

"Are We Making Progress?"

2013 Organizational Climate Survey Report

For



By

Auburn Technical Assistance Center

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Table of Contents

Executive Summary.....	4
Overview	4
Overall Engagement and Satisfaction	4
Individual Item Highs and Lows	4
Leader/Staff Differences	4
Department Differences	4
Baldrige/Sterling Comparison	5
Priority Index.....	5
Comment Summary	5
Path Forward	5
Overview.....	6
Objectives	6
Methodology	6
Findings	7
Response	7
Overall Engagement and Satisfaction	7
Senior Leader Views	8
Staff Views	9
Key Differences between Senior Leader and Full Time Staff Views	9
Comparison with Baldrige Examiners Scores.....	10
Key Differences Among Departments	11
Priority Index.....	13
Respondent Comment Summary	13
Conclusions& Recommendations.....	14
Appendix	16
"Are We Making Progress" Survey Results	16
• Table of Means by Employee Group	16
• Table of Means by Department	16
• Chart of Individual Item Results for Full Time Staff except Leaders and All Employees Compared to Baldrige Examiner Results	16
• Chart of Differences Between Leadership and Full Staff Views	16
• Table of Top Box Scores	16
• Chart of Key Priorities.....	16
• Survey Instrument	16
• Comments.....	16

Executive Summary

Overview

The City of Port Orange sponsored its first third party web-based organizational climate survey of the City's 401 employees during late May, 2013. The purpose of the survey was to learn about employee views of areas of City progress and perceived needs for improvement. A total of 324 (81%) usable responses were received. Assuming that the responses are representative, the sampling error for overall responses would be +/- 3%. Results were compared to results for Federal employees, and to those from the 2011 National Baldrige Award for Performance Excellence pool of examiners, which is expected to represent above average organizations.

Overall Engagement and Satisfaction

Overall Engagement and Satisfaction Index were measured in two ways; by averaging 3 overall questions, and by the mean scores for all responses on all questions. The mean of "My organization is a good place to work", "If I had it to do over again, I would still decide to get a job with the City", and "I would recommend the City to my friends") was 59% for all responses, which indicates that only slightly more employees agreed with those statements than disagreed with them. Similarly, the mean score for all responses to all items was 57%.

The 54% score for "I would recommend the City to my friends" was below the 69% reported for a similar item in the 2012 Federal Human Capital Survey, a measure of Federal government-wide engagement and satisfaction.

Individual Item Highs and Lows

Respondents rated "I am committed to my organization's success" (86%), "I know who my most important customers are" (80%) and "My customers are satisfied with my work" (79%) the highest. Lowest scores were on, "The city pays an adequate salary for the amount of work I perform" (28%), "My organization does not show partiality to any employee." (33%) and "My organization asks what I think" (36%).

Leader/Staff Differences

Senior leaders are defined as the City Manager and his direct reports. Senior leader satisfaction, measured by mean score and by the Overall Satisfaction index, was higher than that for other full time employees, but the difference was not statistically significant. Overall satisfaction for the few Non-fulltime employees was significantly higher than that for full time employees. Senior leaders were significantly more satisfied than other full time employees with Pay, Being asked for planning input, Benefits, Being asked what they think, and six other items. Full time employees other than senior leaders were significantly more satisfied with Being prepared to handle an emergency and Knowing how to measure the quality of their work.

Department Differences

The Administrative (71%), and Parks and Recreation (69%) groups had the highest overall satisfaction as measured by respondent mean scores. The Fire (48%), Public Utilities (51%), and Community Development (51%) departments had the lowest overall satisfaction.

Baldrige/Sterling Comparison

Item scores were compared with scores for the forty Baldrige/Sterling items from the 2011 Baldrige National Award for Performance Excellence examiner pool. This comparison likely represents above average organizations. The City slightly exceeded this benchmark in a few areas relating to employees' perceptions of their Quality of work and Customer satisfaction. However, most respondent scores were well below this comparison, with a 25 – 30% negative gap for Knowing how the organization is doing financially, Being asked what I think, Practices high standards/ethics, Obeys laws and regulations, and Bosses and organization care about me.

Priority Index

The Priority Index takes into account not only those items that rated relatively low on the survey, but also considers their relative importance (by how strongly they correlate to overall satisfaction). It identifies relatively high importance, low performance areas that would benefit from incremental emphasis. This analysis was done for the Full time employees other than Senior Leaders, and for department groups with greater than 50 responses: Fire, Police, Public Utilities, and Others. Top three Priority Index areas for Full time employees were Organization removes things that get in the way of progress, Organization does not show partiality, and Senior leaders create a work environment that helps me do my job.

Comment Summary

More than 1,000 comments were made by employees and these provide a great perspective on the thinking behind their ratings. Since the survey was aimed at understanding employee concerns, most comments represented perceived opportunities for improvement. However, employees made some favorable comments, primarily regarding their Supervisors, Hopefulness for change with new leadership, and Appreciation for being surveyed. The most frequent opportunity for improvement comments were related to Low Pay, Benefits/Health insurance, Not enough communication, Senior leaders lack of openness to ideas, and Senior leaders lack of caring/clear values.

Path Forward

This first employee survey has no doubt identified, particularly through the comments, some areas that can easily be addressed to make improvements that will benefit the City and its employees. However, long term, the biggest payoff will come from using this feedback to begin to shift City leadership culture from the rigid, top down, critical approach that the comments suggest have been historically used, to a culture that values employees along with other stakeholders. Over the longer term, the city cannot become excellent solely by cutting costs and trying to satisfy one department or group at the expense of another. It must clarify what is truly important to it - its mission, vision, and values – and then work to put in place plans, objectives, and leadership systems that will unify the City to make that happen. Although the organization is short of resources, senior leaders must carve out some time for themselves, and their employees, to begin putting in place a systematic continuous improvement process. Along the way, individuals and departments must all be engaged towards making the City the best for all of its stakeholders: Citizens, Businesses, Visitors, and Employees.

Overview

The City of Port Orange is in the process of reviewing its strategic direction and establishing priorities for future improvements. Greg Kisela, City Manager, identified the need to gather employee perspectives for this review, and asked the Auburn Technical Assistance Center (ATAC) to conduct a third-party organizational climate analysis to gather employee views. The information will establish a baseline for this first cycle of improvement, so that future surveys will be able to track progress as City systems and processes are improved. City leaders will use this information, along with feedback from other stakeholders, as part of their July, 2013 planning session.

Objectives

The overall goal for this project was to gather information that will enable the City of Port Orange to focus its organizational improvement activities on its most significant issues. Improved focus was expected to help accelerate the rate of improvement in these areas. The leadership team and staff each have unique views on the current state of the organization. Involvement of the entire workforce provides a wide perspective and helps highlight areas where perceptions differ. It was intended that these insights would identify issues that need to be addressed.

Several specific goals were established for this project. These include:

1. Determine views from all employees on the areas where progress is being made and those where more attention is required.
2. Identify areas where senior leaders and full time staff have different views.
3. Identify strengths and opportunities for improvement by department to assist in sharing best practices and in focusing process improvement efforts.
4. Evaluate and improve the survey process to improve efficiency and assure its continuing relevance.

Methodology

The survey was based on the "Are We Making Progress" survey developed by the National Institute of Science and Technology's Malcolm Baldrige Performance Excellence Program. Prior to this survey Senior Leaders, with involvement from ATAC, reviewed the survey and process and recommended several changes that were incorporated into the approach.

- Several references to "City" in items in Category 8 of the survey instrument were revised to "organization" to be consistent with the language of the forty AWMP items.
- The item on employee status was changed to a "Full time?" yes/no format, because of the complexity in the City's part time/contract employee structure.
- The instrument was edited to reflect departmental groupings that would have at least 20 employees.

The online survey was opened to all employees, Monday, May 20 and closed on May 31. All surveys were managed in a way that kept individual responses anonymous. Data were

downloaded directly by ATAC from SurveyMonkey[®], analyzed by ATAC and the findings are summarized in this report.

The raw score means (Based on a scale where 1 = Strongly disagree and 5 = Strongly agree) were converted to percentages (1 = 0%; 5 = 100%) in this summary report. Percentages are reported in this report; raw scores and “top box” scores are reported in the Appendix to facilitate comparisons.

Significant differences were determined at a 95% confidence level, unless otherwise noted.

Findings

Response

Surveys were distributed and responses received as shown in Table 1.

Overall, an excellent response was achieved with 324 usable responses from the 401 surveys distributed, for an 81% response. This included a 92% response for the leadership team and 80% for employees. For those who indicated their department, response ranged from just over 50% for Admin, Finance/Customer Service, and Public Works to 80% for Police and 86% for Fire. 12% of respondents did not indicate their department.

Table 1 Survey Response			
Department	Group Total	Usable Responses	% Response
Admin (Including City Manager, City Attorney, City Clerk, IT, and HR)	30	16	53%
Community Development	25	16	64%
Finance/Customer Service	21	11	52%
Fire	57	49	86%
Parks and Recreation	33	22	67%
Police	105	84	80%
Public Utilities	75	54	72%
Public Works	43	23	53%
Senior Leaders	12	11	92%
Department Not Specified	-	38	
TOTAL	401	324	81%

Assuming the responses represent a random sample, overall survey results are within +/- 3% of the actual results for the entire City workforce. Department results are less precise because of the smaller sample sizes and lower response rates in some cases: Police (+/-5%), Fire (+/-6%), Public Utilities (+/-7%), Senior Leaders (+/-7%), Others (+/- >10%)

Overall Engagement and Satisfaction

One indicator of overall engagement and satisfaction is the response to the three general survey items, 7i “My organization is a good place to work”, 8i “If I had it to do over again, I would still decide to get a job with my organization”, and 8j “I would recommend my organization to my friends”. Results are

Table 2 Overall Satisfaction/Engagement by Group				
	Senior Leaders	Full Time	Non Full Time	All Responses
7i My organization is a good place to work	68%	59%	91%	60%
8i If I had it to do over again, I would still decide to get a job with my organization	68%	60%	91%	62%
8j I would recommend the City to my friends...	66%	52%	91%	54%
All item Average	65%	56%	79%	57%

shown in Table 2 by employee group. Senior leaders and Non-full time employees appear more satisfied, in general, than the Full Time employee group. However only the differences between Full Time and Non-Full Time employees are statistically significant.

The ratings for the ‘Recommend’ question for all respondents, as well as for Senior leaders and Full time employees, were below the 69% reported for a similar item in the 2012 Federal Human Capital Survey, a measure of Federal government-wide engagement/satisfaction.

Another measure of overall satisfaction is the average of the scores for all items on the survey. This overall mean score for all respondents was 57%. Table 3

Table 3 Overall Mean Scores by Department/Group	
Department/Group	Mean Score
Administrative	71%
Parks & Recreation	69%
Police	61%
Public Works	59%
Finance/ Customer Service	56%
Public Utilities	51%
Community Development	51%
Fire	48%
All Respondents	57%
Full Time	56%
Not Full Time	79%
Senior Leaders	65%

Senior Leader Views

Complete senior leader results are reported in the Appendix.

Highest scoring items for all groups, including senior leaders, are summarized in Table 4. Committed to the organization’s success was the top scoring item. Senior leaders also strongly agreed that they Know the organization’s and their customers, Have a safe workplace, and Have a high quality benefit plan.

Table 4 Highest Scoring Items by Staff Group					
Mean Score	Senior Leaders (N=11)	Mean Score	Full Time Staff (Other than Senior Leaders) (N = 297)	Mean Score	Non-Full Time Staff (N=11)
93%	5e. I am committed to my organization’s success.	85%	5e. I am committed to my organization’s success.	93%	5e. I am committed to my organization’s success.
84%	3a. I know who my most important customers are.	80%	3a. I know who my most important customers are.	91% tie	3a. I know who my most important customers are. 8j. I would recommend my organization to my friends as a good place to work. 8i. If I had it to do over again, I would still decide to get a job with my organization. q7i. My organization is a good place to work.
79% tie	5d. I have a safe workplace. 3e. I also know who my organization’s most important customers are.	79%	7b. My customers are satisfied with my work.		
77%	8f. I am provided a high quality benefits program.	78%	4a I know how to measure the quality of my work.		
		74%	7a. My work products meet all requirements.		

Lowest scoring items for all groups are summarized in Table 5. Senior leaders agreed least that the City Does not show partiality, and Removes things that get in the way of progress. They also were relatively concerned about Flexibility, the Quality of City processes, and Emergency preparedness.

Of the seven overall Sterling/Baldrige Category groups of items, senior leaders rated the organization's performance on Customer Focus (71%) highest. They rated Operations Focus the lowest at 56%. A table of Baldrige Category means by group is in the Appendix.

Table 5 Lowest Scoring Items by Staff Group					
Mean Score	Senior Leaders (N=11)	Mean Score	Full Time Staff (Other than Senior Leaders) (N = 2978)	Mean Score	Non-Full Time Staff (N=11)
36%	8d. My organization does not show partiality to any employee.	26%	8e. My organization pays an adequate salary for the amount of work I perform.	52% tie	7c. I know how well my organization is doing financially. 8e. My organization pays an adequate salary for the amount of work I perform.
43%	7e. My organization removes things that get in the way of progress.	32%	8d. The city does not show partiality to any employee.	64%	8f. I am provided a high quality benefits program.
50%	2e. My organization is flexible and can make changes quickly when needed.	34%	1f. My organizations asks what I think.	66%	1f. My organizations asks what I think.
52% tie	6b. We have good processes for doing our work. 6d. We are prepared to handle an emergency.	35%	2a. As it plans for the future, my organization asks for my ideas.	68% tie	2a. As it plans for the future, my organization asks for my ideas. 8c. I receive high quality support from other departments.
		37%	7e. My organization removes things that get in the way of progress		

Staff Views

Overall, highest scoring items for full time staff include Being committed to the organization's success, Knowing who their customers are, Satisfying customers, and Knowing how to measure the quality of their work. (Table 4)

They were least likely to agree that the City Pays an adequate salary, Does not show partiality, Asks for input, or Removes things that get in the way of progress. (Table 5)

Highest scores for part time staff were in Being committed to the organization's success, Knowing their customers, and the three overall satisfaction questions. (Table 4). They apparently are happy just to have a job.

Part time staff's lowest scoring items were in the areas of two-way Communications, Salary, Benefits, and obtaining support from other departments. (Table 5)

For the seven overall Sterling/Baldrige categories, Full time staff x senior leaders rated the organization's performance on the Customer Focus category highest (71%), and Strategic Planning performance was rated the lowest (44%).

Not-full time staff rated Workforce Focus (84%) the highest and Strategic Planning the lowest (73%).

Key Differences between Senior Leader and Full Time Staff Views

Tables of means by group are in the Appendix.

Differences in survey responses between the senior leaders and the full time staff are also reported in charts in the Appendix. These results highlight areas where there may be communication or perception issues (gaps) between leadership and staff.

The small size of the senior leader group (11) somewhat limits the ability to make statistical comparisons, however despite this it appears clear that their responses are generally more favorable than those of other full time staff. Senior leader responses were higher than full time

staff responses for 78% of the 40 Sterling/Baldrige items and 100% of the 10 General items. Many of these differences were statistically significant; details are in the Appendix. Items with the greatest differences are summarized in Table 6.

Senior leaders agreed much more strongly than full time staff respondents that the Pay and Benefits are adequate, that they Know how the organization is doing and Have input to its planning. FT staff agreed significantly more that the Organization is prepared for an emergency and that they Know how to measure the quality of their work.

Because of the relatively limited response (11) from non-full time employees and its variable nature, analysis of differences with this group was not done.

Comparison with Baldrige Examiners Scores

Staff results are also reported in the Appendix, both as full time staff (x senior leaders) and all employees (includes senior leaders and part time). These results are compared to responses of the 2011 Board of Examiners for the Malcolm Baldrige National Quality Award. Comparisons are not available for the General items. The Board of Examiners is a group of trained quality professionals who work for a wide range of organizations, some of which are world class, while others are just starting their improvement efforts. Overall this comparison would be expected to represent above average organizations. Testing for statistical significance was not done, however the areas of greatest difference between the current survey results and this comparison are shown in Table 7.

Full time staff (x senior leaders) views exceeded the Baldrige examiner comparison on 10% (4/40) of the items. Organization wide means exceeded the comparison on 13% (5/40) of the items. Areas where the City had slightly favorable comparisons were in the areas of individuals'

Table 6 Key Differences Between Senior Leader and Full Time Staff Responses Percent Difference (Mean Score Difference; 1 = Strongly Disagree, 5 = Strongly Agree) Differences significant at 95 percentile.			
Difference	Senior Leaders scores higher than FT staff	Difference	FT staff scores higher than Senior Leaders.
40% (1.6)	8e. My organization pays an adequate salary for the amount of work I perform.	-14% (-0.54)	6d. We are prepared to handle an emergency.
28% (1.13)	2a. As it plans for the future, my organization asks for my ideas.	-8% (-.31)	4a. I know how to measure the quality of my work.
26% (1.05)	8f. I am provided a high quality benefits program.		
25% (1.00)	1f. My organization asks what I think		
24% (.97)	7c. I know how well my organization is doing financially.		
24% (.96)	1e. My organization's leaders share information about the organization.		
22% (.86)	4e. I know how my organization as a whole is doing.		
20% (.80)	1d. My senior leaders create a work environment that helps me do my job.		
19% (.77)	2c. I know the parts of my organization's plans that will affect me and my work.		
19% (.74)	8c. I receive high quality support from other departments.		

quality of work and perceptions of customer satisfaction. The most negative areas were in two-way communications, ethics/standards/regulatory compliance, and leader's engagement of the workforce.

Key Differences Among Departments

Respondents were asked to which Department they currently belong. Smaller departments were consolidated to preserve anonymity, and 88% of respondents answered the question. Overall average responses on all items by Department are shown in Table 3.

A table of the mean responses to each of the items is in the appendix, with the highest and lowest items for each of the groups, and significant differences from the City mean score highlighted. All employee groups rated being Committed to their organization's success at or near the top of their lists, and most also indicated that they Know their most important customers, Are satisfying their customers, and that they Know how to measure the quality of their work.

Table 7 Biggest Differences Between Port Orange 2013 and the Baldrige 2011 Board of Examiners Mean Results Mean Score difference (Percent difference)		
Item	FTxSrLdrs Comparison (+ COPO is better)	All Responses Comparison (+ COPO is better)
Port Orange > Comparison		
7a. My work products meet all requirements.	+ .19(+5%)	+ .20(+5%)
4a. I know how to measure the quality of my work.	+ .11(+3%)	+ .11 (+3%)
3b) I regularly ask my customers what they need and want.	+ .10 (+3%)	+ .10 (+3%)
7b) My customers are satisfied with my work.	+ .09 (+2%)	+ .10 (+3%)
Comparison > Port Orange		
7c. I know how well my organization is doing financially.	-1.16 (-29%)	-1.13 (-28%)
1f) My organization asks what I think.	-1.18(-30%)	-1.11(-28%)
7g. My organization practices high standards and ethics.	-1.15 (-29%)	-1.09 (-27%)
7f. My organization obeys laws and regulations.	-1.09 (-27%)	-1.05 (-26%)
5e. My bosses and my organization care about me.	-1.06 (-27%)	-.98 (-25%)

On the other hand, all departments rated Salary as at or near the lowest of the items. Most also ranked Partiality, being Asked what I think, and being Asked for ideas for future planning at the bottom of their lists.

Highlights for areas where departments differ from general City trends follow.

Administrative

This group is a combination of several City administrative departments including the City Manager's office, City Attorney, City Clerk, Information Technology, and Human Resources. Respondents in it had the highest overall satisfaction scores, the highest ratings in the Measurement (tie), Workforce Focus, Operations Focus, and General categories, and were significantly above the City mean for 7/8 categories. They led all departments on 22/50 items and lagged the others on none. Highest rated items (for them and among the departments) included Have a safe workplace and Work products meet all requirements.

Community Development

Respondents from this Community Development tied for second lowest overall satisfaction, which included lowest overall scores for the Workforce Focus, and Operations Focus categories. They were significantly below the City mean for the Measurement category. Overall lowest scores were recorded for 8/50 items, notably Organization has the right people and skills, Bosses and organization care about me, and Supervisor gives prompt effective feedback. Organization

is flexible and Organization removes things that get in the way of progress were also scored low. Bright spots were the highest overall rating among departments for High quality benefits program, and a relatively high score for Properly trained to carry out my job requirements.

Finance/ Customer Service

Finance/Customer service respondents rated the Customer Focus category the lowest of any department, and also scored overall lows on 7/50 items. Low scoring items included Prepared to handle an emergency, and several items relating to customers and measures. One item achieved an overall high – not surprisingly - I know how my organization is doing financially.

Fire

Fire department respondents had the lowest satisfaction overall, the lowest ratings for the Leadership, Strategic Planning, and Results categories and were significantly below City mean on 7/8 categories. They also had the lowest ratings on 26/50 items – including Salary, Partiality, and Being asked what they think. Among their other lowest rated items were Senior leaders use our organization's values to guide us, and Senior leaders create a work environment that helps me do my job. On the other hand, they had the highest rating for the Customer Focus category, significantly above the City mean. This included highest ratings on Know who their most important customers are, Regularly ask customers what they need and want, and Customer satisfaction with their work.

Parks & Recreation

Respondents from this department had the second highest satisfaction overall and the highest ratings in the Leadership, Strategic Planning, Measurement(tie), and Results categories, with scores significantly above the City mean on 6/8 categories. They also led all departments on 18/50 of the individual items, while only lagging on one – I regularly ask my customers what they need and want. Most of their highest and lowest rated items tracked those of other departments. Although it was one of their lowest rated items, they had the highest score in the organization for Encourages new ideas (innovation).

Police

Police respondents tallied scores on the Leadership, Strategic Planning, Workforce Focus, and Operations Focus categories that were significantly above the City mean. They posted overall high scores on 3/50 items and overall lows on 2 items. As might be expected, they scored highly on Obeys all laws and regulations, and Practices high standards and ethics. They also rated Organization helps me help my community highest. At the other end of the spectrum, they had the lowest scores on High quality benefits, and Ask if my customers are satisfied or dissatisfied with my work. Another relatively low rating was for Can give my honest opinion without any worry.

Public Utilities

Public utilities also tied for second lowest overall satisfaction, and was significantly below the City mean for the Leadership, Customer Focus, Results, and General categories. It had the lowest score for the General category, overall lows on 6/50 individual items and no overall highs. Low ranking items included Would recommend the organization to my friends, Supervisor skills, Organization is a good place to work, and Boss encourages me to develop my job skills. Relatively favorable items tracked the overall results discussed above.

