



2025 Employee Voice Survey Executive Summary for the Unified Personnel System

October 2025

Background and Introduction

This is the seventh biennial online employee survey conducted for Pinellas County Unified Personnel System (UPS) employees. A third-party consultant, Polco, conducted the 2025 study to ensure transparency and maintain 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 18, 2025, and closed 3 weeks later at the end of the day on September 8, 2025. During this time period, Polco encouraged employees to participate via several email reminder blasts.

Additionally, Polco and Human Resources conducted 2 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/division, workgroup, direct supervisor, and executive leadership (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 previous 2023 questions to preserve the trending capabilities of the data.

Analysis Notes

The tables that follow highlight overall UPS results from 2025. 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

- 66% of employees took the 2025 survey.
- 88% of UPS employees indicated they are likely to recommend working for Pinellas County, reflecting a 1% decrease compared to 2023.
- When compared to the 2023 benchmarks, 27 metrics improved, 15 metrics showed no change, and 18 metrics decreased. All metrics were similar to 2023, with minor variations (increases or decreases) not exceeding 4%.
- Respondents rated 59 of 60 metrics favorably (over 50% positive ratings).
- The highest rated metrics in 2025 were:
 - *Maintaining a work environment that is free of drug and alcohol abuse* (94% / no change vs. 2023)
 - *Maintaining a work environment that is free of violence* (94% / +1 vs. 2023)
 - *I know what is expected of me at work* (90% / no change vs. 2023)
 - *The quality of work being done in my workgroup overall* (90% / +1 vs. 2023)
- The lowest rated metric in 2025 was:
 - *There is a connection between compensation and performance* (48% / +1 vs. 2023)



Employee Voice Survey Results: 2017-2025

How likely or unlikely are you to recommend working for Pinellas County to someone who asks?		Positive Rating						Change from 2023	Metric Type
		2025	2023	2021	2019	2017	2015		
1	Level of recommendation	88%	89%	87%	88%	89%	85%	-1%	Pride

Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY.		Positive Rating						Change from 2023	Metric Type
		2025	2023	2021	2019	2017	2015		
2	Overall, I am satisfied with my job	88%	89%	85%	83%	83%	85%	-1%	Pride
3	Overall, I feel positive about working for PINELLAS COUNTY	89%	89%	88%	87%	87%	86%	0%	Pride
5	I plan on working for this organization a year from now	87%	88%	86%	87%	89%	87%	-1%	Camaraderie
6	I feel positively challenged in my current job	84%	84%	79%	79%	78%	80%	0%	Pride
7	I have good friends at work	85%	86%	82%	85%	86%	85%	-1%	Camaraderie
8	I know what is expected of me at work	90%	90%	88%	90%	90%	90%	0%	Respect
9	I have the opportunity to do what I do best every day at work	83%	83%	80%	81%	80%	79%	0%	Pride
10	My values match or fit with the values of this organization	85%	87%	83%	84%	85%	83%	-2%	Camaraderie
26	I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.)	88%	87%	85%	89%	87%	81%	+1%	Fairness
27	There is a connection between compensation and performance	48%	47%	42%	37%	35%	34%	+1%	Fairness
11	I have received recognition or praise for doing good work in the last quarter	78%	77%	72%	72%	75%	61%	+1%	Respect
12	In the last quarter, someone at work has talked to me about my progress	75%	72%	68%	68%	70%	72%	+3%	Respect

Please rate the quality of each of the following aspects of working for your DEPARTMENT.		Positive Rating						Change from 2023	Metric Type
		2025	2023	2021	2019	2017	2015		
14	The working relationships in my department overall	76%	75%	71%	70%	70%	68%	+1%	Camaraderie
64	Fostering a culture of inclusion	71%	71%	63%	62%	60%		0%	Respect
15	Communication among all members of my department	61%	61%	55%	56%	56%	55%	0%	Credibility
16	The work being done at my department overall	83%	84%	81%	81%	82%	81%	-1%	Pride
17	Overall staff morale	59%	60%	53%	53%	53%	49%	-1%	Respect
18	A respectful atmosphere	76%	76%	70%	71%	70%	63%	0%	Respect
19	Communicating standards of ethical behavior	79%	78%	74%	73%	72%	67%	+1%	Credibility
20	Modeling standards of ethical behavior	76%	76%	72%	71%	71%	65%	0%	Credibility
21	Maintaining a work environment that is free of violence	94%	93%	92%	91%	91%	81%	+1%	Fairness
21	Maintaining a work environment that is free of harassment	86%	85%	83%	78%	78%	81%	+1%	Fairness
22	Maintaining a work environment that is free of drug or alcohol abuse	94%	94%	92%	93%	92%	92%	0%	Fairness
23	Clarity of staff roles and responsibilities	72%	71%	68%	64%	66%	65%	+1%	Fairness
25	Compensation (salary and benefits) compared with similar opportunities	53%	54%	52%	49%	46%	47%	-1%	Fairness
30	Defining department performance objectives	71%	70%	67%	65%	67%	49%	+1%	Credibility
32	Supporting continual learning and development	77%	78%	75%	73%	72%	65%	-1%	Respect
35	Opportunities to develop a career path	66%	65%	61%	53%	52%	50%	+1%	Respect
36	Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	75%	76%	74%	71%	71%	66%	-1%	Respect
37	Availability of necessary materials, resources and equipment to do the job effectively	81%	81%	80%	77%	77%	74%	0%	Respect
39	Providing individual and group work spaces to do the job effectively	85%	86%	82%	76%	76%	73%	-1%	Respect

