

# 2025 Employee Engagement Survey Results

## City of Pensacola

# **Mission:**

The City of Pensacola  
will create opportunities  
and avenues to enhance  
the quality of life for all  
citizens through  
innovation and  
cooperation in harmony  
with our core values.

**Strive to Thrive: 2035**

# **Community Impact**

**Visitors**

**Residents**

**Employees and  
their families**

# Employee Engagement & Outcomes

**Higher resident  
ratings**

**Better Quality  
Outcomes**

**Decreased turnover  
& workers  
compensation**

**Less employee  
Grievances**

**Less Resident  
complaints**

**Increases in  
Profitability-  
Allows for  
reinvestment**

**... contribute to  
achieving City  
strategic plan.  
Strive to Thrive: 2035**

# Defining Engagement

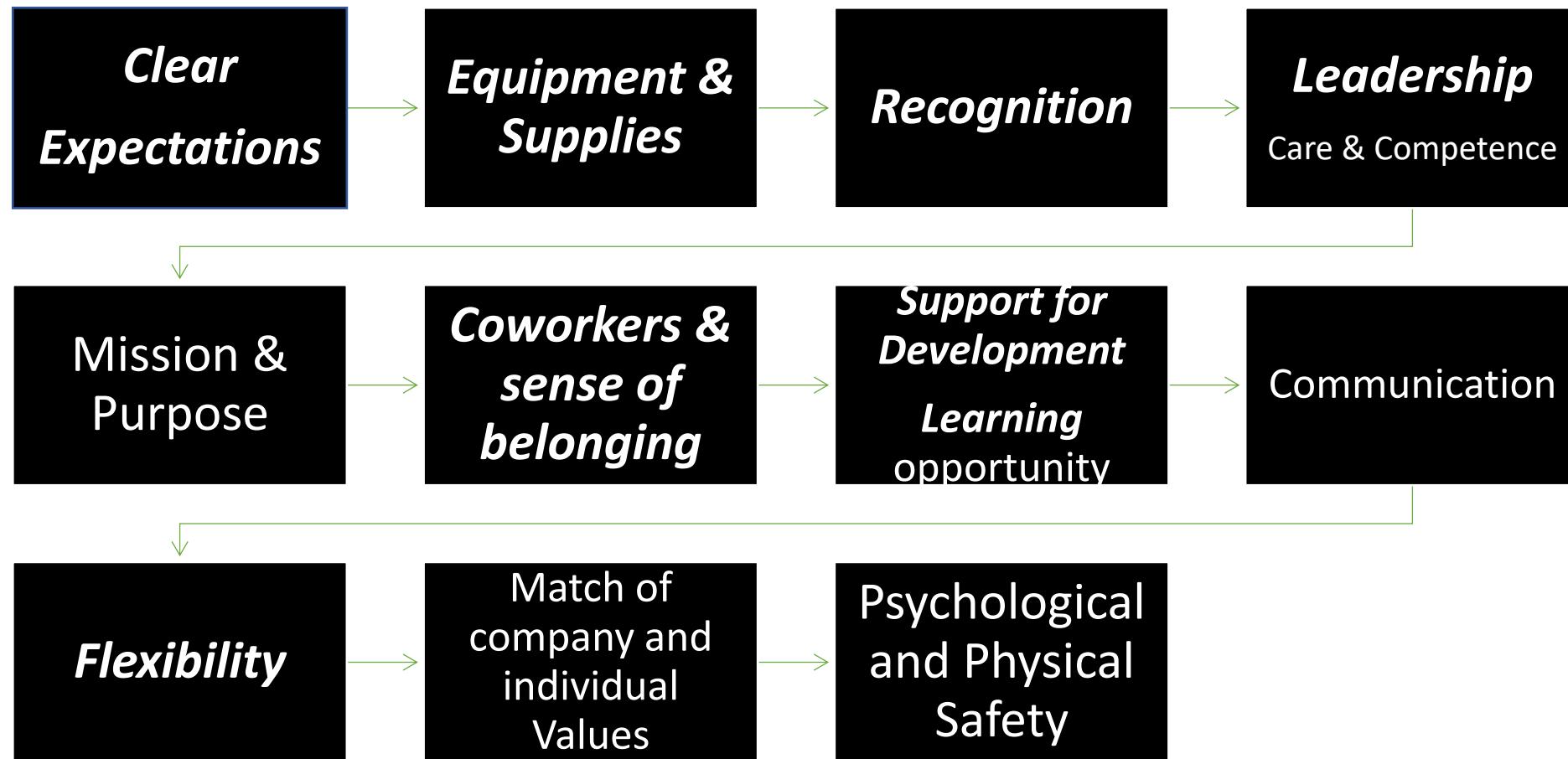
**Going above and  
Beyond**

**Inspired to exceed  
expectations**

**ABC's**  
**Affective**  
**Behavioral**  
**Cognitive**

**Emotional  
attachment to the  
organization, team  
and supervisor**

# WHAT HAS BEEN WORKING?



# **Leadership Contributes to Satisfaction & Engagement**

***Satisfaction***

*The degree to which employees like their work or environment*