Public Works

Public works was significantly above the City mean for the Measurement category, but other responses generally tracked the overall City results. On individual items they posted 3/50 overall item highs and 1 overall low. The overall highs included Know how to measure the quality of my work, Can use this information to make changes to improve, and Am allowed to make decisions to solve problems for customers. They had the overall lowest score on Cooperate and work as a team.

Priority Index

A measure of the relative priority of the survey items was determined by combining the mean performance on each with a derived importance. This analysis identified items with relatively low scores that also are perceived to be very important. Importance was derived by correlating each item with the mean for items 7i, 8i and 8j (Organization is a good place to work, Would get a job with the organization again, Would recommend the organization to my friends.) The analysis was done for All full time employees (not including senior leaders), and for subgroups with more than 50 responses including Fire, Police, Public Utilities, and Others (those not included in the other three subgroups).

For all full time employees the top three items were, Organization removes things that get in the way of progress, Organization does not show partiality, and Senior leaders create a work environment that helps me do my job. Not surprisingly these also were at or near the top in most of the subgroups. Other items that made the subgroup top threes included: My organization asks what I think (#1 Fire, #3 Police), I can give my opinion without any worry (#1 Police), My organization pays an adequate salary (#1 Public Utilities), My organization has the right people and skills (#2 Other), My bosses and my organization care about me (#3 PubUtil), and My organization is flexible and can make changes quickly when needed (#3 Admin).

Charts showing the top Priority Index items for each group are in the Appendix, page 35.

Respondent Comment Summary

Since the survey was intended to identify opportunities for improvement, none of the questions were designed to explore areas of City strength. However, employees wrote a number of favorable comments. The most frequently mentioned strengths were their immediate supervisors, hopefulness for the changes that new City leadership will

Table 9 Comment Summary	
Key Area	Most Commonly Mentioned Opportunities for Improvement
Senior Leaders/Management	Lack openness to ideas (51), Caring/Values(51), Favoritism/Partiality (39), Mission/Vision Unclear (37)
HR Systems	Benefits/Health Insurance(58), Training/Education(45), Recognition/Reward(27), Advancement(22)
Compensation	Pay too low (66), Fairness(27), Not competitive(24)
Operations	Safety (25), Inadequate emergency preparation(22), Change slow/difficult (19), Define/Improve Processes(18)
Communications	Not enough(52), Lack Plan/ Planning(22)
Coworkers	Low morale (37), Capability/knowledge (12), Teamwork (11), Poor attitude(10),
Resources	Lack equipment/materials(34), Understaffed(29), Lack technology(11)
Supervisors	Discourage employee input(25), Favoritism/Partiality(18), Leadership/Skills(15)
Mayor/Council	Budget cutting (11), Don't value/care about employees (9), Ethics/Politics (9), Targeting FD/PD (8), Communications/Out of touch (8),

bring, and appreciation for being asked for their input. Many indicated that this survey represented the first time that they had been asked for their opinions.

The most frequently mentioned comments on opportunities for improvement are summarized in Table 9. All comments are listed in the Appendix.

Conclusions& Recommendations

Employees made a number of specific recommendations in their comments that should be considered on their merits. Likewise, there are clear differences in the responses from the different departments that should be investigated further, in order to address opportunities. However, looking at the survey as a whole several conclusions are evident:

1. Although City employees generally indicate that they are committed to success, know their customers, and are meeting requirements, the general sense is that, for the city as a whole, and particularly for its leadership, there is clearly a lot of room for improvement. The economic events of the past few years and the implementation of City budget cuts have impacted all departments, and apparently have caused some splintering of the City's direction as everyone has focused on cost cutting. Based on the survey results, the City mission, vision, and core values (MVV) are not evident to many employees. Lack of direction from MVV often leads to focus on organizational leaders rather than the stakeholders that they are supposed to serve, unclear priorities, constant changes in direction in reaction to events, partiality and competition between groups for resources. All of these are evident in the survey, and taken together they lead to stress on employees and mediocre performance. Key steps on the road to improvement would be for the City to clarify its MVV, test them with employees, and deploy them as the basis for systematic City plans, objectives, priorities and actions by leaders and employees. Once MVV have been agreed upon leaders must personally role model them through their decisions and behavior in order for change to occur. As Gandhi said, "We must become the change we wish to see...". So for example, if teamwork is adopted as a value, then City leaders must behave as a team before that value will be clearly established for the rest of the workforce.
2. Excellent organizations find ways to leverage the opinions and ideas from all areas of their diverse workforce through clearly establishing that they value their employees, along with their other stakeholders. This unlocks a huge potential for improvement. Survey results show an organization that not only does not ask for input, but discourages it in many places, while sending other signals that employees are not valued. Over time employees become disengaged and unsatisfied with their work and the organization. This is a key opportunity area, however, it will require a major change in leadership culture from the rigid, top down, critical approach that, based on survey results and comments, apparently has been in place historically in most parts of the City, from the Mayor/Council on down. Asking for employee opinions on this survey is a first step in that direction. Further demonstration of value should include leaders addressing their top priority index items. For the City as a whole those areas are: Removing things that get in the way of progress, Eliminating partiality to individuals or groups, Improving the work environment to help employees do their jobs, and systematically Continuing to ask for and use employee input. Progress in these areas will help to empower/engage employees, improve morale, and accelerate the pace of City improvement.

3. Pay emerged as the overall lowest rated item, as it often does in all types of organizations. However, because of mostly average correlations with overall satisfaction, it was high on the priority index list only for Public Utilities. However, comments reveal many concerns about pay inequities and relative non competitiveness. Employees are also very conscious of their changing net pay, which has been influenced by increasing health care premiums. Overall compensation/benefits must be competitive enough to enable the City to retain its key people and their know-how. The City may want to regularly review its competitive pay/benefits situation, turnover rates, employee dialog, and exit interviews to insure that it stays well positioned. Other organizations have found that, although employees value benefits, they do not understand how expensive they are. People also have different needs, so a “one size fits all” approach may not serve everyone well. Many organizations now offer a “cafeteria” benefits approach that allows employees to tailor benefits and their costs to their individual needs. Some organizations also periodically communicate to their employees the total value of their compensation, including benefits.

More than 80% of employees took the time, and perhaps some perceived risk, to provide feedback on their perceptions of the organization. As mentioned above, gathering this information is a positive step in establishing a culture of openness. To reinforce this, actions must be taken to address at least some of the issues that employees have raised. One approach that has been used effectively is to form a cross functional team of employees from all levels to review the issues, prioritize responses, and lead the implementation of improvements. It is also important to share these results with employees, along with any improvements that are planned or made. Leadership’s ongoing willingness to continually learn about, and to address, workforce issues is necessary to achieve continuous improvement and to ultimately achieve the excellence that the City of Port Orange seeks.

The organization should be resurveyed periodically (every 1-2 years) to assess the level of progress that has been made and to identify new issues that have arisen.

Appendix

"Are We Making Progress" Survey Results

- *Table of Means by Employee Group*
- *Table of Means by Department*
- *Chart of Individual Item Results for Full Time Staff except Leaders and All Employees Compared to Baldrige Examiner Results*
- *Chart of Differences Between Leadership and Full Staff Views*
- *Table of Top Box Scores*
- *Chart of Key Priorities*
- *Survey Instrument*
- *Comments*

Mean Scores by Group (1 = Strongly Disagree, 5 = Strongly Agree)

Group	Not stated	Not Full Time	Full time, not Senior Leader	Senior Leader	Total
1a. I know my organization's mission (what it is trying to accomplish)	3.80	4.18	3.52	3.73	3.55
1b. I know my organization's vision (where it is trying to go in the future)	3.20	4.09	3.17	3.45	3.21
1c. My senior (top) leaders use our organization's values to guide us.	3.40	4.09	2.89	3.55	2.96
1d. My senior leaders create a work environment that helps me do my job.	3.50	4.18	2.83	3.64	2.92
1e. My organization's leaders share information about the organization.	2.20	4.00	2.85	3.82	2.92
1f. My organization asks what I think.	2.00	3.64	2.37	3.36	2.44
2a. As it plans for the future, my organization asks for my ideas.	2.50	3.73	2.41	3.55	2.50
2b. My organization encourages totally new ideas. (Innovation)	2.50	3.82	2.58	3.27	2.64
2c. I know the parts of my organization's plans that will affect me and my work.	2.50	3.91	2.96	3.73	3.01
2d. I know how to tell if we are making progress on my work group's part of the plan.	3.50	4.09	3.08	3.73	3.15
2e. My organization is flexible and can make changes quickly when needed.	2.75	4.09	2.71	3.00	2.77
3a. I know who my most important customers are.	4.00	4.64	4.20	4.36	4.21
3b. I regularly ask my customers what they need and want.	4.00	4.18	3.95	3.73	3.95
3c. I ask if my customers are satisfied or dissatisfied with my work.	3.00	3.82	3.48	3.64	3.50
3d. I am allowed to make decisions to solve problems for my customers.	3.50	3.91	3.75	3.36	3.74
3e. I also know who my organization's most important customers are.	4.25	4.55	3.85	4.18	3.89
4a. I know how to measure the quality of my work.	4.25	4.55	4.13	3.82	4.13
4b. I can use this information to make changes that will improve my work.	3.50	4.55	3.76	3.73	3.78
4c. I know how the measures I use in my work fit into the organization's overall measures of improvement.	3.75	4.09	3.40	3.36	3.43
4d. I get all the important information I need to do my work.	3.00	3.82	3.05	3.18	3.08
4e. I know how my organization as a whole is doing.	3.25	4.00	2.86	3.73	2.94
5a. The people I work with cooperate and work as a team.	4.25	4.18	3.66	3.73	3.68
5b. My boss encourages me to develop my job skills so I can advance in my career.	4.25	4.18	3.44	3.18	3.46
5c. I am recognized for my work.	3.50	4.27	3.16	3.45	3.21
5d. I have a safe workplace.	4.50	4.36	3.60	4.18	3.66

Group	Not stated	Not Full Time	Full time, not Senior Leader	Senior Leader	Total
5e. I am committed to my organization's success.	4.75	4.73	4.39	4.73	4.42
5f. My bosses and my organization care about me.	3.75	4.36	2.83	3.18	2.91
6a. I can get everything I need to do my job.	2.75	4.45	3.10	3.27	3.15
6b. We have good processes for doing our work.	3.50	4.36	3.24	3.09	3.28
6c. I have control over my work processes.	3.00	4.18	3.26	3.45	3.30
6d. We are prepared to handle an emergency.	3.75	4.36	3.63	3.09	3.64
7a. My work products meet all requirements.	4.00	4.27	3.97	4.00	3.98
7b. My customers are satisfied with my work.	4.50	4.36	4.16	3.91	4.16
7c. I know how well my organization is doing financially.	2.00	3.09	2.75	3.73	2.79
7d. My organization has the right people and skills to do its work.	3.75	4.00	2.86	3.36	2.93
7e. My organization removes things that get in the way of progress.	2.75	3.82	2.49	2.73	2.55
7f. My organization obeys laws and regulations.	3.75	4.27	3.55	3.82	3.59
7g. My organization practices high standards and ethics.	3.75	4.18	3.15	3.64	3.21
7h. My organization helps me help my community.	4.25	4.18	3.29	3.64	3.34
7i. My organization is a good place to work.	4.25	4.64	3.35	3.73	3.41
8a I feel I am properly trained to carry out my job requirements.	4.00	4.55	3.89	4.00	3.92
8b I can give my honest opinion without any worry.	2.75	4.45	2.78	3.36	2.86
8c I receive high quality support from other departments.	3.50	3.73	3.17	3.91	3.21
8d My organization does not show partiality to any employee.	2.00	4.00	2.27	2.45	2.33
8e My organization pays an adequate salary for the amount of work I perform.	2.50	3.09	2.03	3.64	2.13
8f I am provided a high quality benefits program.	3.25	3.55	3.04	4.09	3.09
8g My supervisor gives prompt, effective feedback concerning my work.	4.00	4.55	3.41	3.55	3.46
8h My supervisor has excellent leadership/management/supervisory skills.	4.25	4.55	3.29	3.82	3.36
8i If I had it to do over again, I would still decide to get a job with my organization.	3.50	4.64	3.40	3.73	3.46
8j. I would recommend my organization to my friends as a good place to work.	4.00	4.64	3.08	3.64	3.17

Group	Not stated	Not Full Time	Full time, not Senior Leader	Senior Leader	Total
CATEGORIES					
1. Leadership	2.99	4.03	2.94	3.59	3.00
2. Strategic Planning	2.75	3.93	2.75	3.45	2.81
3. Customer Focus	3.75	4.22	3.85	3.85	3.86
4. Measurement, Analysis & Knowledge Mgt.	3.55	4.20	3.44	3.56	3.47
5. Workforce Focus	4.17	4.35	3.51	3.74	3.56
6. Operations Focus	3.25	4.34	3.31	3.23	3.34
7. Results	3.67	4.09	3.29	3.62	3.33
8. General Items	3.38	4.17	3.04	3.62	3.10
OVERALL					
Respondent Mean	3.28	4.16	3.24	3.60	3.29
Overall Satisfaction (mean of q7i1,q8i1,q8j1)	3.92	4.64	3.28	3.70	3.35

Mean Scores by Department (1 = Strongly Disagree, 5 = Strongly Agree)

	Administrative	Community Development	Finance/ Customer Service	Fire	Parks and Recreation	Police	Public Utilities	Public Works	Not specified	Senior Leaders	Total
ITEMS											
1a. I know my organization's mission (what it is trying to accomplish)	3.81	2.88	3.36	3.27	4.14	4.01	3.09	3.43	3.47	3.73	3.55
1b. I know my organization's vision (where it is trying to go in the future)	3.50	2.88	3.18	2.53	3.82	3.60	2.85	3.13	3.42	3.45	3.21
1c. My senior (top) leaders use our organization's values to guide us.	3.44	2.38	3.09	1.85	3.95	3.63	2.42	2.96	2.87	3.55	2.96
1d. My senior leaders create a work environment that helps me do my job.	3.81	2.31	3.27	1.76	3.91	3.19	2.64	3.26	2.97	3.64	2.92
1e. My organization's leaders share information about the organization.	3.38	2.88	3.00	1.92	3.64	3.34	2.64	2.91	2.79	3.82	2.92
1f. My organization asks what I think.	2.81	2.31	2.45	1.65	3.23	2.69	2.38	2.48	2.13	3.36	2.44
2a. As it plans for the future, my organization asks for my ideas.	2.75	2.44	2.64	1.67	3.05	2.76	2.35	2.48	2.43	3.55	2.50
2b. My organization encourages totally new ideas. (Innovation)	3.00	2.50	3.00	1.90	3.23	2.77	2.54	2.83	2.65	3.27	2.64
2c. I know the parts of my organization's plans that will affect me and my work.	3.81	2.75	2.82	2.22	3.55	3.26	2.81	3.35	2.86	3.73	3.01
2d. I know how to tell if we are making progress on my work group's part of the plan.	4.06	2.94	3.18	2.22	3.68	3.36	3.24	3.22	2.89	3.73	3.15
2e. My organization is flexible and can make changes quickly when needed.	3.63	2.00	2.73	2.14	3.82	2.89	2.56	3.00	2.76	3.00	2.77
3a. I know who my most important customers are.	4.44	4.56	3.82	4.71	4.41	3.94	3.91	4.22	4.32	4.36	4.21

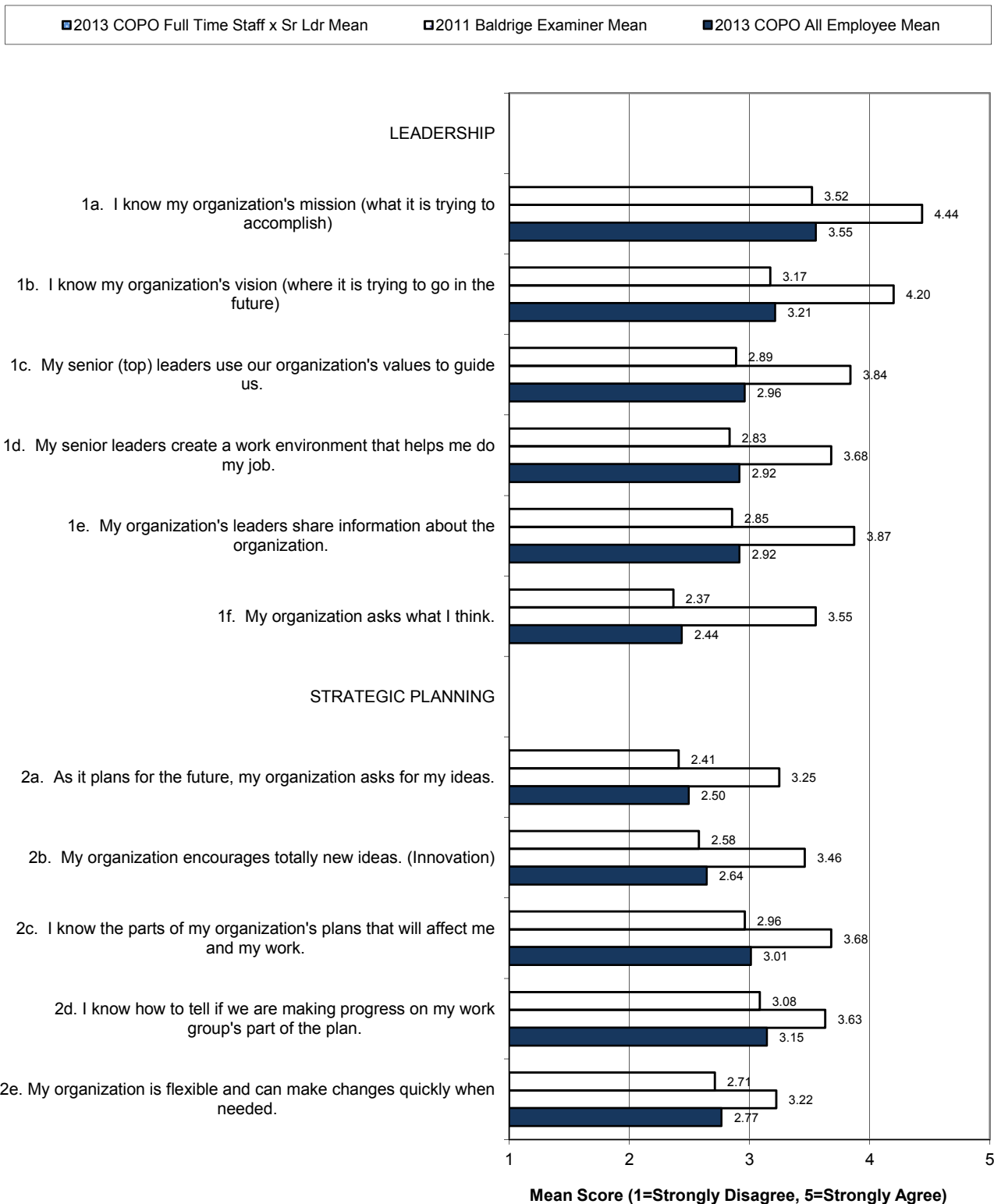
	Administrative	Community Development	Finance/ Customer Service	Fire	Parks and Recreation	Police	Public Utilities	Public Works	Not specified	Senior Leaders	Total
3b. I regularly ask my customers what they need and want.	4.19	4.33	3.91	4.35	3.59	3.94	3.59	3.87	4.08	3.73	3.95
3c. I ask if my customers are satisfied or dissatisfied with my work.	3.75	3.50	3.36	3.51	3.55	3.32	3.63	3.43	3.57	3.64	3.50
3d. I am allowed to make decisions to solve problems for my customers.	3.81	3.81	3.45	3.96	3.68	3.79	3.50	4.04	3.65	3.36	3.74
3e. I also know who my organization's most important customers are.	4.25	3.81	3.36	4.00	4.32	3.76	3.61	4.13	3.97	4.18	3.89
4a. I know how to measure the quality of my work.	4.44	3.75	4.36	3.92	4.45	4.12	4.13	4.57	4.05	3.82	4.13
4b. I can use this information to make changes that will improve my work.	4.13	3.19	3.91	3.61	4.27	3.79	3.61	4.43	3.65	3.73	3.78
4c. I know how the measures I use in my work fit into the organization's overall measures of improvement.	3.88	2.81	3.55	2.90	3.95	3.57	3.43	3.52	3.46	3.36	3.43
4d. I get all the important information I need to do my work.	3.75	2.81	3.09	2.20	3.50	3.37	2.98	3.30	3.11	3.18	3.08
4e. I know how my organization as a whole is doing.	3.50	2.69	2.82	2.41	3.50	3.23	2.53	3.18	2.76	3.73	2.94
5a. The people I work with cooperate and work as a team.	4.25	3.00	3.18	4.02	3.86	3.87	3.60	2.87	3.51	3.73	3.68
5b. My boss encourages me to develop my job skills so I can advance in my career.	4.31	3.25	3.27	3.23	3.64	3.88	3.07	3.48	3.14	3.18	3.46
5c. I am recognized for my work.	4.06	2.94	3.27	2.67	3.64	3.48	2.91	3.52	3.00	3.45	3.21
5d. I have a safe workplace.	4.63	3.25	3.73	3.16	3.95	3.83	3.54	3.52	3.59	4.18	3.66
5e. I am committed to my organization's success.	4.69	4.44	4.64	4.53	4.59	4.39	4.24	4.41	4.19	4.73	4.42

	Administrative	Community Development	Finance/ Customer Service	Fire	Parks and Recreation	Police	Public Utilities	Public Works	Not specified	Senior Leaders	Total
5f. My bosses and my organization care about me.	4.13	2.25	3.09	2.35	3.32	3.17	2.38	3.30	2.92	3.18	2.91
6a. I can get everything I need to do my job.	4.06	2.56	3.00	2.29	3.59	3.42	3.02	3.39	3.30	3.27	3.15
6b. We have good processes for doing our work.	3.75	2.75	3.20	3.04	3.95	3.25	3.35	3.35	3.22	3.09	3.28
6c. I have control over my work processes.	3.81	3.25	3.55	3.04	3.73	3.06	3.20	3.78	3.43	3.45	3.30
6d. We are prepared to handle an emergency.	3.81	3.38	2.64	3.61	4.05	4.01	3.44	3.48	3.49	3.09	3.64
7a. My work products meet all requirements.	4.50	3.94	3.64	3.83	3.86	4.10	3.87	4.09	3.97	4.00	3.98
7b. My customers are satisfied with my work.	4.44	3.94	3.64	4.53	4.41	4.04	4.07	4.22	4.11	3.91	4.16
7c. I know how well my organization is doing financially.	3.25	2.88	3.27	2.41	3.18	2.74	2.63	2.74	2.78	3.73	2.79
7d. My organization has the right people and skills to do its work.	3.69	2.19	3.00	2.43	3.50	3.32	2.57	2.65	2.86	3.36	2.93
7e. My organization removes things that get in the way of progress.	3.00	2.06	3.00	1.88	3.50	2.79	2.28	2.39	2.65	2.73	2.55
7f. My organization obeys laws and regulations.	3.94	3.38	4.09	2.84	4.05	4.10	3.30	3.48	3.35	3.82	3.59
7g. My organization practices high standards and ethics.	3.50	2.80	3.33	2.57	3.77	3.95	2.74	2.65	2.95	3.64	3.21
7h. My organization helps me help my community.	3.56	3.31	3.45	2.63	3.77	3.83	3.04	3.26	3.22	3.64	3.34
7i. My organization is a good place to work.	4.25	3.31	3.55	2.88	4.23	3.68	2.78	3.57	3.43	3.73	3.41
8a. I feel I am properly trained to carry out my job requirements.	4.38	4.00	3.27	3.67	4.14	4.23	3.80	4.00	3.49	4.00	3.92
8b. I can give my honest opinion without any worry.	3.88	2.69	2.73	2.49	3.59	2.70	2.94	2.91	2.62	3.36	2.86
8c. I receive high quality support from other departments.	3.69	2.94	3.00	2.92	3.73	3.27	2.98	3.30	3.24	3.91	3.21

