., Deviation from Norm). Finally, the fifth column provides the change in the score from the previous survey administration in 2021. In addition to the deviation from the norm, this score is as important, if not more important, because it shows the improvement or decline any particular area has experienced since the last survey administration. **Significant score increases are in green type, and significant score decreases are in red to draw attention to areas where scores have declined.**

EMPLOYEE GROUPINGS

Departmental groupings were created by COP personnel and reported to S&A. In addition to department groupings, employee groupings were created based on self-reported remote work status. These categories were used to test for differences in terms of attitudes among various employee groupings.