**+**

***Engagement***

*The degree to which satisfaction motivates employees to work toward goals*



# *What does the survey Measure?*

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Pride, willingness to recommend, Safety

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*Dept. Directors, Mayor's Office and Supervision*

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Co-workers, performance, cooperation

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The Job itself

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Communication

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Treatment, fairness

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Support for *Individual Development & Opportunity*

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Total Rewards – Compensation & Benefits

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Work Pressures & Job Security

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Customer Service Orientation

# OVERALL SATISFACTION AND ENGAGEMENT



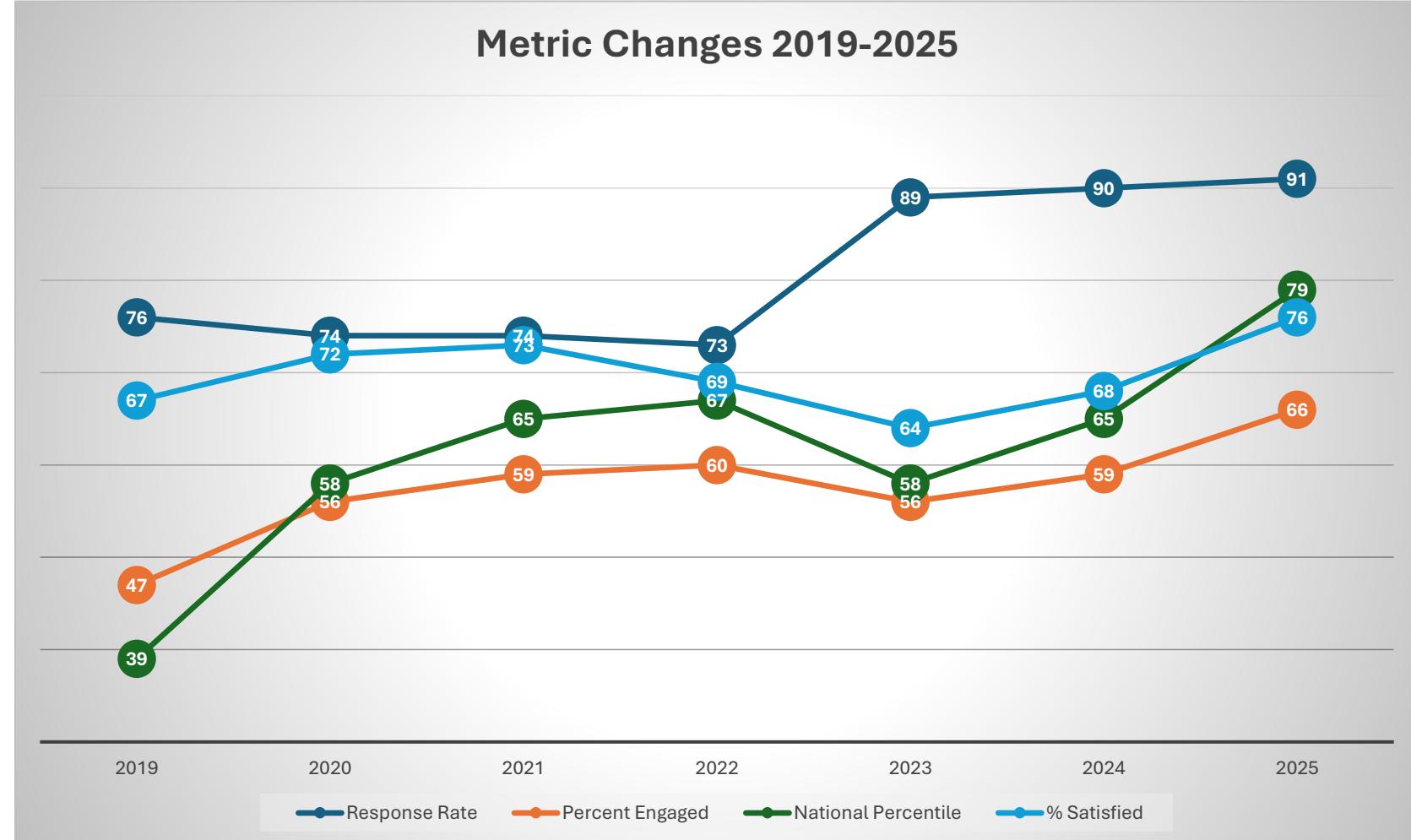
Response Rate	91%
Satisfaction	76%
Engagement	66%
National Percentile	79th%tile