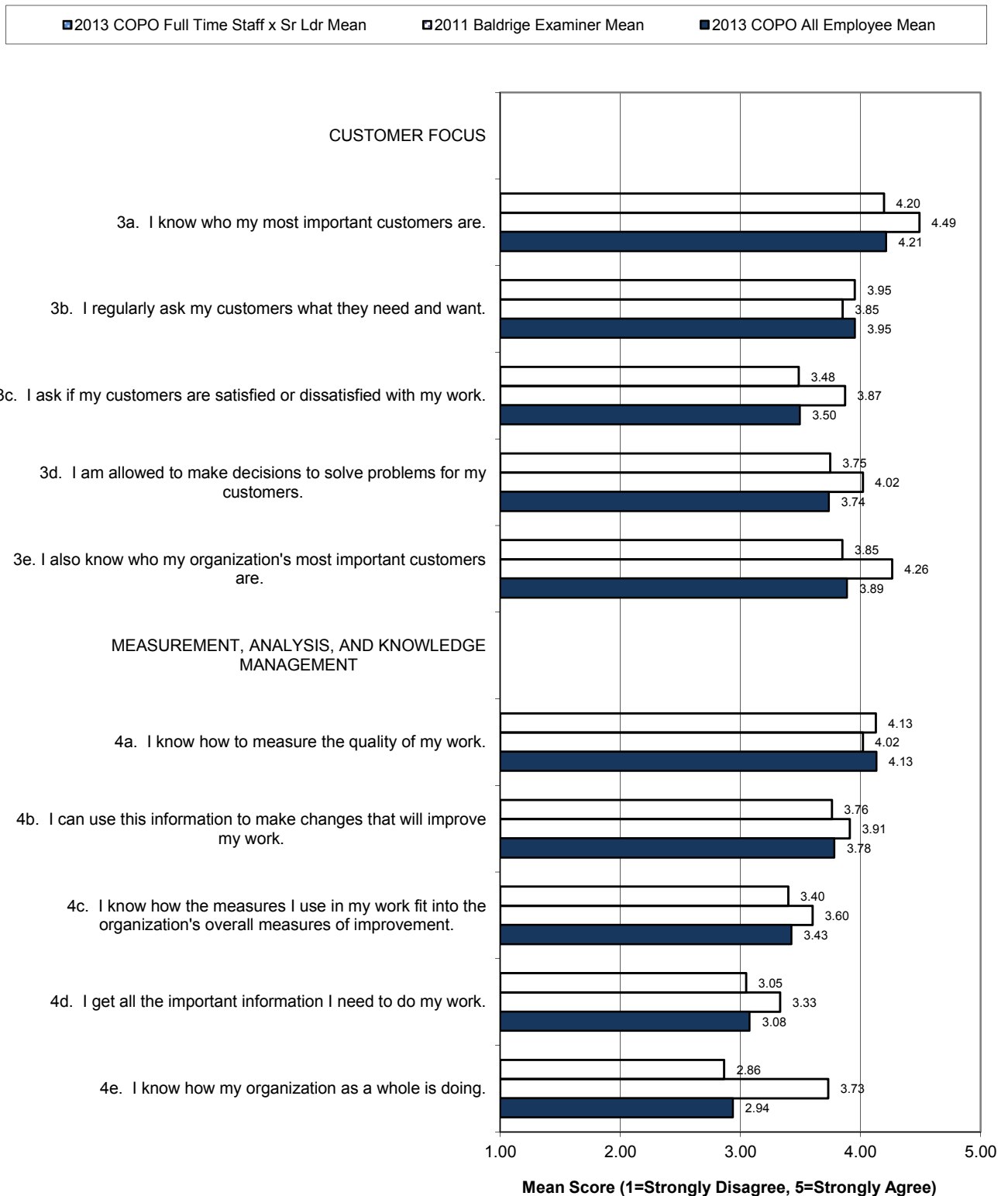
	Administrative	Community Development	Finance/ Customer Service	Fire	Parks and Recreation	Police	Public Utilities	Public Works	Not specified	Senior Leaders	Total
8d My organization does not show partiality to any employee.	2.81	2.13	2.36	1.98	3.00	2.58	2.09	2.26	2.03	2.45	2.33
8e My organization pays an adequate salary for the amount of work I perform.	2.50	2.06	1.82	1.78	2.73	2.00	1.83	2.09	2.51	3.64	2.13
8f I am provided a high quality benefits program.	3.63	3.75	3.18	2.82	3.68	2.73	2.93	3.35	3.16	4.09	3.09
8g My supervisor gives prompt, effective feedback concerning my work.	4.19	2.88	3.27	3.59	3.77	3.75	2.89	3.65	3.11	3.55	3.46
8h My supervisor has excellent leadership/management/supervisory skills.	4.00	2.88	2.91	3.45	3.64	3.71	2.72	3.41	3.16	3.82	3.36
8i If I had it to do over again, I would still decide to get a job with my organization.	4.25	3.75	3.18	3.04	4.14	3.27	3.24	3.78	3.68	3.73	3.46
8j. I would recommend my organization to my friends as a good place to work.	4.06	2.94	3.18	2.63	4.09	3.24	2.57	3.39	3.46	3.64	3.17
CATEGORIES											
1. Leadership	3.46	2.60	3.06	2.17	3.78	3.41	2.69	3.03	2.94	3.59	3.00
2. Strategic Planning	3.45	2.53	2.87	2.03	3.46	3.01	2.70	2.97	2.72	3.45	2.81
3. Customer Focus	4.09	4.00	3.58	4.11	3.91	3.75	3.65	3.94	3.92	3.85	3.86
4. Measurement, Analysis & Knowledge Mgt.	3.94	3.05	3.55	3.01	3.94	3.61	3.34	3.80	3.41	3.56	3.47
5. Workforce Focus	4.34	3.19	3.53	3.34	3.83	3.77	3.29	3.51	3.39	3.74	3.56
6. Operations Focus	3.86	2.98	3.08	2.99	3.83	3.43	3.25	3.50	3.36	3.23	3.34
7. Results	3.79	3.09	3.45	2.89	3.81	3.62	3.03	3.23	3.25	3.62	3.33
8. General Items	3.74	3.00	2.89	2.84	3.65	3.14	2.80	3.21	3.05	3.62	3.10
OVERALL											
Respondent Mean	3.82	3.05	3.24	2.90	3.77	3.45	3.05	3.36	3.21	3.60	3.29
Overall Satisfaction (mean of q7i1,q8i1,q8j1)	4.19	3.33	3.30	2.85	4.15	3.41	2.86	3.58	3.52	3.70	3.35

Note: Top 5 +/- items for each department in BOLD; Bottom 5 +/- items in BOLD ITALIC

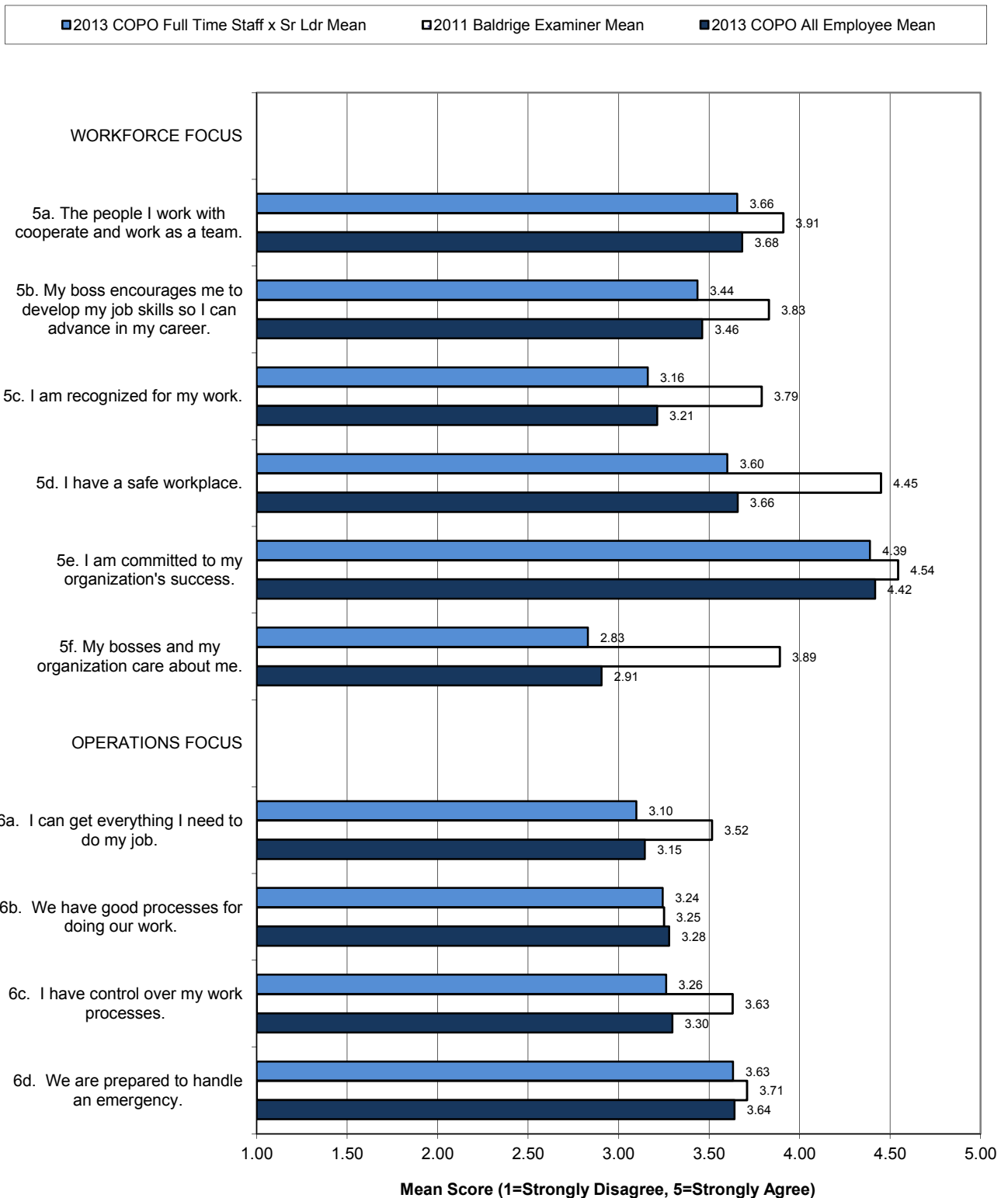
City of Port Orange "Are We Making Progress" Survey Results



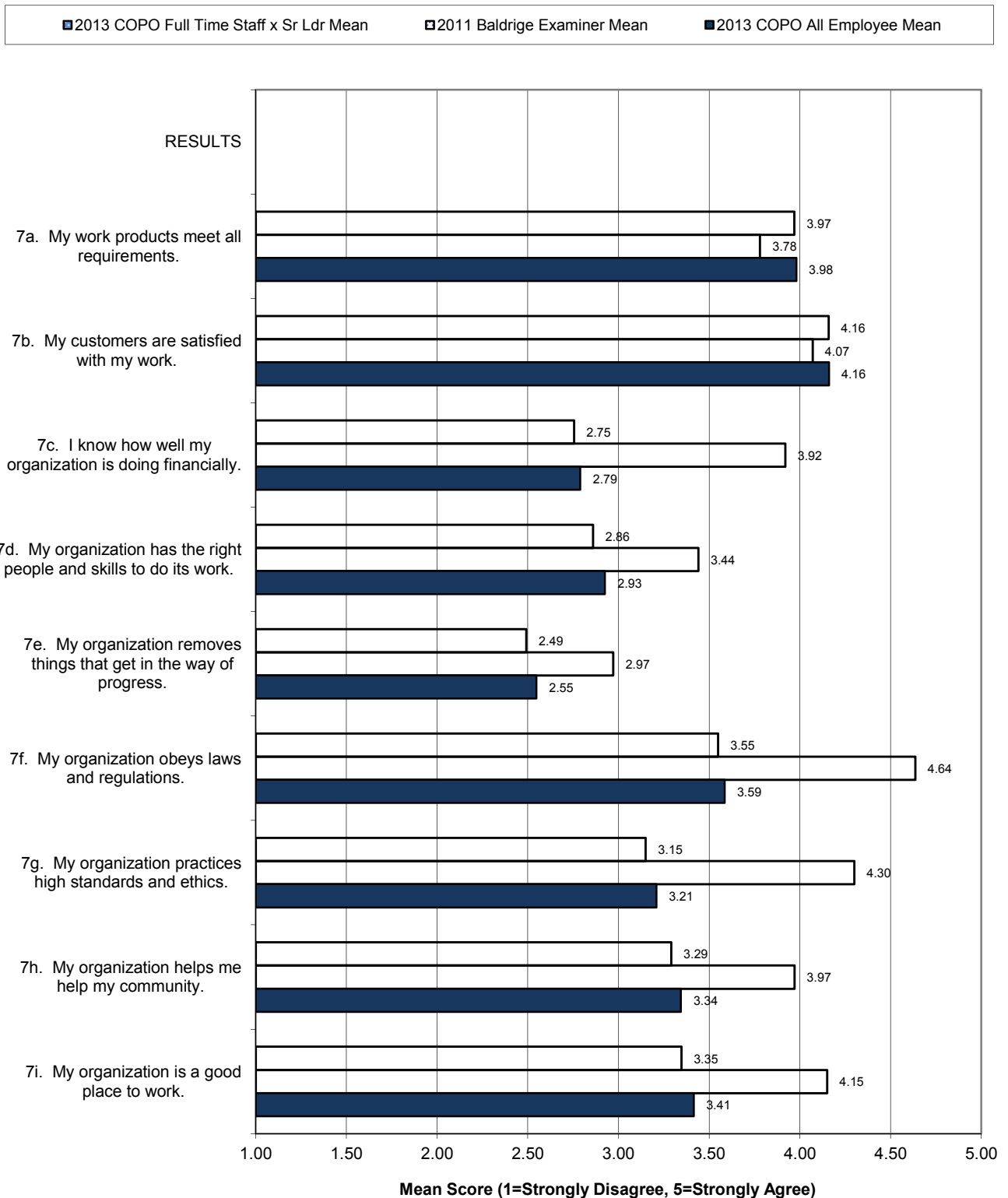
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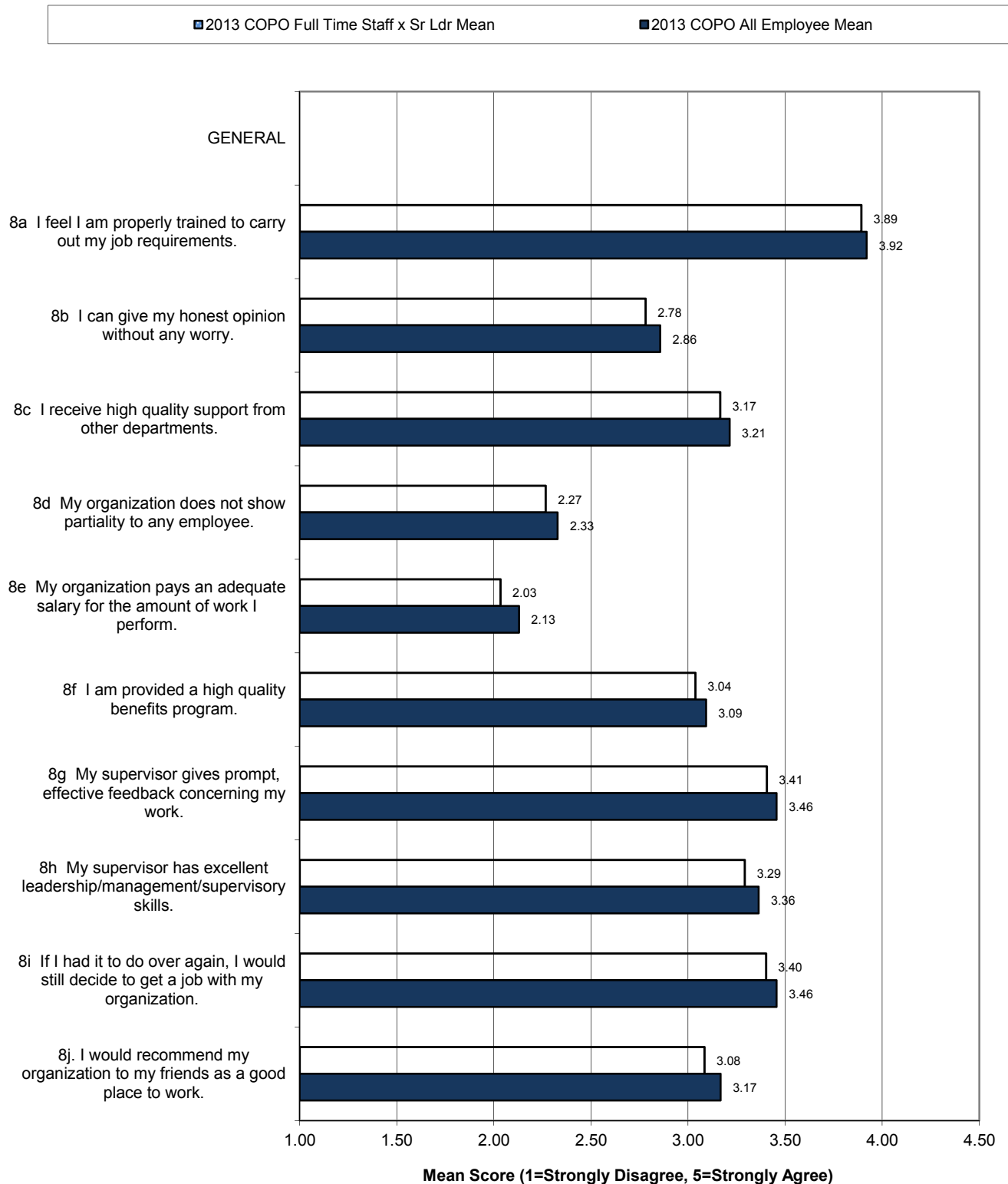
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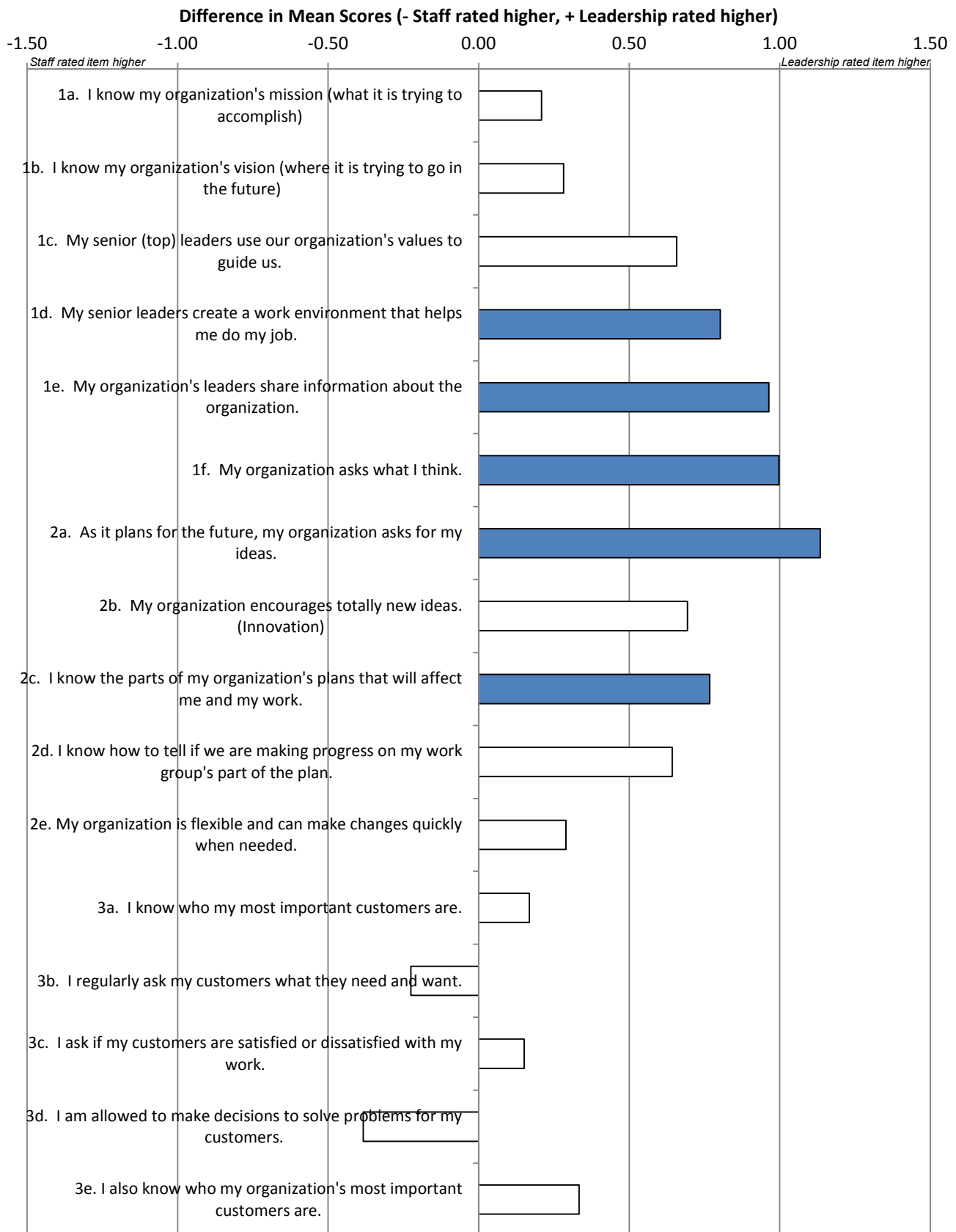
City of Port Orange "Are We Making Progress" Survey Results