Please rate each of the following aspects of your WORKGROUP .		Positive Rating						Change from 2023	Metric Type
		2025	2023	2021	2019	2017	2015		
40	The working relationships in my workgroup overall	86%	86%	82%	78%	78%	75%	0%	<i>Camaraderie</i>
41	Communication among all staff in my workgroup overall	80%	79%	76%	71%	71%	68%	+1%	<i>Credibility</i>
42	The distribution of work among team members in my workgroup	75%	74%	71%	65%	67%	62%	+1%	<i>Fairness</i>
43	The quality of the working relationships between sections or workgroups in this organization	76%	76%	72%	67%	67%	58%	0%	<i>Respect</i>
44	The quality of work being done in my workgroup overall	90%	89%	87%	85%	87%	83%	+1%	<i>Pride</i>
45	Overall staff morale in my workgroup	71%	72%	66%	64%	63%	58%	-1%	<i>Camaraderie</i>

Please rate each of the following aspects of your SUPERVISOR'S performance .		Positive Rating						Change from 2023	Metric Type
		2025	2023	2021	2019	2017	2015		
46	Fostering an atmosphere of mutual trust and confidence	81%	80%	79%	69%	68%	64%	+1%	<i>Credibility</i>
47	Promoting a positive working relationship among workgroup members	81%	80%	79%	72%	71%	66%	+1%	<i>Respect</i>
28	Dealing with low-performing employees	58%	54%	52%	43%	43%	24%	+4%	<i>Fairness</i>
29	Rewarding/recognizing high-performing employees	66%	65%	62%	53%	51%	27%	+1%	<i>Fairness</i>
31	Applying discipline fairly and consistently	63%	61%	59%	55%	53%	35%	+2%	<i>Fairness</i>
34	Coaching or mentoring employees	70%	69%	67%	62%	61%	48%	+1%	<i>Respect</i>
48	Providing specific, constructive feedback that helps improve performance	74%	72%	71%	65%	67%	61%	+2%	<i>Credibility</i>
49	Working together with employees to set goals	74%	71%	69%	65%	64%	59%	+3%	<i>Credibility</i>
50	Communicating expectations of employees	76%	75%	73%	69%	69%	61%	+1%	<i>Credibility</i>
51	Encouraging employees to make decisions concerning their work	79%	78%	77%	72%	73%	69%	+1%	<i>Respect</i>
52	Informing employees about decisions that impact work	77%	76%	74%	68%	70%	65%	+1%	<i>Respect</i>
54	Treating employees with respect	86%	84%	82%	77%	77%	72%	+2%	<i>Respect</i>
55	Welcoming employee involvement in decision-making	76%	75%	74%	67%	67%	63%	+1%	<i>Camaraderie</i>
65	Accessibility of supervisor to address questions and concerns	84%	84%	81%	78%	78%		0%	<i>Credibility</i>

Please rate the quality of each of the following aspects of your organization's EXECUTIVE LEADERSHIP, i.e. your Appointing Authority		Positive Rating						Change from 2023	Metric Type
		2025	2023	2021	2019	2017	2015		
56	Clarity of strategic direction, goals and Objectives	70%	70%	67%	58%	63%	61%	0%	Credibility
57	Communicating information in a timely manner	71%	71%	65%	59%	60%	59%	0%	Credibility
58	Communicating information that helps employees to understand the problems and issues facing Pinellas County	66%	68%	57%	57%	59%	55%	-2%	Credibility
59	Encouraging employees to come up with innovative solutions to problems	64%	65%	59%	58%	59%	57%	-1%	Camaraderie
60	Welcoming employee involvement in decision-making	57%	58%	50%	49%	50%	48%	-1%	Camaraderie
61	Listening to employee opinions	59%	61%	53%	53%	51%	48%	-2%	Respect
62	Promoting a climate of mutual understanding and respect among members of different groups	67%	68%	61%	59%	60%	55%	-1%	Respect
63	Overall level of confidence in the leadership of my top leadership	68%	70%	61%	60%	62%	58%	-2%	Credibility

Employee Voice Survey Positive Rating by Category: 2017-2025

	Average of UPS Positive Rating 2025	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	76%	77%	73%	71%	72%
Credibility	74%	73%	69%	66%	66%
Fairness	72%	71%	69%	65%	65%
Pride	86%	87%	84%	83%	84%
Respect	75%	75%	71%	68%	68%