Response Rate +1%  
Satisfaction +8%  
Engagement +7%

National Percentile +14%

Celebrate!!!

# Trends 2091-2025



ALL FOUR MEASURES ARE AT ALL TIME HIGHS!

# How Results are Reported

- Raw Score is reported for each item and factor
- Norm (average) is provided for each item & factor
- Deviation from the norm for each item and factor
- Change from last survey for each item and factor
- Differences of **+.3** or **-.3** from the norm are significant.
- *On your reports, practical differences are printed in red and green to help facilitate understanding.*
- *Note: Changes in norms, national percentiles and engagement items mean results may not exactly match last year*

A **deviation** is the difference between a group score and the Norm

Department score = 3.9

Norm = 3.5

Deviation score = **+.4**

# Understanding Scores

**14  
Factors**

**47 Items**

- 1 = Strongly Disagree**
- 2 = Disagree**
- 3 = Mixed Feelings**
- 4 = Agree**
- 5 = Strongly Agree**

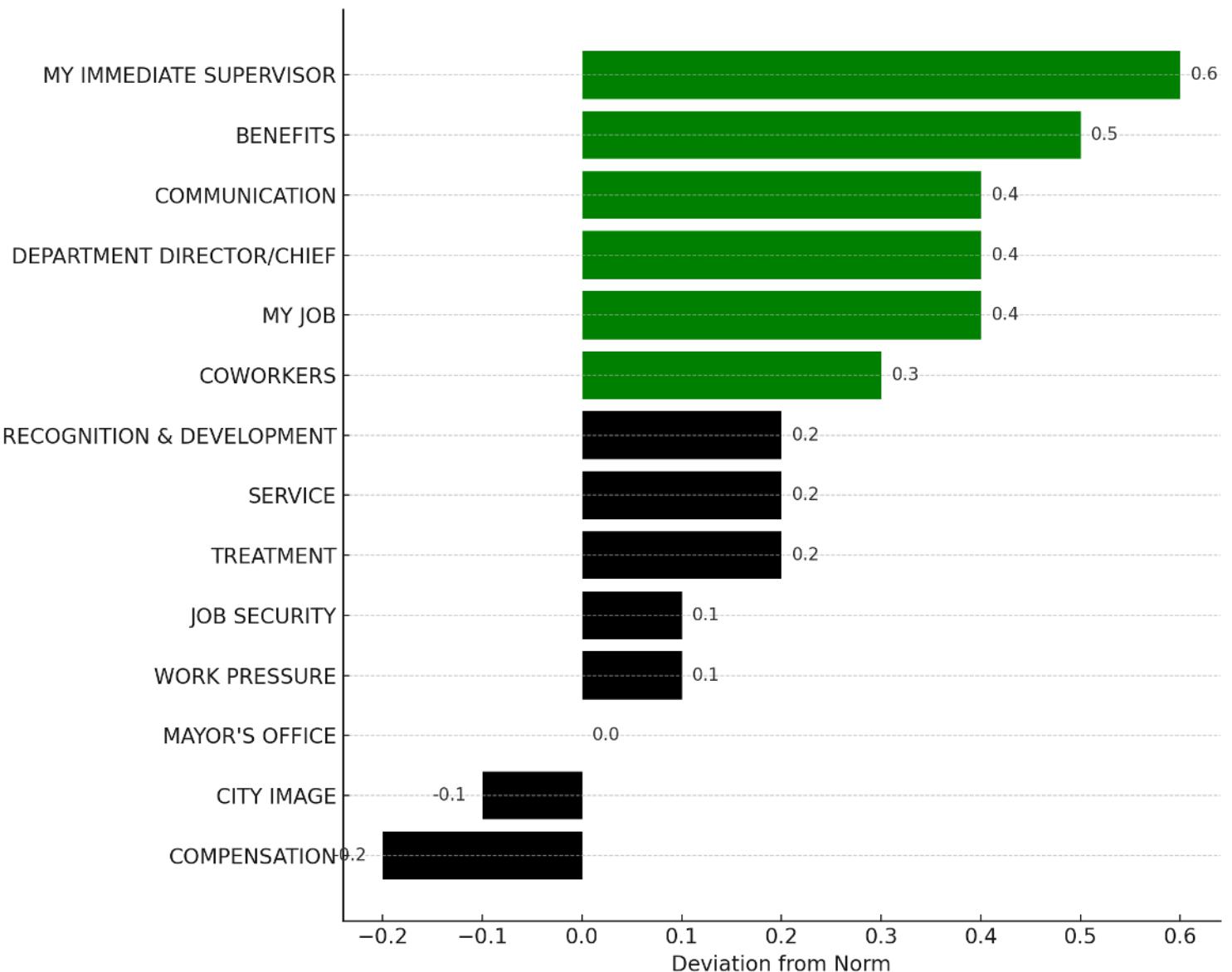


A close-up photograph of a red and silver ballpoint pen lying diagonally across a white survey form. The form contains several statements for respondents to agree or disagree with, using a 5-point Likert scale. The statements are as follows:

Statement	Disagree Completely	Strongly Disagree
<i>My job gives me the opportunity to learn.</i>	<input type="radio"/>	<input type="radio"/>
(b) <i>I have the tools and resources I need to do my job.</i>	<input type="radio"/>	<input type="radio"/>
(c) <i>I have the training I need to do my job.</i>	<input type="radio"/>	<input type="radio"/>
(d) <i>I receive the right amount of recognition for my work.</i>	<input type="radio"/>	<input type="radio"/>
(e) <i>I am aware of the advancement opportunities that exist in The Company for me.</i>	<input type="radio"/>	<input type="radio"/>