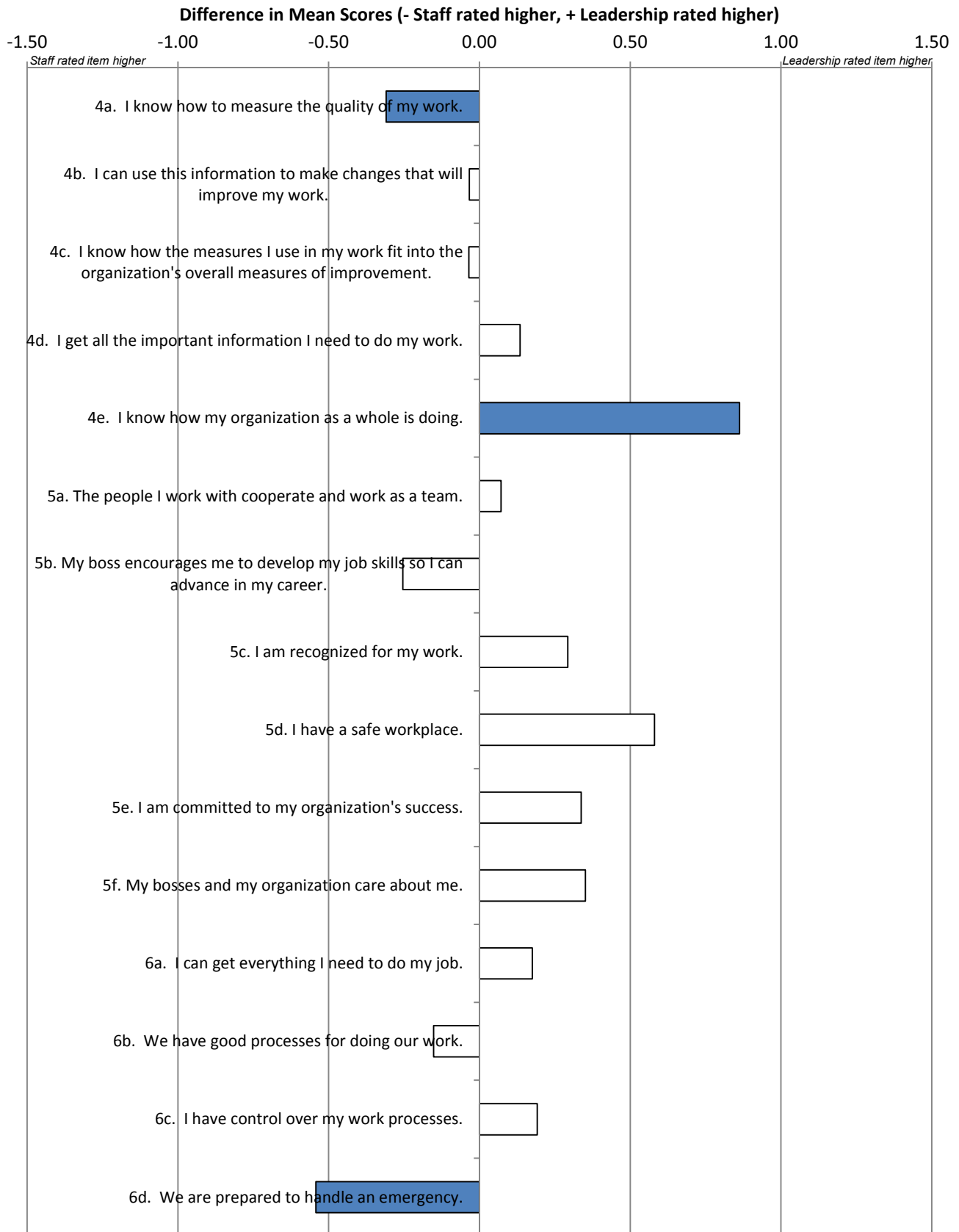
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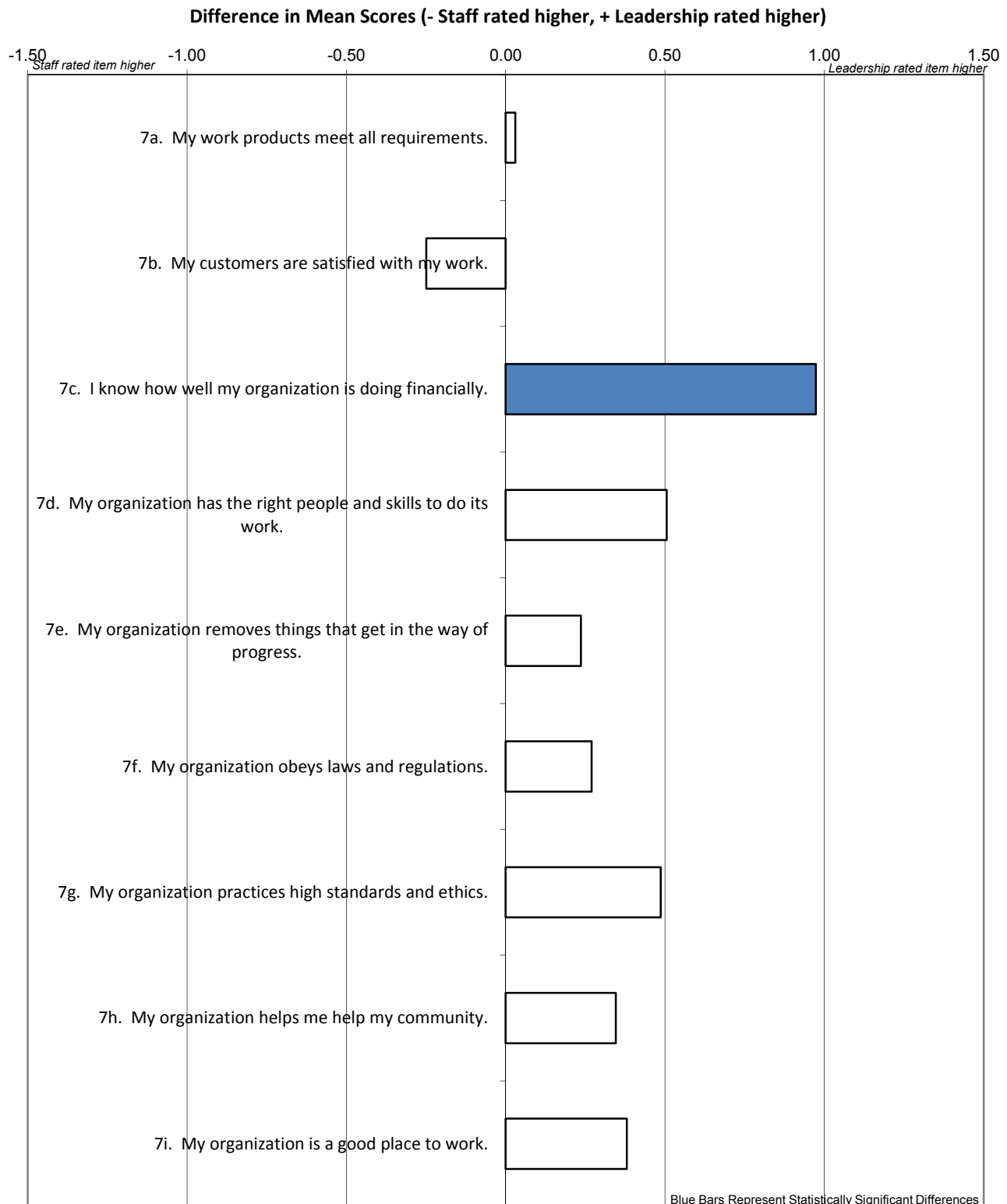
2013 City of Port Orange Differences Between Leadership and Full Time Staff Views



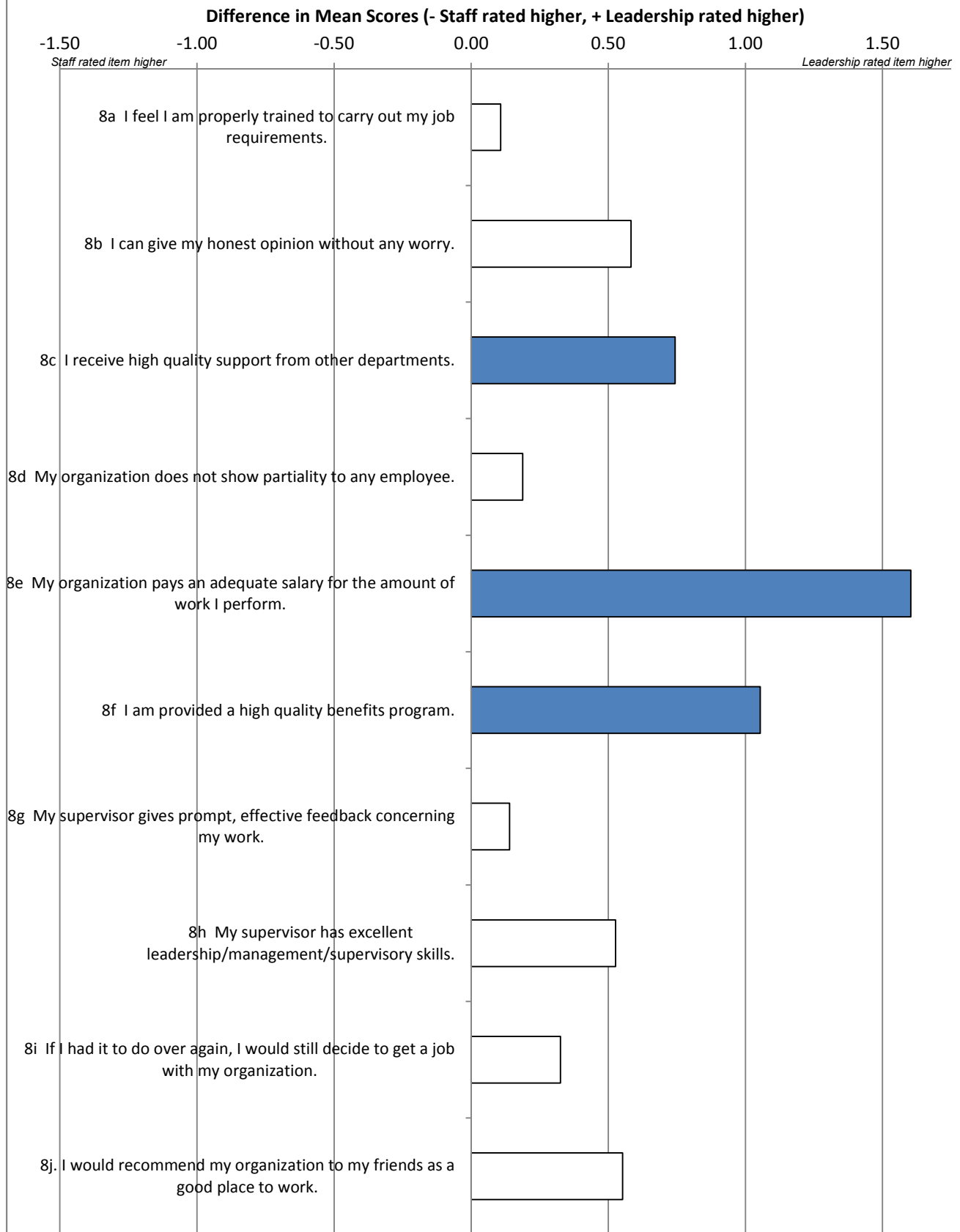
2013 City of Port Orange Differences Between Leadership and Full Time Staff Views



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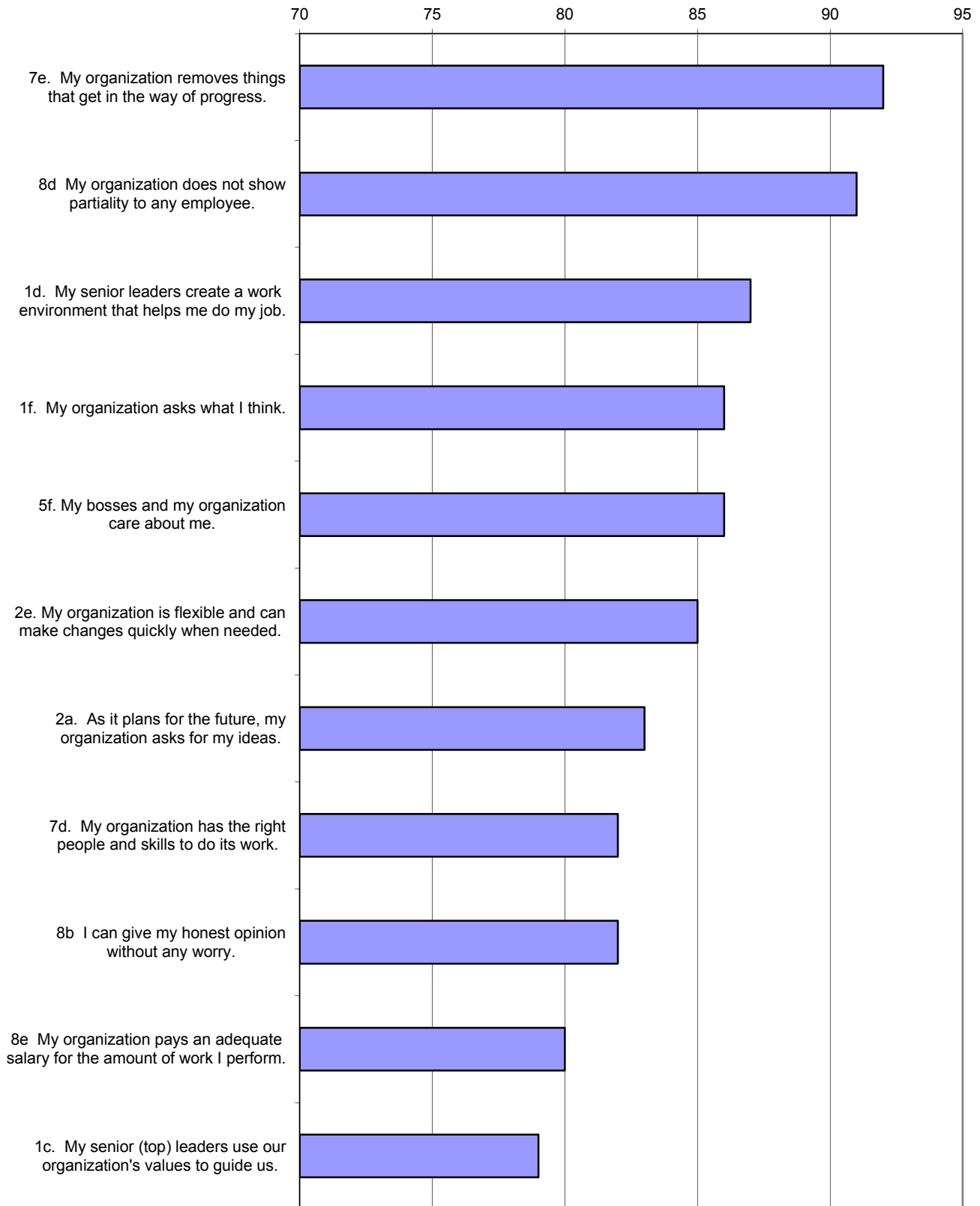


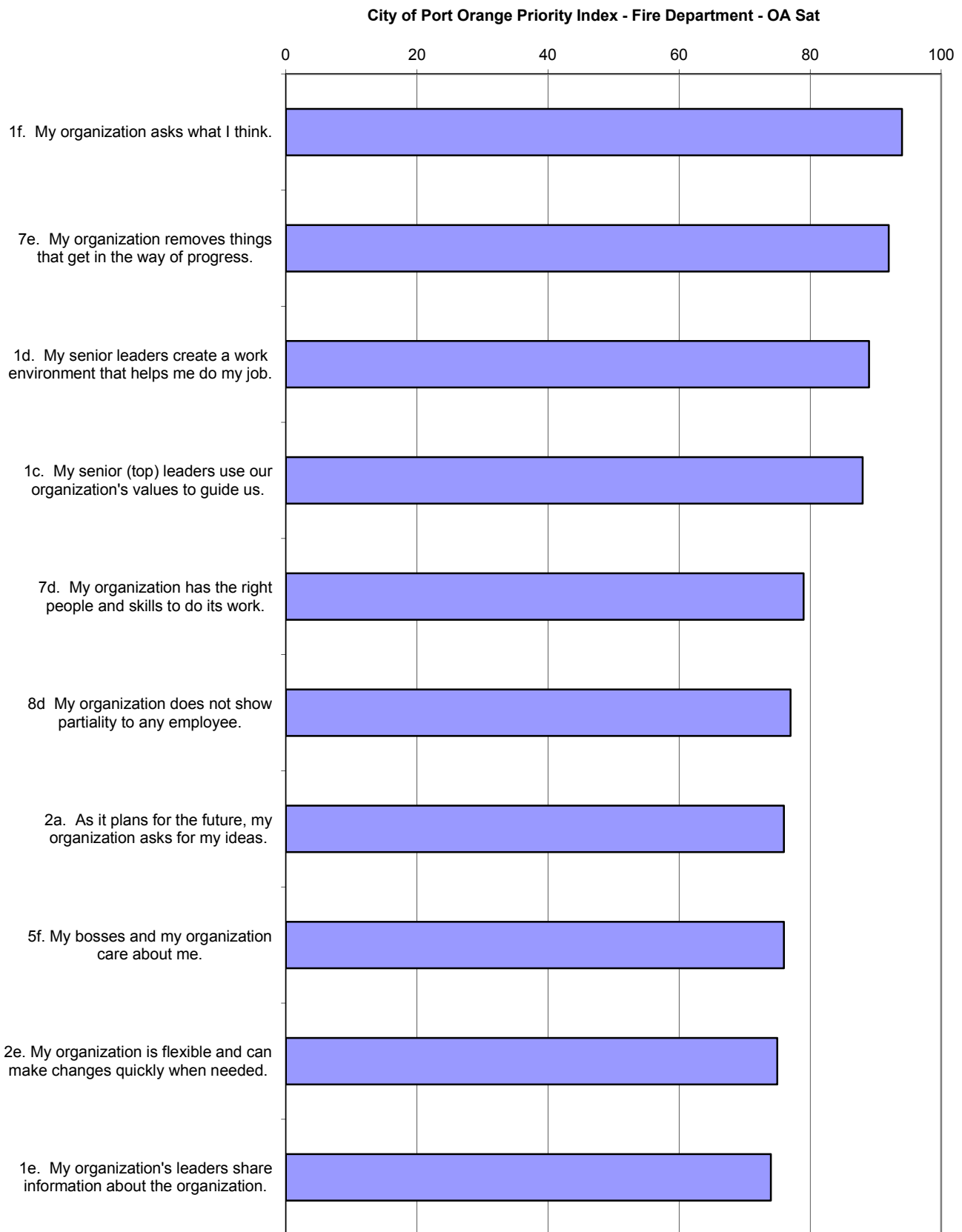
City of Port Orange 2013 Employee Survey Top and Bottom Box Scores
Top and Bottom Box Scores

Survey Item	Dissatisfaction Percent		Satisfaction Percent	
	Bottom Box (1/5)	Bottom 2 Box (1-2/5)	Top 2 Box (4-5/5)	Top Box (5/5)
1a I know my organization's mission (what it is trying to accomplish).	5.3	20.4	63.9	17.0
1b I know my organization's vision (where it is trying to go in the future).	8.4	29.4	49.9	9.3
1c My senior (top) leaders use our organization's values to guide us.	15.9	35.5	37.1	10.3
1d My senior leaders create a work environment that helps me do my job.	19.0	41.7	40.5	11.8
1e My organization's leaders share information about the organization.	18.0	38.5	40.4	7.8
1f My organization asks what I think.	30.1	60.3	27.6	6.5
2a As it plans for the future, my organization asks for my ideas.	22.6	55.1	23.2	4.0
2b My organization encourages totally new ideas (innovation).	17.7	48.0	25.1	5.0
2c I know the parts of my organization's plans that will affect me and my work.	11.8	33.8	39.6	7.1
2d I know how to tell if we are making progress on my work group's part of the plan.	10.5	26.3	42.7	8.7
2e My organization is flexible and can make changes quickly when needed	20.1	41.2	31.9	6.2
3a I know who my most important customers are.	2.2	4.0	86.1	41.5
3b I regularly ask my customers what they need and want.	1.9	5.9	73.0	30.1
3c I ask if my customers are satisfied or dissatisfied with my work.	2.2	12.1	49.9	13.9
3d I am allowed to make decisions to solve problems for my customers.	5.0	13.3	72.8	19.2
3e I also know who my organization's most important customers are.	4.6	9.9	73.1	30.3
4a I know how to measure the quality of my work.	0.6	3.7	87.6	30.0
4b I can use this information to make changes that will improve my work.	3.7	11.2	72.5	20.7
4c I know how the measures I use in my work fit into the organization's overall measures of improvement.	6.2	18.3	53.1	14.0
4d I get all the important information I need to do my work.	12.4	31.9	43.0	9.0
4e I know how my organization as a whole is doing.	11.2	35.2	34.6	5.6
5a The people I work with cooperate and work as a team.	6.2	19.3	68.3	25.5
5b My boss encourages me to develop my job skills so I can advance in my career.	11.8	23.3	57.1	24.2

