



Governor's Sterling Award Best Practice



Creating a Workforce-Focus

Description of Best Practice: For the Pinellas County Tax Collector's Office (PCTC), having an engaged and knowledgeable workforce is more than just a goal on the strategic plan. It's the foundation for achieving sustained organizational improvement and success. Since 2010, PCTC senior leaders have been working to create a workforce-centered climate by identifying workforce satisfaction factors and increasing overall employee engagement. Satisfaction factors identified include: job security, pay and benefits, and opportunities for career growth and development. Through employee surveys, focus groups and other feedback tools, PCTC leaders have focused their efforts on changes and initiatives that address these satisfaction factors.

Results:

	2010	2011	2012	2013
Workforce Engagement	30%	35%	40%	44%
Overall Workforce Satisfaction	72%	82%	92%	89%
Satisfaction with job security	57%	72%	87%	86%
Satisfaction with development opportunities	59%	65%	77%	88%
Satisfaction with promotional opportunities	51%	57.5%	71.5%	69.5%
Satisfaction with recognition for performance	50%	53%	75.5%	74%
Satisfaction with communication	49%	62%	62%	75%
Timeliness of new employee training	78%	100%	100%	100%
Satisfaction with classroom training	n/a	94%	90%	98%
Training effectiveness	91%	84%	86%	98%
Committed training seats filled	93%	95%	97%	98%
Staff participating in CFCA	26%	26%	26%	23%
Applicable staff participating in CPM	15%	21%	25%	37%
Unscheduled absences	5.8%	6.6%	4.7%	3.7%
Voluntary turnover	2.13%	3.07%	4.48%	2%

Application: *How could this best practice be replicated in other organizations?*

To create a workforce-focus for your organization:

- Identify applicable workforce groups in your organization. For example, PCTC segmented its workforce between frontline staff, supervisory staff and exempt managers.



- Identify satisfaction factors for each workforce group, as different workforce groups may have different needs and expectations. PCTC does this by conducting a comprehensive Workplace Importance Scale survey every three years.
- Develop methodology for measuring levels of engagement and satisfaction. PCTC recommends an annual workforce and engagement satisfaction survey. If using a survey, include several open-ended questions to allow employees to provide more information.
- Share survey results with workforce and solicit more detailed feedback if necessary. For example, PCTC conducted follow-up focus groups with employees to learn more about why certain areas scored low on the survey.
- As part of strategic planning, develop objectives to address areas in the organization that need improvement.
- Repeat survey annually and analyze results to determine impact of objectives.
- Maintain open, two-way communication throughout the process.