# The Big Picture

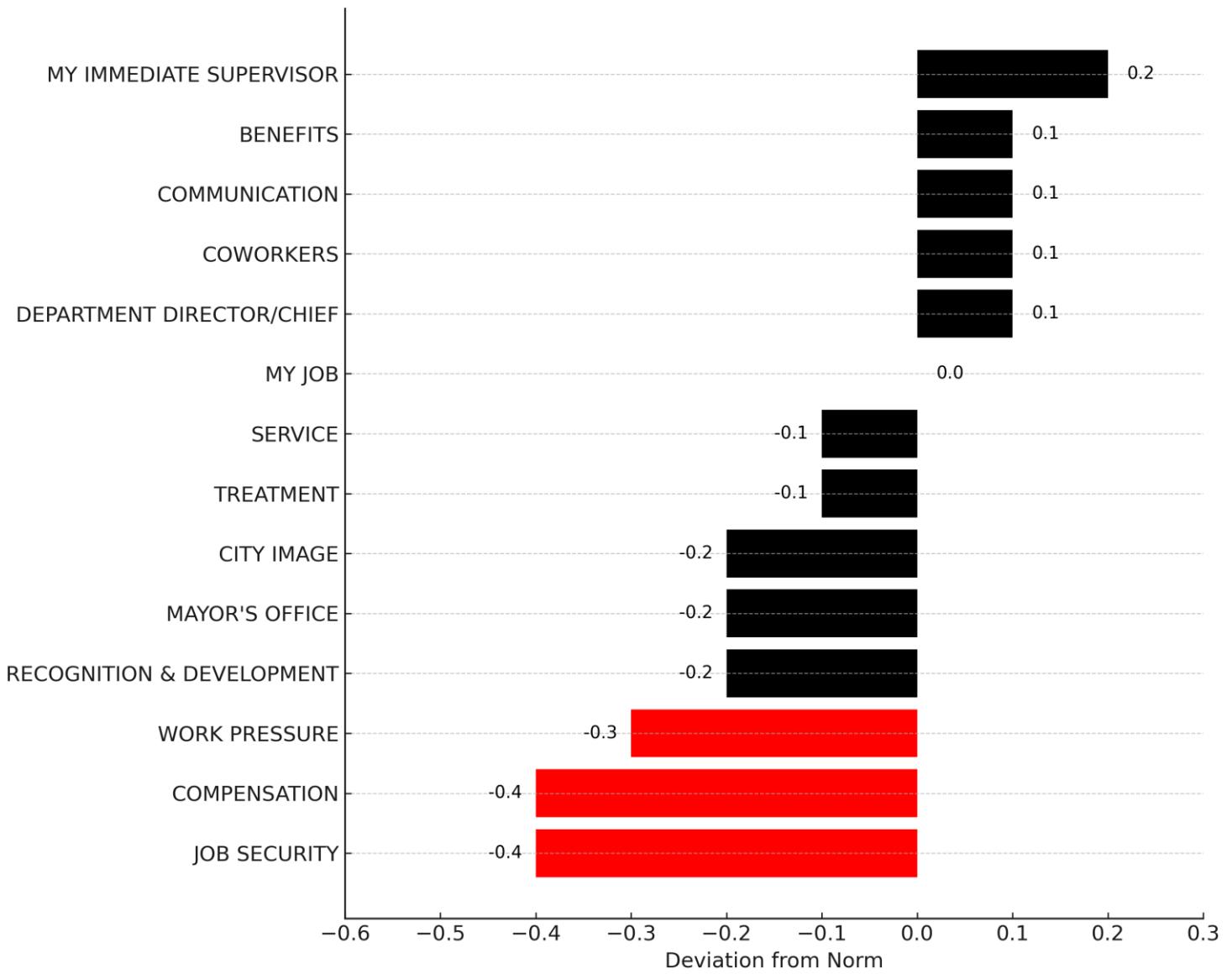
## Category Scores



Significant Change: Department Director +.3  
Job Security, Work Pressure, City Image and Compensation increased +.2

Positive Changes on Employee Safety, Communication, and Equipment.

# Comparison to the 75<sup>th</sup>%tile



# Item Strengths – At or Above the Norm

Sets goals with supervisor	0.8
Supervisor treats people fairly	0.7
Supervisor cares about me	0.6
Supervisor recognizes results	0.6
Supervisor holds staff accountable	0.6
Director treats people fairly	0.5
Encouraged by department direction	0.5
Director communicates adequately	0.4
Enjoy working with coworkers	0.4
Coworkers perform acceptably	0.4
Retirement plan increases retention	0.9
Work is meaningful	0.5
Receive needed daily support	0.5
Satisfied with PTO / FMLA / holidays	0.5
Kept informed about matters	0.4
Comfortable giving supervisor suggestions	0.4
Trust between employees and supervisors	0.4
Encouraged by department progress	0.3
Receive recognition for good work	0.3
Career objectives can be met here	0.3
Terminations handled with good reasons	0.3
Feel secure in my position	0.3
City is dedicated to customers	0.3

# Items - Attention Areas

City makes employee safety a priority	-0.4
Pay is fair compared to other cities/counties	-0.3
Effective at retaining valuable employees.	-0.3
Compensated adequately for the work I do.	-0.2
Recommend the City as a great place to live.	-0.1
Encouraged by the direction in which the City is moving.	-0.1
The City invests in my individual development.	-0.1
Pay is fair when compared to others here who have similar responsibilities.	-0.1

# Increases from 2024

My Department Director/Chief communicates adequately about issues affecting employees.	0.4
I am encouraged by the direction of my department under our Department Director/Chief.	0.4
I have confidence in the ability of my Department Director/Chief to do what is right for employees..	0.3
My Department Director/Chief treats people fairly.	0.3
I am compensated adequately for the level of work I do.	0.3
There are enough people in my department to get the job done.	0.3
This City is effective at retaining valuable employees.	0.3
I recommend the City as a good place to work.	0.2
I am encouraged by the progress within my department.	0.2
I am kept informed about matters that affect me.	0.2
Employees are treated fairly here.	0.2
My pay is fair when compared to others here who have similar responsibilities.	0.2
My pay is fair compared to what other cities/counties pay.	0.2
The health benefits provided here meet my needs (medical, dental, etc.).	0.2
I am not stressed by the amount of work I must complete each day.	0.2
My overall level of satisfaction is:	0.2