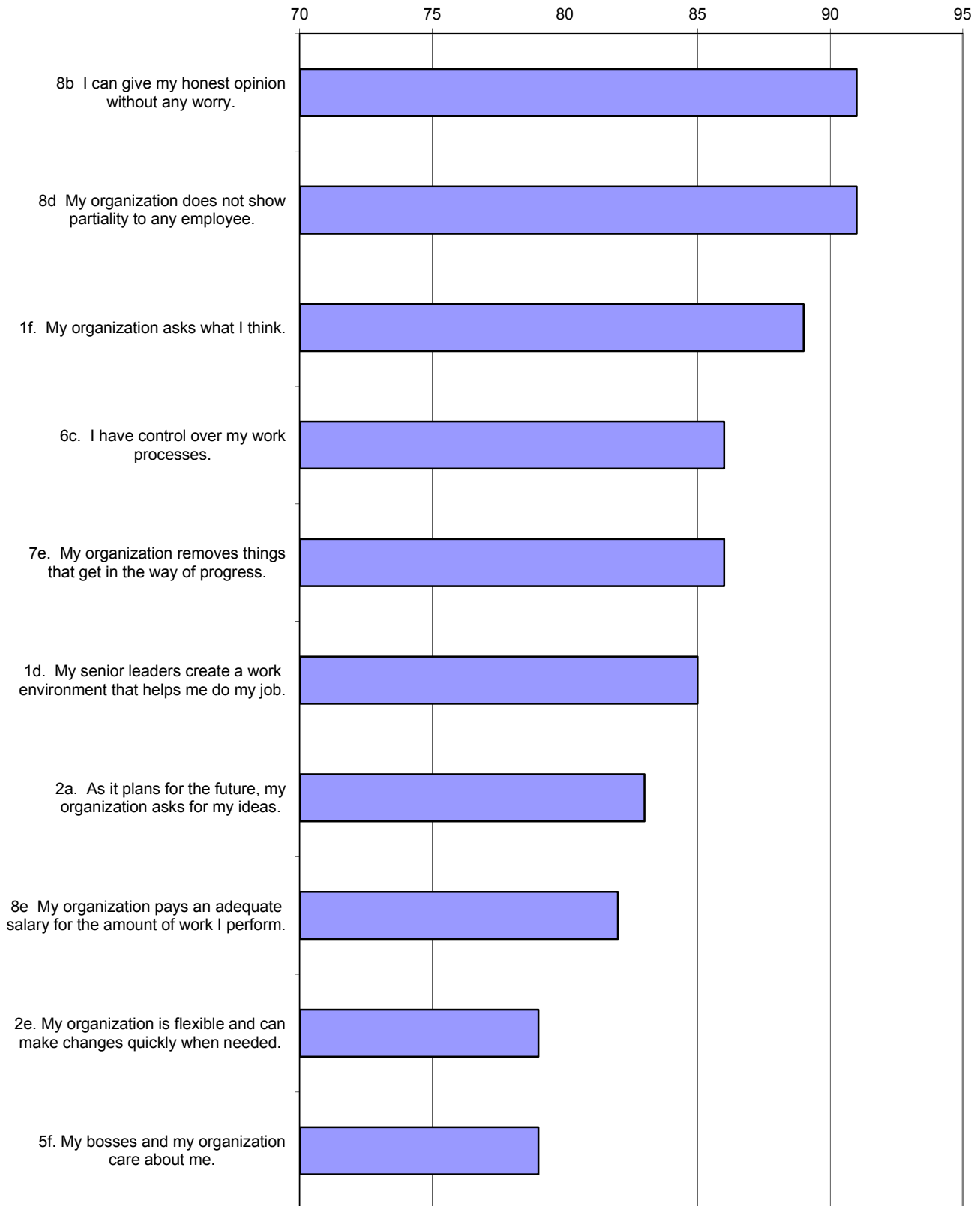
Survey Item	Dissatisfaction Percent		Satisfaction Percent	
	Bottom Box (1/5)	Bottom 2 Box (1-2/5)	Top 2 Box (4-5/5)	Top Box (5/5)
5c I am recognized for my work.	12.1	29.4	49.5	13.3
5d I have a safe workplace.	6.8	17.7	68.3	22.1
5e I am committed to my organization's success.	0.6	2.5	91.3	53.6
5f. My bosses and my organization care about me	20.9	37.7	39.3	10.0
6a I can get everything I need to do my job.	12.7	33.4	50.8	9.9
6b We have good processes for doing our work.	9.3	25.8	52.2	10.9
6c I have control over my work processes.	10.2	25.1	52.9	12.1
6d We are prepared to handle an emergency.	5.3	16.4	65.0	20.7
7a My work products meet all requirements.	0.6	4.1	82.2	20.6
7b My customers are satisfied with my work.	0.6	1.6	87.0	31.3
7c I know how well my organization is doing financially.	11.8	37.8	24.8	3.7
7d My organization has the right people and skills to do its work.	15.2	38.4	38.7	7.4
7e My organization removes things that get in the way of progress.	15.8	49.2	17.7	2.2
7f My organization obeys laws and regulations.	6.2	17.0	60.1	21.7
7g My organization practices high standards and ethics.	11.6	29.1	45.6	15.9
7h My organization helps me help my community.	8.1	18.0	50.0	10.6
7i My organization is a good place to work.	9.0	20.1	54.8	15.8
8a I feel I am properly trained to carry out my job requirements.	2.2	11.8	79.3	26.6
8b I can give my honest opinion without any worry.	16.7	42.7	37.5	7.7
8c I receive high quality support from other departments.	6.8	23.0	42.2	9.0
8d My organization does not show partiality to any employee.	32.0	56.5	17.7	3.7
8e My organization pays an adequate salary for the amount of work I perform.	37.8	67.2	16.1	1.9
8f I am provided a high quality benefits program.	10.3	31.1	44.1	6.5
8g My supervisor gives prompt, effective feedback concerning my work.	10.3	23.0	61.8	17.1
8h My supervisor has excellent leadership/management/supervisory skills.	15.0	26.2	57.3	20.3
8i If I had it to do over again, I would still decide to get a job with my organization.	9.9	21.4	57.8	19.3
8j. I would recommend my organization to my friends as a good place to work.	12.7	29.5	43.8	15.2

City of Port Orange Priority Index - Full Time Staff x Sr Ldrs - OA Sat

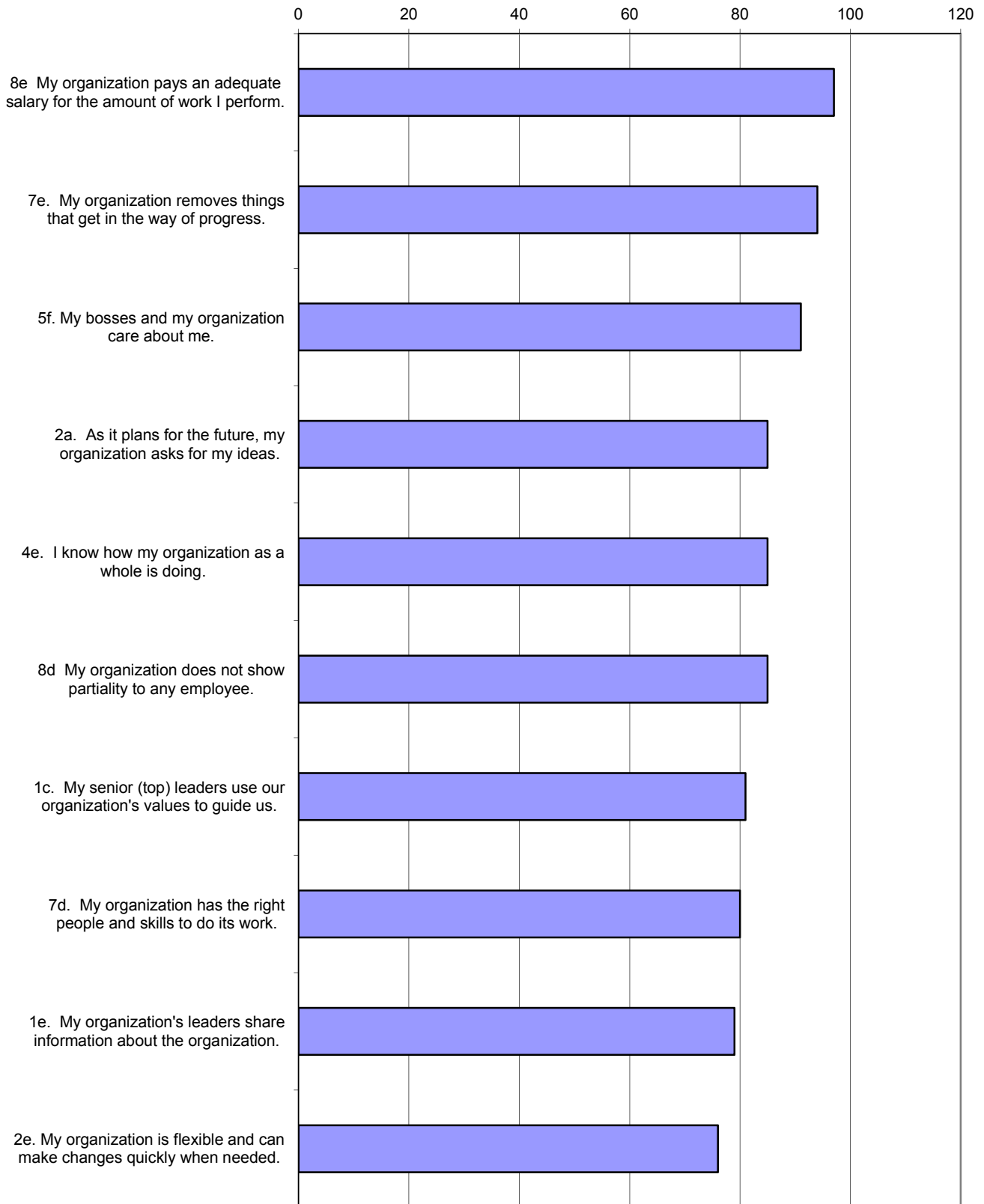




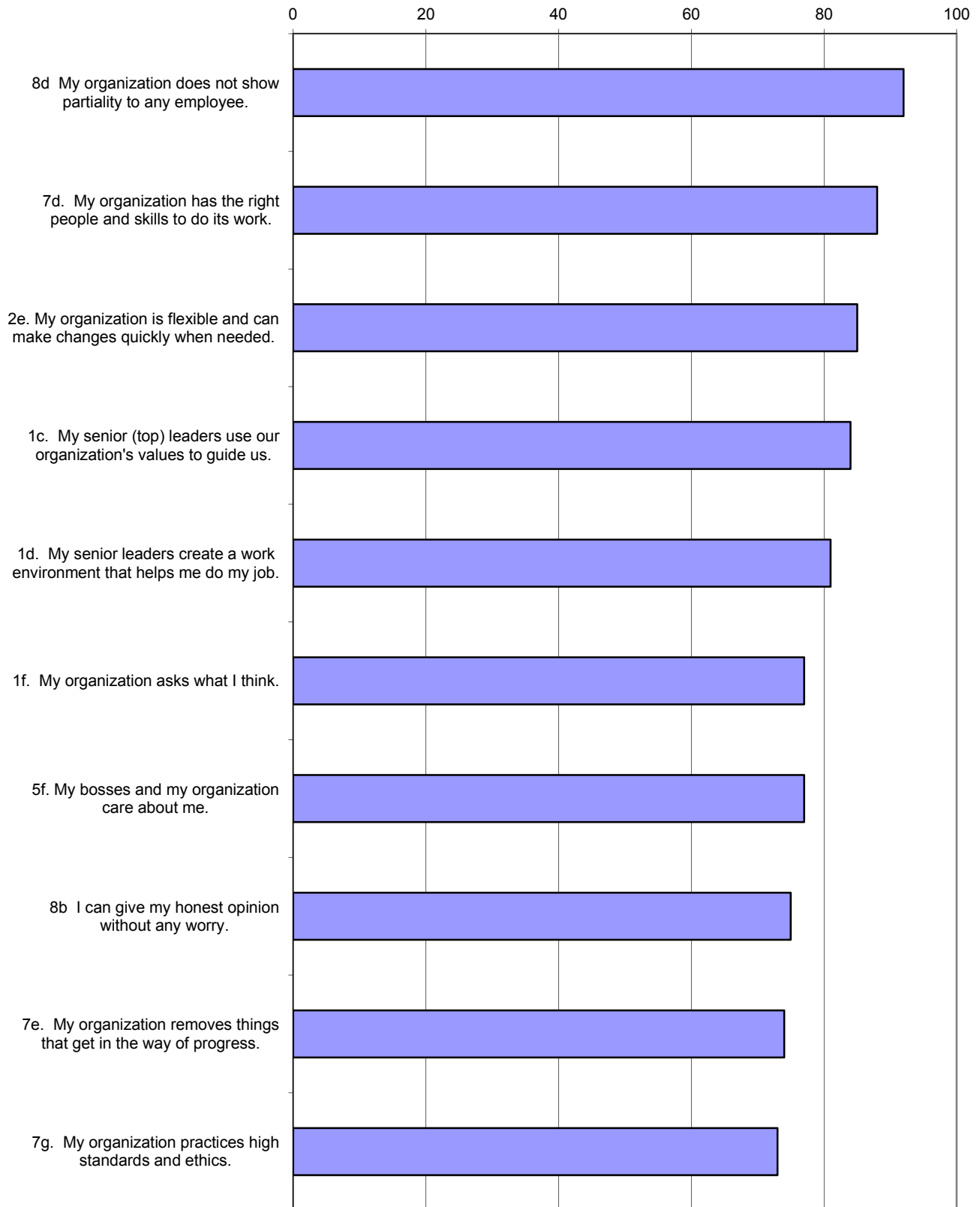
City of Port Orange Priority Index - Police Department - OA Sat



City of Port Orange Priority Index - Public Utilities Department - OA Sat



City of Port Orange Priority Index - Other Departments - OA Sat



2013 City of Port Orange - Are We Making Progress?

Your opinion is important to us.

There are 50 statements below. For each statement, check the box that best matches how you feel (Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree).

How you feel will help us decide where we most need to improve.

We will not be looking at individual responses but will use the information from our whole group to make decisions.

It should take you about 10-15 minutes to complete this questionnaire

*** Please enter the survey code that you were provided here:**

2013 City of Port Orange - Are We Making Progress?

Please use the following definitions as you fill out the survey:

MY ORGANIZATION - refers to the City of Port Orange

SENIOR LEADERS - refer to the City Manager and his direct reports (Managers and Department Heads)

BOSS and SUPERVISOR - refer to the person that you directly report to, regardless of their title.

ORGANIZATION'S LEADERS - refer to all leaders (Senior Leaders, Bosses, and Supervisors)

YOUR CUSTOMERS - are the people who use the products of your work; or, who benefit from your work, whether they are citizens, visitors, businesses, or other city employees.

2013 City of Port Orange - Are We Making Progress?

1.0 Leadership

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1a. I know my organization's mission (what it is trying to accomplish)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1b. I know my organization's vision (where it is trying to go in the future)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1c. My senior (top) leaders use our organization's values to guide us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1d. My senior leaders create a work environment that helps me do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1e. My organization's leaders share information about the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1f. My organization asks what I think.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Notes:

MY ORGANIZATION refers to the City of Port Orange

SENIOR LEADERS refer to the City Manager and his direct reports (Managers & Department Heads)

MY ORGANIZATION'S LEADERS refer to all leaders (Senior leaders, Bosses, and Supervisors)

If you "Strongly Disagree" or "Disagree" with any of the questions above, it would be helpful if you would give us some specific comments to help us understand what would have to be in place for you to "Agree" with that item. Please note which question number (s) the comment applies to.

2013 City of Port Orange - Are We Making Progress?

2.0 Strategic Planning

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2a. As it plans for the future, my organization asks for my ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2b. My organization encourages totally new ideas. (Innovation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2c. I know the parts of my organization's plans that will affect me and my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2d. I know how to tell if we are making progress on my work group's part of the plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2e. My organization is flexible and can make changes quickly when needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Note:

MY ORGANIZATION refers to the City of Port Orange

If you "Strongly Disagree" or "Disagree" with any of the questions above, it would be helpful if you would give us some specific comments to help us understand what would have to be in place for you to "Agree" with that item. Please note which question number (s) the comment applies to.

2013 City of Port Orange - Are We Making Progress?

3.0 Customer Focus

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
3a. I know who my most important customers are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3b. I regularly ask my customers what they need and want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3c. I ask if my customers are satisfied or dissatisfied with my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3d. I am allowed to make decisions to solve problems for my customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3e. I also know who my organization's most important customers are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Note: Your CUSTOMERS are the people who use the products of your work.

If you "Strongly disagree" or "Disagree" with any of the questions above, it would be helpful if you would give us some specific comments to help us understand what would have to be in place for you to "Agree" with that item. Please note which question number (s) the comment applies to.

2013 City of Port Orange - Are We Making Progress?

4.0 Measurement, Analysis, and Knowledge Management

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
4a. I know how to measure the quality of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4b. I can use this information to make changes that will improve my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4c. I know how the measures I use in my work fit into the organization's overall measures of improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4d. I get all the important information I need to do my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4e. I know how my organization as a whole is doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Note:

ORGANIZATION refers to the City of Port Orange

If you "Strongly Disagree" or "Disagree" with any of the questions above, it would be helpful if you would give us some specific comments to help us understand what would have to be in place for you to "Agree" with that item. Please note which question number (s) the comment applies to.

2013 City of Port Orange - Are We Making Progress?

5.0 Workforce Focus

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
5a. The people I work with cooperate and work as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5b. My bosses encourage me to develop my job skills so I can advance in my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5c. I am recognized for my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5d. I have a safe workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5e. I am committed to my organization's success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5f. My bosses and my organization care about me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Note:

BOSS refers to the person that you directly report to, regardless of title.

MY ORGANIZATION refers to the City of Port Orange.

If you "Strongly Disagree" or "Disagree" with any of the questions above, it would be helpful if you would give us some specific comments to help us understand what would have to be in place for you to "Agree" with that item. Please note which question number (s) the comment applies to.

2013 City of Port Orange - Are We Making Progress?

6.0 Operations Focus

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
6a. I can get everything I need to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6b. We have good processes for doing our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6c. I have control over my work processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6d. We are prepared to handle an emergency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you "Strongly Disagree" or "Disagree" with any of the questions above, it would be helpful if you would give us some specific comments to help us understand what would have to be in place for you to "Agree" with that item. Please note which question number (s) the comment applies to.

2013 City of Port Orange - Are We Making Progress?

7.0 Results

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
7a. My work products meet all requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7b. My customers are satisfied with my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7c. I know how well my organization is doing financially.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7d. My organization has the right people and skills to do its work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7e. My organization removes things that get in the way of progress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7f. My organization obeys laws and regulations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7g. My organization practices high standards and ethics.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7h. My organization helps me help my community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7i. My organization is a good place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Note:

CUSTOMER refers to the people who use the products of your work: or, who benefit from your work, whether they are citizens, visitors, businesses or other city employees.

MY ORGANIZATION refers to the City of Port Orange

If you "Strongly Disagree" or "Disagree" with any of the questions above, it would be helpful if you would give us some specific comments to help us understand what would have to be in place for you to "Agree" with that item. Please note which question number (s) the comment applies to.

2013 City of Port Orange - Are We Making Progress?

8.0 General Items

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
8a I feel I am properly trained to carry out my job requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8b I can give my honest opinion without any worry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8c I receive high quality support from other departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8d My organization does not show partiality to any employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8e My organization pays an adequate salary for the amount of work I perform.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8f I am provided a high quality benefits program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8g My supervisor gives prompt, effective feedback concerning my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8h My supervisor has excellent leadership/management/supervisory skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8i If I had it to do over again, I would still decide to get a job with my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8j. I would recommend my organization to my friends as a good place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Note:

MY ORGANIZATION refers to the City of Port Orange

MY SUPERVISOR refers to the person that you directly report to, regardless of their title.

If you "Strongly Disagree" or "Disagree" with any of the questions above, it would be helpful if you would give us some specific comments to help us understand what would have to be in place for you to "Agree" with that item. Please note which question number (s) the comment applies to.

2013 City of Port Orange - Are We Making Progress?

9. Are you currently a full time employee of the City of Port Orange?

- ☐ Yes
- ☐ No

10. (OPTIONAL) To which Department do you currently belong?

- ☐ Administrative (City Manager, City Attorney, City Clerk, Information Technology, Human Resources)
- ☐ Community Development
- ☐ Finance/Customer Service
- ☐ Fire
- ☐ Parks and Recreation
- ☐ Police
- ☐ Public Utilities
- ☐ Public Works

If you would like to give more information about any of your responses or add any additional comments, please do so below. Are there other questions that we should have asked?

2013 City of Port Orange - Are We Making Progress?

We gratefully acknowledge the NIST Baldrige National Performance Excellence Program for development of portions of this survey.

Thanks for providing this information to help improve your organization!

Comments by Survey Category by Department
Leadership:
Admininstration (including Senior Leaders)
The vision needs to be re-stated and that message needs to be communicated. With new leadership, I think that is forthcoming.
In the past you were not asked and you were not encouraged to speak.
These ratings reflect the organization under past leadership. The current situation is consistently improving.
I know the City of Port Orange wants to grow economically as a City and my department provides the services in the XXX field to support its goals, but that's about it. My department head is a good supervisor and has meetings with us. He communicates with us and gives us some insight in what is going on in Port Orange. The downside is we don't communicate with the Top Leaders, Mayor, Council Members, etc. One thing is I hardly ever get asked about my opinions on how the City operates. I would have to assert my opinions. I feel there are times the City misspends money and wastes funds. I know of ways to help conserve money and help the City operate more efficiently. But due to the nature of the local government financial structure it can be difficult to try and save the City money. This is because of budget funds that are based on the concept "if you don't use it you loose it" meaning if I don't exhaust my budget this year my budget decreases next year. If the employees could look for ways to help the City save money then the City could afford to either increase salaries for regular employes and or increase their benefits. This concept may deter some of misspending, wasting supplies, wasting resources, and internal theft that goes on in Port Orange. Compared to our neighboring Cities our regular employees are paid less. For a City like Port Orange that is in good economic shape and economic growth the workers should reap some of that growth.
We just do what we are told - no input from employees into how things could improve
The last time we were asked what we think, it was many years ago and it was only for ideas to help save the city money. Not ideas to create a better workplace, only ideas to save money. This survey is the first time since I have been employed here that I was asked to give input on our work environment.
I do not think our leaders know or use the City's values as a guide and while my supervisor communicates to us I don't believe the City does overall.
Community Development
I don't think there is one general mission, it seems that each department/division has their own agenda.
Department Head does not make clear decisions and frequently changes his mind.
1d The senior leaders have been told what we need to be successful and have failed to even ask due to past organization leaders and budget issues.
WE HAVE BEEN UNDERSTAFFED FOR OVER A TWO YEARS WITHOUT ANYTHING BEING DONE ABOUT IT EVEN THOUGH WE HAVE TOLD THEM MANY TIMES.
There is no clear city vision. The city vision includes vague statements, many of which do not relate to services the city actually provides. Our department has a strategic plan, with a mission and values, but I do not believe the city has one. The training, if any, for new hires is very poor.
other departments/supervisors spell out to their staff 'what is going on' our department has the staff in a continual guessing/worrying cycle
hire more help and acknowledge people for there work ethics.
1a. The mission is never acknowledged in writing or explained to employees in any fashion. 1b. No one seems to know where we're trying to go in the future. I hope that recent changes in leadership (City Manager, several Dept. Heads) will help our organization make needed improvements so that we're all working towards the same goals.
1. There are many times employees are not kept in the loop until something becomes a crisis. The crisis could have been diverted if the appropriate person had been informed. 1d. Time and again employees have informed our senior leader of what sources are needed to more efficiently get the job done. All to no avail. 1f. The question sometimes gets asked but the answer goes in one ear and out the other. There should be more consideration of ideas coming from those "in the trenches".
The majority of the Organization lacks communication within the departments. The organization's mission is not clear and the senior leaders now are attempting to create a work environment that will better help the employee's perform their jobs.
Finance/Customer Service
1f. never get asked my opion on anything.
Senior leaders should have an annual meeting/presentation for all employees to go over the City's mission and vision and how the staff contributes to the organizations mission and vision. There is a strong division between leaders and staff, City hall and other departments. There needs to be more unity rather than division between departments, leaders and council.
Customer service rep #1 have poor working conditions and low pay

new leadership and lack of communication from within make these questions difficult to answer "agree". This survey is a good start.
A clear vision and goals are not communicated by the organization's elected leaders. Also adequate resources are not provided to perform required tasks. As the City has grown and the required services to citizens have increased staffing levels and other resources have been cut while required production has increased to an unmanageable level.
It appears the economic environment has been more the guiding factor than the organization's values. The current environment has become so understaffed and expectations of greater workload that does not promote an effective or efficient work place. Communication often stops at department head level and is not effectively communicated to staff in order to achieve the organizations goals.
dysfunctional finance department management not working with employees but clearly against them. creating hostile environment and using scare and put down tactics. not trying to better the department but sabotage it.
Fire
1b. I do not have any idea where the future of fire/rescue dept. is going due to the Deputy Director has not come to any of the stations or shifts to discuss his plans for our future since he took over as our leader. If he took the time and effort to meet with his employees and give us some vision of future plans would help. 1c. There is no guidance from the Deputy Director. The Director of the Fire/Rescue is a police chief and depends on one person for direction who seems incompetent. 1d. The work environment at Fire/Rescue is is very stressful due to the lack of hands on training and blatant disregard of major safety issues that not only risk the lives of the employees but citizens also. 1e. The leaders do not share any information. 1f. Most input given by line personnel fall on deaf ears. The perception is that nobody cares what I have to say.
1c: Our senior leader never has any interaction with the staff unless it's in the form of punishment which is then passed down to one of our leaders to execute. 1e: I feel that our senior leader doesn't have a positive connection with over half of the department nor does he make an effort to change it, resulting in a lack of respect and fellowship of our Senior Leader.
There is absolutely no communication from administration. There is no direction or leadership. the basic tools for employees are not provided for, safety violations due to a lack of equipment is comm on place.
#1B - I think the organization is trying to commit suicide, that's the way it is headed into the future. Council has made some really deep cuts to this department. It feels like they were trying to punish the Union but punished administration instead. 1C - I am not sure that senior leaders know the organizations values, let alone use them to guide others. 1D - I don't think anyone cares. 1E - Nothing is shared, everything is kept a secret. Then the rumors begin. 1F - No one has ever asked what I think, again I don't think they care.
1c) Our department is starving for upper leadership. There is no leading. Only investigations and discipline. Having a police officer run a fire department is not only embarrassing but it DOES NOT WORK! We need a Fire Chief that can lead, understand and LISTEN to his/her employees and work with us, no consistently against us. 1D) I've never felt more handcuffed in my entire life. The mood is extremely negative and has allowed once productive, proactive people to become hostile and negative. Port Orange Fire Rescue was once the envy of the county. Now were are the butt of jokes. 1E) The only time information is passed is when it is negative. We receive a ratio of 90/10 negative/positive feedback on all matters. Your first reaction to an administrative vehicle should not be "ok, who's in trouble." However, that is how it is.
1A. The fire/public safety department's mission statement, if we even have one still, is unknown to me. If it is still in existence, it has not been posted at any of the stations during my entire tenure with the department. (I did know it when I got hired since every other corporation I have ever worked for made it one of their interview questions. For the record, I was never asked what the department's mission statement was when I did interview for this position.) 1B. To my knowledge there has never been a formal vision statement, or even an unofficial conveyance of the future vision of this department. 1C. Again, there is no formalized organizational values, so it would be impossible to assess whether or not my senior leaders are adhering to them to guide our organization. My personal experience has been that senior leadership is reactive to situations as they arise and even then they do not ever contemplate the unintended consequences of their "shoot from the hip" responses. 1D. My senior leaders create a work environment that is punitive to anyone who is proactive, offers new ideas or thinks out of the box. 1E. Information is not broadcast to the organization as a whole nor does it get disseminated to department officers to share with their respective crews. Because of this rumors and conjecture have become the modus operandi for Port Orange Fire Rescue. 1F. Never happens, and if you do offer input you are labeled as disruptive and can expect retaliatory punitive measures to be taken against you.
Senior leaders seem to be in "survival mode" or just trying to get by. Very disappointing and a poor representation of leadership.
There is entirely no communication that gives us directions or the "why" of this department.

<p>1c. One Senior Leader (Deputy Director) does not use the department's values to guide. He uses his opinion as to the value of employees to determine how they are treated. Employees he determines to be of value he helps (paying for classes at FSFC with department credit card or light duty for off job injuries). Employees he has determined not of value he treats harshly (microscopic scrutiny of every action or not giving light duty for any injury on or off job). Perception of Do-No Wrongs (Valuable) and Do-No Rights (not valuable). 1d. Environment being created that discourages member from being promoted because of concern of endless and constant nitpicking and knee-jerk reactions to seemingly minor mistakes. 1e. There is little or no information being shared with line personnel. Changes in department structure are seemingly kept hidden (Battalion change of title never announced, long delays in notifying members being promoted, not responding to e-mail requests submitted through chain of command). However when a member is perceived to have made a mistake (regardless of how minor) there is quickly an e-mail sent demanding or ordering punishment be issued even if the Senior leader (DD) is "Out of town on vacation with family" 1f. No longer even asking what may be needed for station at budget time.</p>
<p>Our Organization POFR, has not been run properly since it was combined with the Police Department. It has lost direction and vision. One hand does not know what the other is doing. It makes it very frustrating.</p>
<p>1c-1f - I think there is a constant lack of communication from the bottom to the top on many occasions. The problem that I currently see is the department staff reductions that have placed entirely too much work on employees. This makes us a jack of all trades and master of none. Especially when those duties are not a normal job function for them and they have to be taught the new roles and responsibilities. This overwhelming work load causes things to be missed and communication failures that lower moral.</p>
<p>I do not have any direction of where our department is going.</p>
<p>1d: I disagree with this because it seems like we are sometimes only spoken to by senior leaders when something has gone wrong or we are in trouble. This creates a negative work environment because it seems we are not recognized unless we have done something wrong. I would like to see more involvement with our senior leaders so they can understand what we need to have a better work environment. 1e: I strongly disagree with this because our senior leaders don't visit often to discuss what is going on with our organization. Again we never hear from the department heads unless someone is in trouble. I would like to see more communication from our department heads to keep us in the loop. 1f: I disagree with this simply because we never see our department heads to discuss issues or concerns with our organization. One can only express their opinion or concerns so much through an email. I would like to see more of our senior leaders throughout my organization and I believe then they will be able to see much more of the individual departments and what we need to operate sufficiently.</p>
<p>1c. The fire department has no values, no goals. 1D. I fear for my job due to senior leaders. 1e. There is no communication in the fire department. Rumors run our department. Senior leaders do nothing to squash rumors. 1F. There is no one that asks what I think.</p>
<p>1a) I have no idea what our mission is. Communication does not flow very well. 1b) I have no clue where the organization is going. There is no communication with the general employee's to see what direction they would like to see the fire department go. 1c) The senior leaders use emotion to drive us. The fire department should establish a list of items that need attention and prioritize that list and make changes. 1d) The redundancy in work load and the lack of training make it difficult to do the best job possible. 1e) Communicate 1f) Up till now, we were never asked.</p>
<p>I feel as though over the last two years the department has gone away from making decisions as a whole, and it is a certain department head whom makes reactive decisions rather than proactive decisions for the future. The fire department crews should be allowed on the hiring board like the old days, given the fact we'll be the ones working along side the new employees.</p>
<p>I would think that the mission is to provide the citizens with the best possible service. But this does not seem to be the case. Our education is no longer paid for, thus not allowing us to better ourselves for our citizens. Senior leaders do not seem to care for the fire department. IE- the fire department is the only department that does not have their schooling paid for. Information passed down from the organizations leaders is very poor. We do not hear of things as soon as we should. IE- we have not heard any word about the AC being fixed at 71/74. The organization does not take any of our concerns, remedies or requests into account when making decisions that affects the department.</p>
<p>The administration appears to be completely corrupt. The administration exudes an overwhelming impression of incompetence and illicit ulterior motives. The administration manages their employees solely by cronyism, vindictive punitive actions, and chastisement. Their only apparent goal is to crush the spirit and will of their employees, and create a miserably despondent work environment.</p>
<p>The only time we hear from DD Burgman is when we've done something wrong.</p>
<p>There is never a mention of a job well done. Never a recognition by the department (banquet, etc). The only thing heard by line personnel is the negative information.</p>

Leadership and vehicle maintenance are the biggest problems in this Department. A Mental Health Counselor that the City brought in to talk do us basically said that if he was hired to make us miserable, stressed out, uncertain about the future he couldn't improve upon what the City was already doing.
The fire departments future is not known. Over the past few years the department has been systematically dismantled and benefits cut. Over all the department seems lost with out leadership and no clear future.
The mission/ vision of the "organization" has become distorted and unclear the last several years due to the lack of proper documentation(i.e. emails) and direct communication (meetings) from administration to line staff... The divide and lack of employee influence/ input has resulted in mistrust and lack of confidence in our admin./ organization...
1a: While I have a competent understanding of what I personally believe our organization's mission to be, I do not feel I have ever been given direct information giving me a clear understanding. I only can base my feeling on personal opinion, not on actual direction from my organization. 1b: Once again, I have a personal idea of what I believe would encompass the vision of our organization, but this is based only on personal opinion. I do not feel I have ever received direction which would define this issue. 1c: I do not feel as though values have been clearly defined. There are multiple changes that occur without proper discussion or notice. It feels difficult to keep up with changes because communication seems to be lacking and deficient. Different supervisors have very different expectations and rules which also makes it difficult. There seems to be a lack of continuity. 1d: I do not feel our senior leaders create a work environment that helps me to do my job. I believe we have are deficient in information flow (communication) providing clear and concise day to day objectives. Policy changes occur frequently. There seems to be a disconnect between what feels important to an employee's growth and performance and the significant time and energy wasted on issues that seem punitive and small in nature compared to the larger scale of basic needs and direction the employees are asking to receive. Rather then addressing issues that effect equipment, performance, training, safety, proper working conditions and communications; it feels as though we are wasting a large amount of time on items that seem less significant and punitive. Providing comfortable working conditions (temperature, lighting, basic neccessities) and properly functioning equipment that is safe would go a long way. Make the employee feel valued and encourage good performance rather then harping on small annoyances which can be fixed individually. Punitive measures and emotional reactions by supervisors to situations only cut down morale. 1e. While I believe organizational leaders do the best they can with the information provided to them, there is still a severe disconnect of clear and concise communication and information flow which is evident in different supervisors having sharply opposing percpetions of day to day rules/guidelines. 1f: I do not feel as though I am a valued employee. Outside of my immediate supervisor asking me opinions, I have never been made to feel that my opinions were valued. On the contrary, I have been told on several occasions that I should either fall in line and just accept things because it's easier to follow then create a disruption with new ideas. I have also been told that my opinion didn't matter because a supervisor was the higher ranking individual and that my opinion was of less value. This again stifles an employees desire to be proactive offering suggestions or ideas to help the growth of the organization. Ideas should be welcomed and at the very least an employee should feel valued. The feeling is that there is a tremendous amount of struggle in the organization to try to appear like they have control through force without true leadership. The entire organization could benefit from basic training on communications and conflict resolution. Often I feel as though the tone is being talked down to simply because I do not hold a higher positon and therefore the message is that I am undervalued.
There is a complete disconnect between our organizations leadership and line personnel. Our Leadership seems not to have any concern with the day to day operations and only seeks to discipline unnecessarily.
I've been working here at POFR for XXX years, we were the top dept in Volusia county. XXX was one of the first volunteer FF's here in the city. When i was hired here it was a proud moment. Things have changed and in the past 5 years things have went from bad to worse. We have no training grounds, they were transferred to another dept in the city. We have plenty of property to the west side to build training grounds. Our safety standards have went out the door, with airpacks being out of date, mask fit tests delayed, HVAC systems have never been in place, no back up bunker gear for new employees, hard to get any kind of gear (gloves, nomax, flashlights etc.),vehicle and station maintenance are at a all time low. FR dept seems to be low priority. St 71's AC unit is still not working correctly after approx 2 yrs, while city halls was fixed in 5 days. There is a serious disconnect between our current administration and line personnel, no communication other than discipline. We are in a bad situation, with moral at a all time low since being hired. Hoping for change soon. Need a change of leadership.
I HAVE NEVER BEEN ASKED FOR ANY INPUT IN THE ORGANIZATION. I FEEL THAT A LACK OF COMMUNICATION FROM DEPARTMENT LEADERSHIP IS A TOP PROBLEM.
1a. I know what it's supposed to be. 1c. Our top leader seems to use self preservation to make decisions solely in accordance to his superiors. Our director has openly admitted that he has no experience and little knowledge of the fire service. 1d. Senior leaders seem to be more concerned with creating hostility than with getting us the equipment and supplies we need to do our jobs. Our fire houses are not properly maintained and problems such as AC, mold and rats are ignored until the union presses the issue. Senior leaders do not seem to be concerned with the safety of firefighters or the citizens of Port Orange. 1e. What little information is disseminated is in the form of rumor. 1f. Never

1c-1f: The senior leaders of our organization have little communication with the line staff, implement practices that punish many for the actions of a few, and are generally disengaged from the atmosphere and problems within the line personnel. Almost nothing positive comes from senior leaders.

1e. Rumors run rampant due to lack of communication from the top down.

1a: I understand what my personal mission is however I am unsure what our actual mission is 1b: There is no vision or future plan no goals or guidance from our top management. 1c: The values that are passed down from management are from an old school mentality that has been proven not effective. We still believe in a paramilitary organizational structure but the "do as I say not as I do" mentality or the I don't care I am the boss attitude must change. 1d: I truly believe this a major area in the fire dept that is overlooked. We don't have an effective training area, getting updated medical books isn't happening, when we have issues with our safety gear it's automatically our fault why it's broken not the fact that the item has been in service for 10 years or more. 1e: Doesn't happen at all 1f: Even if they do ask for our opinion it falls on deaf ears. I feel our administration staff thinks the line staff can not provide any help or valuable information to them. As someone who has management experience outside this organization I see this a major disservice to our citizens and our overall moral.

My experience with the organization has been mixed. Recently, the recession, and cuts determined by the City Council, have determined a lot of the changes in our organization. While I do believe some of that is beyond our control (due to economic realities), much of the negative changes were in my opinion avoidable. The advice and opinion of those who actually do the work at the ground level was ignored, and sweeping cuts created, at times, dangerous working conditions for employees and reduced the quality of service to our citizens. A positive change I have seen recently has been the formation of a feedback committee within our department. I see this as a step forward for our organization if that committee is empowered to bring true change.

1a. As an organization, the City of Port Orange have went to an elite city in the county to the weakest. It all started when Mayor Green was re-elected as mayor. It seemed the mayor had a strong hold on all the city leaders and it was his way or no way. I've been a citizen of the city for over XXX yrs, and a lot of shady/illegal things have been done. It has finally caught up with the city now as you can see of from the firing of a lot of the senior mgmt throughout. When an organization is run by dictators like Mr. Parker and Mayor Green for so long, it's bound to have crooked turmoil going on for so long. 1b. I think the organization as a whole may see the vision in the future, but there is still a lot of foggy glasses on in certain senior leader eyes. I.E. Chief Monahan and Chief Burgman. Hopefully the new city manager can clean up the rift rift leaders and make the city of Port Orange a once great place to work again. 1c. I think the new city manager is a fair guy and has good values to guide us. He's got his work cut out for him though when it comes to getting rid of some of the dept heads. I think Chief Monahan and Chief Burgman are in it for themselves and could care less about values and of their depts that they run. I have had a lot of leadership training and education in the fire service and everything I have ever been taught is the complete opposite of what they are as leaders. 1d. Absolutely not! Chief Burgman does everything in his power to make our jobs miserable. I always say that I love my career but I hate my job. Chief Burgman is the main reason why I do not like working for the fire dept. Also, I can say that the old city manager Mr. Parker was a huge part of why my thought process has changed. From the forced contracts, forced pension changes, to the miserable working conditions, Mr. Parker had made it very difficult to do my job mentally. 1e. Absolutely not! There is no communication what so ever in our fire dept. There is barely a chain of command. With computers as good as they are, there is still mass confusion on a daily basis. With that confusion, I believe not only do the employees suffer but the residents of PO suffer. The fire dept. organization needs a complete revamp of how to communicate and share info. 1f. Absolutely not! If the organization did have employee inputs, then the city would not have so much turmoil going on in all the depts. The problem with some city leaders is called an ego and no one will tell them what and how to do things. I understand the model of structure in an organization, but a good leader will incorporate everyone's opinion and make an organization better. Hopefully with the new city manager, changes will be forthcoming.

No communication from my Dept. Directors. The Deputy Director tasks 3 Battalion Chiefs with "running" the department and they don't communicate with each other, so it is like working for 3 different fire departments. I have been at XXX for approximately XXX years and the DD has been here twice. No one asks the people doing the work what they think. Dep. Director Burgman is knee-jerk reactive, not pro-active.

(1a-f) The City might have a mission statement and corporate culture but the fire department's leadership does not. The environment is hostile at times and not very rewarding to the employees. The senior leaders bifurcate themselves from the rest of the organization and information does not travel as it should. This is the first time that the organization (City or Fire Department) has asked my opinion on making the workplace better. It's very sad when the flow of information stops at the senior leaders and rarely travels to the workers.

1c I feel that the senior leaders do not use values to guide us. A clear understanding of the organization's values, as well as the mission statement, need to be clearly communicated. 1f The addition of the employee evaluation sheet on our yearly eval is a good start. However, when someone submits information it is ignored completely. Not even acknowledged that it was received. It is demoralizing and it gives the employee the feeling that their opinion doesn't matter so why bother.

1f. Would be nice to have some part in the direction the organization is going.
Parks and Recreation
1.eI feel they should share information more often then what they do
If our leaders would be more willing to share information on things we would be able to serve our city in a more productive way.PRIOR PROPER PREPARATION PREVENTS POOR PROFORMANCE!!
Don't ask how we can improve the city complex that we are assigned to
Police
line 1D Senior Leaders do not create a work environment that helps me do my job. We are understaffed and the work load constantly increases and the demands that the city places on the police department continue to increase daily. Line 1F My organization does not ask my input and decisions are made without any real input from workers.
The organizations takes minimal input from the employees they serve. I dont feel the city senior leaders are creating a good work environment in which to do our jobs. I feel that contract negotiations are more like begging while the city already knows what they are going to do and just want to see if we will give more than they originally expected us too. Our top leaders use the "values" to guilde themselves to what they think is best with little regards for the people below them.
1D AND 1F. We are understaffed and short-handed. Have been for years.
1e----I never hear anything from the City in reference to any vision or goals. Usually I get infromation from the newspapers or news about the City. 1f---In my 10+ years in this department...I have never been asked what I think about anything. I am told this is the change reguardless if it is positive or negative.
1b. My organization set about to turn over all police operations to the Sheriff's Department. My organization placed a price on my service and determined the price was too high. My organization turned its back on benefits that were fairly negotiated and agreed upon by both parties. My organization failed to deliever on promises made by those that came before them. We watched as members of the organization set about a plan to systematically dismantle pay and benefits that continues to this very day. I have no idea what direction my organization is headed or the plan to get there. No one in my organization has any credibility.
I disagree that the top leaders are interested in my departments values or opinions of the people that work here. I think the top leaders use my department as a tool in order to keep them in office by using the department to handle civilian issues personally so they look better to the voters. Disregarding the impact it has ont he employees by creating more work and using resources that are not available.
1b - the department is being attacked so we are in bascially a survival mode. The department needs support from cm and city council. 1d. The city council has no idea what we do. The retired cm was disconnected from the department. The senior leaders CM and council need to give us more support, more manpower to ackomplish what is asked of us.
1e. Everything is kept a secret around here. Peopkpe are only told things on a need to know basis. There is no translucency. Seems like there are so many secrets between mayor city council city manager and department heads.
My job is hindered by how others want to do my job. Policies are not followed. They are changed or ignored to make the job easier for others.
From my point of view I think the Admin staff are more concerned with retiring than doing police work.
The Port Orange Police Department uses CALEA as values to guide the department. Fully investigating any complaint regardless of the lack of credit or evidence. The IA process is a guilty until proven innocent claiming to "protect" against lawsuits. There is lack of brotherhood or interaction between the command staff and officers. Patrol is treated as "lower class" second grade employees with an atmosphere close to the haves and have not. There is a high exception of pro activity but if someone complains about a ticket or arrest, a full investigation questing the ethics and honesty of the officer that observed the violation and issued the citation, even though the court system is used to dispute citations and arrest. Patrol is expected to complete reports documenting non criminal activity which takes the officer off the road for about an hour to document an incident with no follow up. If a female is arrested and contacts POPD victims advocacy office, they are decriminalized and their clams of events are given more credit due to their female gender. The victim advocacy office appears to be on the sexist side undermining the investigating officer that completed the investigation on scene and advising a complaint affidavit filed of the male victim. The organization leader does not appear to make a complete command decision with uniformity the goal throughout the department.
Lack of communication
1D. IT SEEMS AS IF THE LEADERS SEEM TO HIDE THINGS FROM THE STAFF OR MAKE IT VERY HARD TO FIND OUT THINGS.