## Summary

## Strengths

## Likely areas for development

### **Key Strengths**

1. Strong supervisor relationships
2. Positive ratings for Department Directors/Chiefs
3. High satisfaction with benefits, especially retirement
4. Employees feel meaningful connection to their work
5. Strong engagement growth compared to 2024

### **Possible Areas for Improvement**

1. Compensation
2. Retention (selection of those who are good fits)
3. Recognition for great service/performance
4. Career development advice and opportunities
5. Staffing and workload pressures in some areas
6. Lower trust in some departments
7. Engagement disparities across divisions

# Engagement Across Divisions

Department	Number of Respondents	Percentage of Engaged Employees	Change from 2024	National Percentile
City Clerk Admin	4	100%	11%	99%
Mayors Office, City Admin	7	100%	18%	99%
Development Services	25	92%	12%	99%
IT	21	90%	-10%	99%
Parking Management	10	90%	0%	99%
Port of PNS	7	86%	-14%	99%
Pensacola Energy	87	82%	10%	98%
Housing	15	73%	-7%	92%
Attorney Client Legal Srv	7	71%	-18%	90%
Financial Services	24	71%	-3%	90%
Public Works, Facilities	41	71%	7%	90%
Fire	117	69%	0%	85%
Airport	40	68%	8%	83%
Parks and Recreation	53	62%	2%	71%
Economic Development	7	57%	7%	58%
F and F	30	57%	-13%	58%
HR	12	50%	12%	46%
Police	164	48%	15%	43%
Sanitation Services	28	43%	10%	38%

## Department Recommendations:

### Reinforcing what we are doing well

- ✓ **Continue setting clear goals** so employees understand expectations and desired outcomes.
- ✓ **Maintain open communication** by being accessible and approachable for questions and concerns.
- ✓ **Sustain strong teamwork behaviors**, reinforcing collaboration and shared accountability.
- ✓ **Keep recognizing employee contributions**, as acknowledgment improves motivation and retention.
- ✓ **Continue modeling professionalism and respect**, which helps set the tone for the department.
- ✓ **Sustain timely decision-making**, helping teams stay focused and confident in direction.
- ✓ **Continue engaging staff in problem-solving**, which builds ownership and better solutions.
- ✓ **Reinforce a positive work environment**, maintaining civility, fairness, and psychological safety.
- ✓ **Continue developing others**, offering coaching, feedback, and opportunities to grow.
- ✓ **Maintain visibility and presence**, demonstrating leadership support and connection.

## Department Recommendations:

### Areas to Improve

- **Continue to Improve communication consistency** - Ensure messages are timely, complete, and uniformly delivered.
- **Clarify goals and priorities** - Restate expectations regularly and confirm understanding, especially when workflows are changing.
- **Enhance recognition practices** - Make praise more frequent, specific, and personalized so employees feel genuinely appreciated.
- **Improve teamwork across departments** - Break down silos and initiate more cross-functional conversations
- **Support employee well-being and workload management** - Identify areas of overload, redistribute tasks, and help employees prioritize work.
- **Provide more developmental feedback** - Offer balanced, actionable guidance focusing equally on strengths and opportunities.
- **Improve Perceptions of Fair and Competitive Pay** - Leaders should work with HR to provide clearer explanations of pay structure, market comparisons, and cost-of-living considerations. Even when immediate changes cannot be made, transparency improves fairness perceptions.
- **Reinforce the City's Commitment to Safety** - Leaders should visibly prioritize safety by reviewing policies, hosting safety briefings, conducting walk-throughs, and responding quickly to hazards.

# Summary

The four success metrics are all at an all time high from 2019 though 2025

Response Rate 91%

% Engaged 66%

Satisfaction 76%

National percentile 79%

With a **91% response rate** citywide, these findings represent a strong and reliable view of the employee experience.

We will continue to work on engagement and contribute to Strive to Thrive: 2035!

Well done is  
better than  
well said.

- BENJAMIN FRANKLIN