1A. I am not sure what our organization's mission is. Sometimes it seems we are supposed to be code enforcement, rather than police. I am not sure what my organization is trying to accomplish. It seems as if all we are expected to do is redundant, data entry work. 1B. Same answer as 1A, I am not sure what the mission, or vision is. 1D. Creating a work environment that helps me do my job. Honestly it seems to be the polar opposite the vast majority of the time. 1F. I have never been asked what I think. This would be the first time I can recall.
I am not told what our vision is. I am sure it has something to do with having a safe city.
The information does not flow down and there is little interaction with rank and file from senior leadership
Leadership does not care what we think and only what they believe is right.
1d. The work environment currently in place is not conducive to performing the task that are essential and required to successfully complete the job without added obstacles and frustrations. 1F. The opinions of the employees seem to fall on deaf ears and is routinely defended by the phrase (well there is nothing that can be done about it).
No comment
Public Utilities
Ken Parker and Roger Smith have recently left the city and there is a new city manager who will hopefully be a dramatic improvement and when they select a new public utility director likewise. Mr. Parker and Mr. Smith excluded anyone in middle management or senior staff that was unwilling to do anything they said without questioning them. They also did not like any opinions that did not mirror theirs. Middle managers were excluded from key issues in favor of a few individuals that would not question anything and were willing to reject transparency.
1f This is the first time I have been asked my opinion about the organization.
My Department has done things in spite of employee comments and concerns. They are running chasing their tails trying to cover large mistakes in design and engineering and failures.
1a We need leadership. We have none. 1b Our department administration shows no vision they seem only interested in self promotion and their paycheck 1c top leaders don't show that they value employees. 1d We have a very hostile work environment. 1e We are kept in the dark. 1f most problems stem from upper management. They treat employees like idiots and only care about what they think.
1b don't know if nobody will let you know anything 1a nobody knows what the city wants right now
1. mission unclear - employees treated poorly , very bad moral , disenchantment , dedication suffering 2. Direction unclear - organization under attack from outside and inside . Need positive leadership and direction 3. Values unclear - new management establishing different rules and guidelines . everything is changing what is right and what is wrong is blurred,
Most projects have been approved by engineers.
1e only what they want you to hear 1f no they don't hope this survey helps
1F, There is no value if you are asked what you think and it is just lip service.
we are always looking towards the future and how to improve our water plant
1F-We are always kept in the dark and then the rumors fly and the morale continues to get beat down by negative remarks and gossip.
My supervisors are pretty good about informing me about our future and what we are trying to accomplish. My senior leaders are not as informing. It is my opinion that the utilities department heads don't even know the direction that we are going in. It is a joke! The xxx (<i>Manager</i>) is completely INCOMPETENT!!!
1e the organization leaders only share the information that they have to at that time. 1f the organization never ask for what i think they tell me what i need to do
as an employee and as a citizen i understand that they are trying to accomplish the better good for all. But I do not see it on a daily, monthly or yearly basis in my job.
1a feel like a mushroom. 1b kept in the dark. 1c fed bs all day. 1d lots of leaders have been fired for mismanagement. 1e rumors is the usual way.
Senior leaders do not ask our opinion on how we think about a certain product used. Instead they just decide on their own with no knowledge of what is going on. Thus instead of creating a more efficient system it takes twice as long to accomplish our tasks that used to take less time to do.
1f. You are asking what we think with this survey, but, in some cases, what we think doesn't matter. Because nothing will be done to address the issues. Certain people will still be in office for years, and 'budget' deficiencies can not be changed, it seems.
i feel the city would rather weed out all the older employees who make 20+dollars an hr but its ok for people at city hall to make all they can also the council forgot where they came from now they want the employees to take lower wages less time but still want more from you each and every day, you have i mayor who thinks everybody needs to make 10.00 an hr that ok lets start with city manager and on down and see if they can live on that with the insurance going up all the time. it's not as good as it used to be to work for the city of port orange.

c- you fired them finally someone sees what has been going on for years d never see or hear from them e- we are mushrooms f-my suggestion to them is never listened to so it does not matter what i think
NOT at all there just out for there self dont care about the employies . Half are power equitment and hand tools are junk either are 20 years old or dont run . Need new equitment . Never no whats going on everything is last min. No one cares what i think or they just dont listen.
a) I've been performing this job for several years-I know what the VISION SHOULD be-but the people in charge have NO REAL conception of what is going on or how to fix it-but they think they know and instruct this division to do things that are not working and they will not listen to the people that are trying to get the job done.They DO NOT CARE what I think-if they did- they would ask and believe the response-ALL the senior leaders have been fired-so that speaks volumes about 'VALUES'-NO COMMUNICATION-we are almost entirely in the dark and usually get info 2nd and 3rd hand.
1a.) There has never been any clear vision of what the organizations mission and what it is trying to accomplish. In fact, it has always been on a need to know basis. The employees have really been the vision, direction, and accomplishments for the organization. 1b.) As I stated in 1a, there has been very little vision on where the organization is trying to go. 1c.) Our senior leaders have been detrimental to the organization's visions. For example, is the promotion of qualified personell within the city, senior leaders promote a click and butt kissers. Many employees have been bypassed whom possessed way more qualifications. The organization still does not understand that most employees know and understand the lack of transparency in all the departments. It seems that the organization tries very hard not to have that transparency that they talk so much about that they should have! (Senior leaders also have used employees like a throw away plate), sometimes they need your input and sometimes they don't. It all depends if it suits their plans/needs. 1d.) The boss and supervisor in this category creates a work environment that helps me on my job, not the senior leaders. I work at the XXX, and quite frankly senior leaders don't know much about operation, rules, regulation and the direction we need to go in. 1e.) Limited information, just what makes them look good! Limited transparency. 1f.) (NO), first survey!
Public Works
Organizations values:1c with all of the top senior personal being dismissed for wrong doing. 1b same as top there are making it harder to do job. 1e The only way to get information is from the news or from the residents. 1f the old saying is just a number your asked than ignored.
1b.as of right nowthere is no clear vision on where we are going and to fix it we should have some kind of direction from our leaders thats reliable and consistant for us to go instead of different things all over the place just make a decesion and a change and lets move forward
1a
1f,if they do they haven't done anything with it;1c don't know what the mission is
1f) never have been asked anything regarding "what I think"
Never have been asked my opinion on anything.
1c,1d,1e - I do not feel the senior leader has been here long enough for me to have an opinion on these items. However this survey alone is nice step in the right direction and I believe most employees are grateful for the opportunity. 1f - This note is directed at "boss" or "supervisor" only: they are bias when selecting who they ask opinions of or gather information from and many times the information they seek is sought from those who know little to nothing about the subject. Opinions, if sought, are only sought from a select few and this clearly sends a message to others in the department that your input is not valued and it is destructive to maintaining an efficient work force.
the city waste time and money. leaders change the system and does not ask the people who do the work do know. ie (fuel sys.)
1c.My supervisor has made numerous QUALIFIED suggestions as to the MOST efficient and cost effective way to produce a major projects. This includes the long term MINIMAL use of manpower/man-hours for maintenance of projects. His On-The-Job knowledge has given him the foresight for this ONLY to be ignored by someone in a "Book-Taught" position (w/ attitude) to persuade Counsel & Management to do the project XXX way. This has led to excessive cost of man-hours, to say nothing of incorrect usage (and consequently LOSS) of plants.
There are no set policies, procedures, or planning in place that allows me to believe that there is an established mission or goals. This organization is more reactive than proactive. Senior Leader changes made over past several months have not given the necessary insight of the organizations future to agree with this statement. Guidance, expectations, or defining employee's role and expectation in the organization have not been defined. Selected employees continue to benefit with exclusive work hours and overtime benefits, while others without the longevity continue to work a normal work week without have the opportunity to work overtime. This organization has excluded my position from day-to-day operations. I feel because of my past career, I have been stereo-typed against and yes, I have brought this to the attention of XXX and ignored.

the director for the public works dept shares everything with the foremans but the XXX (<i>Manager</i>) will not help or share anything if the city of port orange would ask what I think I would tell them that there is a foreman named XXXX that does not do no work and sits on his ass all day and makes big money and lets the other foremans and empolyee do his job
regarding 1a and 1b:it is extremely unclear where the city is heading and what the vision for the future is. 1c: I would like to know what values this city goes by to guide us. 1d: it's hard to do my job when i am picking up the slack and covering for XXXX and his crew that don't do their jobs and the senior leaders are the ones that let it happen and give me the work because they know i will get it done. 1e: city information and happenings have always been treated like a military secret. 1f: i have never been asked what i think about anything.
all ,they should not be favorteism
(simply put, we are told nothing.)
1b The city's "vision" seems to be in disarray. The Riverwalk project, if you can call it a project, would be a good example of the lack of cohesive planning. We have been unable to find a direction in which to proceed once we made the investment in the property. This type of planning seems akin to impulse buying "now that we have it what shall we do with it"? Not a responsible fiscal policy. 1c What leadership? My department has gone for two years without leadership. I can't comment on the city managers leadership or values since I have had only two meetings since he started. My departmental leaders have done nothing but find fault with the other departments within the city and look to place the blame on others rather than move in a positive direction to solve problems. Negativity is the dominate approach to everything. There is no positive guidance. They are disengaged from the actual job of running a department. We haven't moved forward on any capital projects such as paving and striping. This department has been stagnating for a year and the new administration seems fine with that. We are disengaged and disinterested 1d At the departmental level the leadership hasn't shown to be interested in my job. I have had little day to day contact regarding my job other than my reporting to them when required. Our department has one "go to person" that is consulted about everything, everyone else seems irrelevant. 1e The majority of the information that is that is discussed at meetings is interdepartmental bickering and gossip that has little to do with the services that we provide. 1f Until now I feel that we in the field were paid lip service when asked our views. Hopefully things will change with this system.
These boil down to communication from leadership down and lately how it hasn't happened
Department Not Specified
1d. The lack of professionalism is terrible and nothing is done about it. If anything, it is encouraged in some ways. 1f. I don't understand why we have a uniform rental policy that is a waste of money as well as renting live plants throughout the City when this money could be used to hire a new employee to answer the phones instead of having to call the customers back at the end of the day. I believe common sense is needed in the purchasing area and the contracts we hold.
1d. Cooperation among departments would be nice along with department heads that didn't let some of their employees do whatever they want.
There is a communication break down from the administrative authority and the line personnel
THE MORAL IS BAD AND NO SENIOR MANAGEMENT THAT SHOWS REAL INTEREST. THE ACTUAL PEOPLE I WORK WITH ARE GREAT WHICH IS WHAT MAKES ME STAY HERE, NOT BECAUSE OF PAY AND CARE OF SENIOR MANAGEMENT. IT SEEMS THAT UPPER MANAGEMENT GETS THE BEST PAY AND BENEFITS WHILE THE REST OF PAY FOR IT.
The morale in the city is awful and something needs to be done. Benefits have been taken away, example the computer purchase program. Why was that stopped and please make it available!!!!!!!
The mission and vision are constantly changing depending on the circumstances that are going at the time and who is in charge. There is disagreement among internal leaders making it difficult for the City to be a cohesive team working toward the same goals and objectives.
there has been in the past, no imput from employee level. Very disconnection, no employee liason committee.
1E: I would like to be notified in a more timely manner about changes in our benefits. 1F: This survey is the first time I was asked of my opinion.
1b - I would need to be presented a "vision" by senior leaders. 1c - I would need to learn what the organizations values are see them applied through via management. 1d - The leaders would need to create rules/guidelines/procedures for workflow; promote training and opportunity for advancement. 1e - The leaders would need provide some type of regular information concerning the news, accomplishments and vision for the organization. 1f - The organization should provide a avenue/venue for employees to voice their opinions.
This is the first time that we are bring asked what we think, so I had to disagree with this up until this point.
1e-very little info is passed thru the organization, it would be helpful to be more informed, when it does not interfere with an open case. 1f- I have never been asked my opinion as to what we can do to improve our organization.

1a) If my organization's mission is the City of Port Orange Vision Statement, then this information is not readily available on line (only printed at H.R.) and never referred to in the course of any normal work project. 1b) It is not clear how this vision fits into my position nor has it ever been plainly stated nor reinforced. 1c) Where might an employee or resident find my organization's values? 1d) In general senior leaders burden the work environment to frustrate job projects through bias and special favors to protect their positions. 1e) There are too many informational gaps and time delays to create productive sharing. 1f) My opinion is of little value since it is not based on accurate information held or not disseminated by my organization.
Communication is extremely poor and expectations are undefined and not measured.
1f. I do not recall being asked what I think about the City and how it functions for many years.
1c - It feels we have lost sight of values as employees here, even the value of your job can go unrecognized. It seems the city values are; trust no one when they used to be we are all family and we are a team. 1e - Not much of this happening, employees are often left in the dark about issues and then the rumors start. Communication should be a hot topic and needs to be improved upon. The previous CM was not good at this at all, he only spoke with Department Heads, the employees need to have a relationship with the City Manager as well.
there is selective communication in some departments between supervisors and employees. also some dept.supervisors do not ask employees how a decision or change that they make will effect that persons job, they just make the change without caring or asking for any input or ideas from the employee who does that job, and would know best as to what would be affected and how something could be truly and easily improved.
Even if asked, they are only going to do what they want to do. Our opinion does not matter
Strategic Planning
Administration (Including Senior Leaders)
Sometimes changes happens to quickly, without complete investigation into what the change will do long term
2e. We Need to Streamline Purchasing Policies & Procedures. 2e. We Need More Expedient Legal Assistance.
My organization asks how well am I doing my job and if I need any help with doing my job. My organization doesn't ask for my opinions or how can I be innovative "new ideas" in doing my job to benefit me and the City. I don't know how well my organization can make changes quickly when needed. It depends on what kind of changes need to be made.
2b.No suggestion box where individuals can make suggestion on how to make workplace run more efficiently and get rewarded if those suggestions do save the City money.
Once again, we are rarely asked for input. We do have the employee suggestion committee, although that is rarely ever used and usually the only employees that receive any recognition through that are the ones who somehow come up with an idea to save the city money.
The City of P.O. is stuck in the past. "That's the way we have always done it" is heard a lot. I think innovation starts at the top and I don't think our mayor is "big" on innovation or new ideas.
My department has a bunch of VERY smart, creative and talented people. I think we should come up with our own ideas instead of looking at other cities. Just because something works well for another city, doesn't necessarily translate that it will work the same way for us. I would love to build more apps and management systems for the city instead of just buying some \$10-20K module or program that winds up being junk or a money pit.
Community Development
I don't think there is any clear direction and when you try to introduce new ideas or to change a process you are met with alot of resistance and the old saying "that's the way we have always done it"
This department has gone from 42 to 24 employees over the years. staff is expected to do more work with less.
WE ARE FLEXIBLE BUT IT IS A PUT OUT THE FIRE THAT BURNS THE BRIGHTEST MENTALITY FOR THE LAST FEW
What plan?
I am not aware of a city-wide strategic plan. If this question was referring to our department strategic plan, than most of the answers would be "agree".
2b. I'm seeing signs that this is changing and it is very encouraging. 2e. Change of any kind is very slow and is often met with resistance. We are not staffed to be flexible.
2b. New ideas and suggestions to Senior Leader are met with negativity as Senior Leader, in the past, has been afraid to ask for tools to help his employees. 2e. Prior to March 1, 2013, there was no flexibility. I see a direct improvement with The Senior Leader and believe he has an open vision and doesn't travel with blinders on.
Lack of communication Lack of team work No encouragement for new ideas Anytime a new idea is mentioned it's knocked down immediately
Finance/Customer Service
2a. dont ask me anything.

New ideas are not asked for by leaders or council. I have rolled out numerous new ideas with excitement to better the organization. However, there is very little praise from leaders or council for new ideas. Some of us really care about making things better, a simple "nice job" from a leader or council goes a long way.
Customer service reps are not asked about our opinions, yet we are the faces and voices our customers sees on a daily basis.
Clear decisions are not made nor communicated by the City's elected officials. This leaves senior leaders without a roadmap with which to plan the organization's direction. Current operations are always in a crisis mode, which leads to overreaction and a wasting of precious resources. Innovation is strangled due to the unmanageable volume of tasks required. Required tasks are always required with unrealistic deadlines and no time for edit checks. This sets employees and the organization up for failure.
Innovation is hindered by current demand and staffing levels. Communication is limited throughout the organization related to both future plans and current progress. The organization is not structured so that actions can occur timely, but must go through much red tape to make progress and by then, change is needed anew.
the management makes constant changes but only to please few difficult customers. the changes are never talked over with employees. if you have a big mouth and can yell you get what you want. people who are really in need and can't get vocal about it never get any help or not even being listened to.
Fire
2a. Nobody asks for line personnel's input. 2b. There is no encouragement at Fire/Rescue. 2d. There is no plan, so I cannot tell if progress is being made. 2e. It is sad to say but the only flexibility is the "knee-jerk" reactions from our leaders at Fire/Rescue.
There is no organization the department wing it on a daily basis.
2A - nobody cares what anyone thinks, the senior leaders look down on everyone else like they are a bunch of idiots that have to be tolerated. 2B - Not within this department, the Battalion Chief's think they are the best thing since sliced bread and don't want to hear from anyone. I think that the Battalion's need to get their act together and do the job. Forget about thinking how great they believe they are. 2C - I have no idea if there even is a plan. If there is one it is a secret. 2D - Progress, right. We have not had forward progress in two years. Not enough employees in administration to keep up with the back log of work, let alone move forward.
2A. Never happens, and if you do offer input you are labeled as disruptive and can expect retaliatory punitive measures to be taken against you. 2B. New ideas are abhorred by administration. They seem to be anchored in the past. They revel in how things used to be under Chief Ertz, whose management style, with its lack of strategic and academic foundation could best be described as dictatorial. 2C. I know that there are no plans, so chaos is what will affect me and my work. 2D. There is no plan here at the fire department, much less a group or committee for me to work within to effect the desperately needed changes that this organization needs to crawl in to the 21st century. 2E. Not even close to flexible. Stubborn and stagnated are more accurate descriptions.
The only flexible things that are done is what will help the department with little regard for the employee
2a,b,c,d. Everything comes back to communication from Senior leaders. No feedback for good job or ideas, very quick(knee jerk) reactions for any perceived infraction. Punishing entire group for actions of one. Selectively enforcing policies.
You can try to give a new perspective to the Organization, but it is not supported. There is no one to help to follow through due to lack of personnel.
Plans of action for Public Safety/Fire-Rescue are almost non-existent, impossible to meet and not defined as a realistic goal. Lack of management and support staff from October 2010 and on cannot keep up with demands.
It seems to take weeks to get any descision made when it comes to change. I feel like that is because employees are given too many new roles and responsibilities because of staffing reduction in order to effectively implement and evaluate change.
I do not feel apart of the planning of my organization
2a,c,d: I disagree with these three areas because there is not enough communication. It seems maybe there is not enough senior leaders in my work group to handle all of the tasks at hand. This leaves us in the dark on many issues due to breakdown in communication. I would like to see my organization be open to listen to the work groups who are actually doing the work before trying to make changes or making changes that effect us.
2a No one asks for ideas, but when I have an idea it goes no where. 2b. New ideas are sent up the chain of command and then vanish. 2c. I have no idea what the plan is or how its going to affect me. 2d. If we make progress I never hear about it, only hear if its not making progress. 2e There is no flexing in the Fire Department.
2a)ask employee's what that might change within the organization 2b)We are never asked for new ideas. Have a quarterly meeting for employee suggestion for new ideas on cetain issues 2d)Communication 2e) have a plan in place that would allow for an immedieate response to major issues.
2e. When the chief is made aware of smomething that is wrong in our department it isn't addressed nor fixed in a timely manner.

My future here seemed to be a good one, but after all that has been taken away from us as a whole and not having the opportunity to have educational reimbursement to advance in the career. The Deputy Director isn't flexible and interprets the union contract as if it were his own policies.
New ideas are met with tension by our organizations leaders. New ideas on how to better serve our citizens are brought to the table and turned down routinely.
The administration appears to be completely corrupt. The administration exudes an overwhelming impression of incompetence and illicit ulterior motives. The administration manages their employees solely by cronyism, vindictive punitive actions, and chastisement. Their only apparent goal is to crush the spirit and will of their employees, and create a miserably despondent work environment.
When we provide input it is ignored. I have submitted SOG's, as directed by DD Burgman, only to have them ignored totally. Never heard a word back from DD Burgman.
Department's leadership assumes it knows all the answers and has no need to communicate with with the employees
When you can tell me what my "organization's" future plans are please let me know because my future here is going to be very short. Since I've been here I've yet to see any "encouragement" from the "organization?" I'm only encouraged to spend more time at home with my family because of the dismemberment of our fire dept. and low morale. Thank you Mr Green & Mr Parker, Mr Burgman & XXXX, and Mr Monahand for all our pain and suffering...
2a: I am not encouraged to give ideas. In the rare instance that myself or my colleagues have been approached to work on a project, the project or idea/s always hit a dead end once advanced to administration. This lack of follow through makes an employee feel as though they are undervalued and that their time and effort are equally undervalued. This lack of follow through stifles performance and advancement. Again the message seems to be that the employee should just fall in line and not question anything, no matter what the scale. Often times communication about a topic is not open for discussion and in the rare instance an employee gets to voice an opinion or idea they are often met with a tone that does not encourage an open door type environment. Also, administration seems to think they are exempt from following their own rules. This is a terrible way to lead. EX: no cell phones, yet a supervisor will openly have a very loud ring tone on their personal cell phone and will discuss playing games on their cell phone. This is a terrible example to lower ranking individuals. Again, the message is do as I say, not as I do. 2b: The organization does not promote an employee to offer new ideas and/or suggestions. 2c: I do not feel this has been communicated. 2d: I do not feel I receive feedback on this topic. It feels as though there is predominantly negative feedback. 2e: I do not feel my organization is flexible and can make changes quickly when needed. This type of atmosphere often leads to problems, mistakes, and frustrations along with lack of communication and direction.
My organization does not include the ideas of the line personnel. My organization does not support the idea of group involvement.
Our city has taken away all the important programs that the fire service provided for the citizens. The flu shot program, child car seat program, and pub ed program. They took these away claiming they couldn't afford to keep them, even though they costed very little. The flu shot program had a big profit every year.
I SEEMS LIKE ONLY THE ORGANIZATION IS SO BOGGED DOWN IN PROCEDURES AND SOG'S THAT COMMON SENSE IF OFTEN OVERLOOKED.
If there is a plan, senior leadership is not sharing it.
The city leaders' general mindset about the fire department is wildly inaccurate. The understanding of a fire/rescue operation model is not just bestowed upon one when one enters political office. At the rate the city is moving, we'll have service comparable to the 1990's. This is unacceptable for a progressive, growing city.
2a: No future plans are talked about from the top leader's. We have no idea whats in the pipe line and when they do release information its always a surprise. 2b: Our leader still has the "old school" mentality and its so frustrating. He is not approachable he will blame everything that happens on someone else and never takes responsibility when he does make a mistake. There is no leadership guidance from the top only a dictatorship. 2f: Everthing is a drawn out process, nothing is done quickly, except discipline. I believe this is a city issue not just our organization. The HR director is one of the main reasons we have issues all the time. He delays items that he has no information on and is unwilling to work with.

<p>Communication and Innovation are probably the weakest areas of our Department. Its difficult for me to speak to the organization as a whole as my experience is limited to our department. Also, I don't mean to give such negative marks, as there is much positive about our department, and recent changes are moving in positive directions. The questions focused on in this section are historically the weakest areas of our organization based on my experience. Innovative, "outside the box" thinking is not given any kind of platform or empowerment. There is very much a "top down" approach. While agree there is a necessary place for that leadership style, there also needs to be a place for members of the organization to feel empowered to bring positive change. This creates a sense of ownership within the organization that is sorely lacking. I love my City and my Department. I'm trying to provide honest feedback because I believe if we could change the culture in this one area, it would have a tremendous impact on morale and therefore quality of service.</p>
<p>2a.Absolutely not! As a employee of XXX years this is the first time anyone has asked for my input. How is the orgaization going to make the city a better place to work if they dont ask? 2b. Absolutely not! Even though several employees in the past have attempted to they have been shot down. Again, the egos of the certain city leader made it impossible. 2e.Absolutely not! As of now, nothing is flexible or moves quickly. For instance, the air conditioners at fire station 71 and 74 have been out of service for over a year. It will be another 2 months before there are even done. So I dont consider that quick. It boils down to again of lack of communication going up the chain and some of the fire dept leaders being spiteful. Hopefully the new city manager can change the defition of flexible and quick as it pertains to the orgaization of the city.</p>
<p>The people doing the job are not asked for input, we have not encouraged new ideas in the past. I really don't have any idea what the organization's plans are that would affect my work. Feels like we have gone backward/ not making progress. Changes are stated,then forgotten. no follow through.</p>
<p>(2a-e)My senior leaders never ask for ideas from the organization. They supervise on a reactive basis instead of being proactive. I feel the best ideas always come from the individuals who are actually doing the tasks. These individuals should be empowered to develop ideas and solutions to problems throughout the organization.</p>
<p>2a, 2b, 2d We aren't informed on what the city plans to do or what our ideas might be. The organization, up until this point, hasn't been interested in our ideas. The citizens survey clearly shows the progress of the fire department, not the city's progress.</p>
<p>2a. My organization does not ask for ideas. 2b. My organization does not ask for my imput.</p>
<p>Parks and Recreation</p>
<p>2a..I am not ask for my ideas.</p>
<p>Question 2d - Sometimes I feel our process for decision making takes too long.</p>
<p>We are seldom asked for our imput on future plans.</p>
<p>They never ask my opinion 2e it is basically either there way or the highway</p>
<p>My immediate supervisor allows me to give input</p>
<p>Police</p>
<p>Some procedures change suddenly which affect how we get certain things done.</p>
<p>The city is not flexible in the least bit nor does it have the ability to make changes quickly. The city only moves quickly when taking things away from its employees and could be beat by a three legged sloth in a race when it comes to anything else.</p>
<p>2a and 2b. I don't believe our deparment has room for new ideas. We generally hear "it's been that way for so long, nothing will change."</p>
<p>2e. Government entity and flexibility are in direct opposition.</p>
<p>Again, I feel the top leaders do not incluide the opinions or ideas of the employees. The top leaders are not quick to resolve any issues as they prolong the matter and never had a definitive answer.</p>
<p>2e Way too slow to react and get things done. OLD software and systems, not up to date, we went backwards. We are way behind with technology.</p>
<p>Flexibilty is not a word used around here. Making changes is an act of god.</p>
<p>2e. Not flexible at all</p>
<p>2b I strongly disagree with this statement. This agency seems to have the mentality of doing things a certain way because thats the way we have always done it. The hierarchy does not like change.</p>
<p>Changes are made without consideration of how it will effect my job. When asked for an opinion, I am told that eventhough it's policy, it's too hard for others to follow.</p>
<p>The department has adapted to the changing climate in Law Enforcement and continues to place officer saftey as its highest training goal.</p>

(My organization refers to POPD) The officers opinion does not matter. If an idea is presented to the organization leader, it gets referred to command staff meeting. The organization leader does not make a command decision or appear to want uniformity. The command staff is like a committee where different opinions are added to the idea. An idea that would help the officer on the road usually turns into more of a work load after a command staff meeting. The organization does enact totally new changes constantly, some of which issued down by upper middle management. None of which appear to be to assist the road officer but to further increase work load expecting more documentation and reports about incidents that are either not criminal or unable to be located.
the future is unknown and the city spends its time trying to take benefits (pay, pension, etc) away rather than planning the for the future and doing what they can to keep employees for the long term
I do not know what our plan is, therefore I strongly disagree with all the strategic planning questions. 2E. My organization seems to mirror the federal government with regard to "red tape" and changes are very hard to imagine.
There is a wide gap from what the officers do on the road and what they need compared to what the administration thinks. The police administration does not have any idea what is happening on the road anymore. Our administration is just biding its time until they retire in 2015. They do not want to do anything different be it in technology, future planning, staffing, polices or procedures. Nothing will change nor will we know what the future will be for the police department until this old administration retires out in 2015 and new people come in. This place will remain stagnant with no future plan until then. The future leadership (sergeants and senior officers) have ideas but nobody cares or wants to hear them. It is common knowledge now that we must bide our time and wait for the new leadership team to be put in place at the end of 2015 before we can get anything accomplished.
I have given ideas in the past and have been "discouraged" from doing so in the future
2b) Police dept does not use latest technology or policing ideas and concepts. 2e) Police administration still stuck in the "old ways" of doing things. Crime and city has changed, and still is, and dept is still ran the same way and structure from long ago.
The organization does not implement forward thinking strategic planning and is very reactive. This only allows for mitigating the problems as opposed to avoiding them.
IDEAS AND NEW APPROACHES ARE VERY SCRUTINIZED AND THROWN AWAY ON A DAILY BASIS.
Public Utilities
In public utilities the opinions and advise of middle management and core technical personnel has been historically dismissed by the director in favor of recommendations made by the consulting engineers and unquestioned edicts from the past city manager.
They do what they want to cover their asses in spite of what is right or wrong.
2e takes forever for the city to decide anything
2e. Make changes quickly rarely happen because there are too much people personalities/interest in play instead of the interest of the City residents. There are always rules and policy preventing quick actions.
2a . used to , doesn't anymore 2b. there is no place for innovation and positive change. wrong people are dictating what is important and what need to get done first 2e organization is becoming extremely bogged down by CA office , purchasing and finance. Long lengthy procedures processes that are counter productive and a waste of valuable time and resources
We have not had a leader in the Department of Public Utilities for a very long time so there has been no vision from the top. The previous Public Utilities Department Head did not present any vision for the water dept. The Chief Operator of the Water Plant has put together all of the plants vision, ideas and improvements through a coalition of the operators, supervisors and Lab personal. My impression of the former City Manager is that he felt much of Utilities was "out of sight and out of mind", that did not required much interaction from his office for any ideas or vision. Unfortunately Public Utilities still doesn't have a Director, the new City Manager has not had enough time to implement his vision and the Department has a less than affective XXX (<i>Manager</i>), with no vision, who was given the job while overlooking much more qualified personal.
2a Lip service 2b My organization is reactive not proactive. There is a lack of job knowledge and training. Computer skills are in many nonexistent. You can not innovate if you can nat gain buy-in from the group. 2e -same as 2b
Yes, all of the above are highly unlikely and my job is becoming endless tasks, with little support from Senior Leaders
With all of these questions I agree that my division head Steve Miller discusses future plans and asks for our thoughts and ideas, not department heads.
There has been no communication to me unless I ask. We are in a very transtional time in our dept. I don't think they know what is going to be the final outcome. Bosses are either fired asked to leave are on admin. leave, what is the final answer? who knows. I know my job!! But it is not appreciated!!
2a brown nosers do well here.2e change is needed.p.o. used to be a good place to work but no longer.
2e. The organization is not flexible. We are told, 'we have no money and can't purchase that'. This is how it was done in the past, and this how it will stay.

The City is very reactive, not planning for much. If there are cogent plans they do not make it very far down the food chain. The reactions seem to be very slow and resistant to any change or even positive suggestions. The attitude seems to be that's how we have always done it so that's how we are going to continue to do it. I believe this stems from poor leadership training of middle management.
why make changes the city has all the rights you don't like it too bad we are going to do what we want when we want and there's nothing you can do about it.
2-a no they are not open to my ideas or suggestions 2b not around here one way only there way
They don't care about us we are just all numbers to them.
The organization does not care for my ideas-if they did they would ask-NO communication-I know my division's progress, what is done and what is needed-BUT NO ONE ELSE CARES OR ASKS
2a.) Most of the strategic planning comes from the boss, supervisor and key senior personnel, NOT the organization. The organization thinks water and waste water personnel belongs as general employees and not professionals. 2b.) The boss and supervisor has encouraged this innovation, NOT the organization and senior leaders. 2c.) There are no plans, except for the ones the boss, supervisor, and senior personnel come up with themselves. 2e.) Usually the organization's flexibility and quick changes normally have a negative impact on the employees.
Public Works
2a. were told what to do not asked. 2b. the only ideas are from the top not bottom up. 2e. we keep making the same mistakes over and over again and all the new leaders think all of this is new. It's new to them but not to some.
2a.i disagree with the question because a lot of plans for the future and my future with this organization is only asked from certain people in this organization and to fix it if WE ALL have a input instead of certain people
just feel like mushroom, kept in the dark and fed bull
2a&b) again my ideas seem non-asked [maint worker2]
Again, I've never been asked my opinion on anything.
2a,2b- Our department has been at a stand still for almost 2 years due to lack of leadership. We are anxious to move forward but can not do so without leadership. Day to day activities have continued, due to the experience, knowledge and abilities of the lower ranks but this long period of time without leadership is starting to show in all areas and it definitely has prevented the department from moving forward.
my work place is 20 years behind and the c.m. and finance will not help. 2b mostly bad ideas.
while we have been "asked" in the past, there is a VERY distinct wall (us vs. them) between City Hall and Public Works. They (City Hall) is going to do whatever it wants...period!!!!
This organization has excluded my position from day-to-day operations. New ideals, equality, and procedures have been ignored, especially if it requires change from the longevity click.
2a: i don't think the city goes all the way down to my level for new ideas, it seems to stay at a higher level of management.
have more group help instead of crying about it
The strategic for my group, is to keep our heads above water. We end up, as we call it, just putting out FIRES
Department Not Specified
2a. I have never been asked for any ideas and had to revise the entire process in my position when I first started because it was so unorganized. 2e. I do not believe this to be true at all since we have a part of our City Council that is hateful and rude to our employees trying to do their job.
2e. Cooperation is the key to that.
EVERYTHING HERE TAKES FOREVER OR A QUICK NO IS GIVEN.
Poor communication between departments making it challenging to move forward with innovative ideas.
very little information about important issues (retirement, retirement changes, etc.) is made available to the employee, in an easy manner. Meetings are held in the middle of day, instead of some held at 0730 to shed light on the subjects for the graveyard shifts.
we are not told about anything that is going on we don't find out until the day it happens
2a) My organization always has preconceived ideas that remain above all others. 2b) My organization reminds me of my place which is never considered worthy. 2c) Since my place and work are considered unworthy I only understand how my organization's plans affect me after the fact. 2d) If poor communication is the issue, I only know how to tell if progress on my work group's part of a plan after the point where changes in the plan can be made with minimal negative affects. 2e) Flexibility is only used when it serves the masters plan or idea.
I never receive requests for opinions or judgements on issues. Solicitation of ideas is rarely encouraged and/or frequently dismissed. Evaluations have not occurred or objective(measurable-non-subjective) assessments have not occurred.

2A- My opinion I feel has no value and this is wrong because I am doing the job. It seems in my department if one certain control enthusiast wants it one way then that is just how it is. 2D - again, include me in the plan if you are changing it. 2E - Only make changes quickly if it is directly effecting the upper managemet team, again what about team under you, how do they really feel????
no communication between some department supervisors and employees.decisions are made by some supervisors and they do not ask or care how it will affect the employees job and/or work flow.
we are not considered in any planning or ideas
Customer Focus
Administration (Including Senior Leaders)
I can make decisions to solve problems for my customers but I am limited due to the system and solutions that are already established in my department. So if a solution means the City spends more money then I have to provide the solution that spends money even if I know of a solution that spends no money.
All customers are important to me and the organizations.
I do not have a lot of contact, ie: face to face with "customers", but do talk to some on the phone.
I don't have much interaction with the public. But I always rapidly respond to their needs as directed by my supervisors. So I suppose I indirectly have interaction with them.
Community Development
When trying to make changes that would make it better I'm met with resistance because it depends on who the customer is or who they know that will decide what should be done. There seems to be double standards depending on who you are or who you know.
I don't ask this question.
3c. I've never thought to ask. I can see how this would be valuable feedback.
Finance/Customer Service
3b. I will always ask customers if they need help.
All customers should be treated as equals, they are all important to us.
I treat all customers with friendly and attentive service. Usually however they are dissatisfied with procedures, not with my work. And I always check with the supervisor to make sure we are doing everything we can for the customer with in city guidelines and procedures.
Due to the tremendous required workload and unrealistic time constraints no time is left to communicate with customers to improve customer service. Numerous and often conflicting policies and procedures, along with the complexity of these rules do not empower employees to enable them to take ownership of customer problem solving. Also employees are afraid that any error in decision making or job performance will result in job loss.
I believe training and communication is needed throughout the organization for customers both internal and external to receive proper if not better service.
Fire
3A - I know that the citizens of this city are the most important customers. At times co-workers think and act like I work for them.
3D. Deviation from pre-prescribed "solutions" are almost forbidden. Rank and file fire-rescue personnel are not empowered at all.
Employees are not allowed to think for themselves!
3 The most important customers are the citizen that we serve. However Senior leaders seem to have forgotten that those on the line should be treated with respect.
Working one on one with our Public does not change, no matter what the Organization's Leaders do. Our Citizens are our number one concern.
If the citizens of Port Orange were my organizations most important concerns, I would think that they would pay for firefighters to take classes to better themselves and inturn offer more competent care to our citizens.
The organization appears to support an ideology of disparity in caring for our citizens. There appears to be an overwhelming inequitable favoritism towards the more affluent citizens, and borderline contempt for the poorer citizens.
This Department is extremely customer focused and provides outstanding customer service in spite of (rather than because of) its leadership

<p>These answers directly correlate to the personal work ethic of the individuals. This is demonstrated by the community survey completed by the customers showing our department specifically has achieved the most stellar response compared to the other departments, however we have had the deepest wage and benefit cuts as well as punitive measures against our lower ranking individuals. No educational benefits, despite the rest of the City receiving the benefit, substandard working conditions (poorly functioning AC/HEAT basic needs at stations which are also public buildings), City leaders speaking negatively about our department members, simply taking an item which is provided to all city employees away from our department such as coffee... punitive and shameful.</p>
<p>My customers are the citizens and businesses of Port Orange and surrounding area, no one more important than the other. We provide to the best of our ability to all customers.</p>
<p>3b. Our customers are our citizens. The families in Port Orange are the most important part of our community. The public is, for the most part, unaware of the day-to-day operational needs of a fire department. They don't understand why 3 people on a fire truck is exponentially more efficient than 2 people. It's not their job to know. It's our job, as city employees, to explain it to them. The citizens want free, 100% effective fire protection, cutting edge health care, and fire safety education with a smile. We can provide the good customer service, but we are limited by our resources. The customers need to know why our pension is (was) set up the way it is. Firefighters over 50 tend to be in less than perfect health, and that compromises the customer's safety as well as the safety of the employees. Things like 20-and-out were created for a reason. Just because we forgot doesn't mean anything has changed. For me to agree with 3b., I would have to see more communication concerning the true nature of the department and its practices between the city and the citizens.</p>
<p>We exist to serve our citizens. We are 100% clear on that. And we enjoy doing so.</p>
<p>3a. Yes! the citizens and businesses 3b. Yes! A lot of the citizens have expressed concerns about why the fire dept has cut some very important programs that we used to offer. I.E. flu shot program public education specialist. I tell them it's out of my hands and to contact the city leaders. 3d. I am not allowed to make decisions that affect the problems of my customers. Unfortunately, those problems have to do with the city's financial stability and to the leaders of the money determine where it will best suit the customers. 3e. Without a doubt the citizens of Port Orange.</p>
<p>We all know who & what are most important in our job. Even when morale is extremely low, customer focus is high.</p>
<p>We do not get the chance, as patient care givers, to interact in that way with our customers</p>
<p>Parks and Recreation</p>
<p>3d...Decisions are made by supervisors and above</p>
<p>Lack of budget money keeps us from supplying customers with wants and needs.</p>
<p>I have to ask person in charge before making decisions to solve some issues</p>
<p>Police</p>
<p>Every person the PD deals with is given the same amount of importance, so if there is a certain group that should be deemed "most important", I don't know who that would be. Not everyone is satisfied with what the PD can or cannot do for them, so asking if they are satisfied does nothing.</p>
<p>The customers that receive the most service are those that continually question the top leaders. Or the customers that have more influence on other voters.</p>
<p>3d I must ask a supervisor to do just about anything or face the consequences.</p>
<p>The department has a tendency to cater to influential members of the community sometimes at the detriment of other customers.</p>
<p>The most important "customer" is the one that calls and complains to command staff about an officer regardless if officer was wrong. I attempt to solve "customers" problems and complete investigations but if "customer" is unhappy a complaint is filed. The most likely non criminal issue becomes a major case issue if customer complains.</p>
<p>Customers I assume mean the public, the victims of crime, not the people we generally arrest or write reports about. 3A & 3E. I am fairly sure who MY most important customers are, but I am not sure that agrees with the organization's most important. I take pride in helping the victims of this city. The reasonable, legitimate victims and citizens. The agency seems to "bend over backwards" for unreasonable, biased, irrational people who make complaints. Even when the officer has done nothing wrong, and done everything they can, the OFFICER is treated like a criminal and told to do unreasonable, demeaning, and illogical things to make the citizen happy. Basically we, the officers, are treated like criminals more than the actual criminals. 3D. We are not allowed to make decisions. Every scenario is laid out in policy. If anything unusual arises, a supervisor tells you what to do whether you agree or not.</p>
<p>3d) No flexibility is given to police officers to handle certain situations as everything is scrutinized by supervisors and administration and is too controlled. When policies are followed, usually the issue will not be solved.</p>
<p>Employees are subject to strong micro-management.</p>
<p>3d. There is a tremendous amount of micro managing that takes place within this organization, which prohibits individual thinking and problem solving.</p>

Public Utilities
i think sometimes, our city only listens to those THREE BIG MOUTHS.
3a customers should be treated equally 3e customers should be treated the same
3e. In the past few years, I believe the City is catering 2 routine residents who constantly complaints about City employees and businesses during City Council meetings. City Council needs to tell these 2 individuals to get out of the City if they don't like the way how it runs. These 2 individuals are cost City time and money on their fruitless accusations. We have 55,000 plus residents in this City, 2 residents voices do not run the City.
3b I already know what my customers want and therefore don't need to ask them . 3c customers tell me they are thankful for my assistance
3a all residents are important. 3b always concerned for the residents. 3c making sure the residents are happy is a key goal in my book.
3d Lack of depth in key jobs makes problem solving too individual. This also comes from the I dont want to be responsible culture.
It is my opinion that we don't have customers that are more important then others.
Cant help anyone even a 70 year old woman that lives by herself when its broke on her side right a that backflow even if she wont have water that night if we didnt fix it .
I know who my customers are-I ask when there are problems-the decisions that I make have recently been heavily screened- NO PROBLEM until one of the "leaders"(who have no real conception of the total situation) decide to instruct us to do things that cause more work at very inefficient levels
Public Works
3e the city takes away from my customers. ie. city employees.
This organization posture is to resolve habitual complaints first; these citizens' that have council ear have been identified as the "important customer." Council dismisses organizational operational core duties.
As a customer approaches me in the work field with a problem that I can solve, I HAVE to tell them to "call it in". I have felt that in some situations that the problem can be solved on the spot in a matter a minutes, but cannot actually solve it for them until called in. (3b.3d)
Department Not Specified
never thought to ask because they will tell you when they are unhappy or you can tell without even asking. So I try my best to help them solve their problem and hope they are satisfied.
Staff is given responsibility without any authority to make changes and move forward.
3c) Evaluations are generated by Boss/Supervisor but customers may offer complaints on my performance at will. 3e) My most important customer are all my customers but does not mean that the decisions related to solutions are always seen in a positive light.
3.d. Adminsitrativ procedures and/or interpretations manual is needed and would be helpful.
Measurement, Analysis, and Knowledge Management
Administration (Including Senior Leaders)
I can always do better.
4d. I Get Most, But Not All Important Information I Need to Do My Work.
Community Development
I find it very hard to make changes that involve other departments. There is little or no department heads working together to make things better. I don't think the organization is concerned with measures of quantity or how we can make things better.
4b Staff knows what changes are needed and it never goes anywhere due to politics?
I do not think the city as whole uses benchmarks or measures of improvement (aside from the annual citizen survey that historically only captured the opinion of the older demographic).
4c. Within my department and division I clearly know how to measure and analyze the quality of my work and I receive good feedback from my supervisor. When it comes to the organization as a whole it is a very different story. I don't believe that the organization has measures of improvement. In addition to that, no one is held to the same standard so when you try to offer improvements some, not all, of the other departments resist and can derail your efforts. This is changing as new staff in leadership positions have come on board. 4d. Sometimes things are done in a vacuum when it would have been much more efficient to share information across departments. The lack of information and in some instances misinformation makes the organization disfunctional. My observation is that there remains a lack of trust because of the many years of budget cuts. 4e. Without any measurement there is no way of knowing how we're doing.

4d. There are many times that I am not informed about an issue that I would deal with directly. There needs to be more "teamwork" between divisions and other departments. When something particular gets approved for changes, all employees that are involved with that property should be notified. 4e. Until recently, I did not believe what was presented to me as to the stability of the City. The new Senior Leader explains things in laymen terms so that all concerned will be able to comprehend.
If the information is communicated it could be utilized to improve staffs work.
Finance/Customer Service
we are the last to receive information and our suggestions have never been taken
Again clear goals, values, and decisions are neither made nor communicated by elected officials. Therefore there is no plan for improvement nor ways to measure if the improvement is successful.
There is insufficient resources to do the "bare minimum" work output. If staff were allowed time to review their and others work, then the data might be available for improvement.
Fire
As employs we have no ability to change or improve the department even though we are told we do. An example is employees send modifications to operating policies that will improve department efficiency. administration never responds or implements.
4A - the measure of quality is if I make it through the day. 4C - What measures of improvement, the silly annual evaluation we get. That is a joke. 4D - Most of the time it's the blind leading the blind. I don't get ANY information most of the time, and if I do it will change fifty times because no one has a clue and can't make a decision. 4E - another series of secrets and/or smoke and mirrors
4d) I do what I have to do with the limited information I am given. Communication from the top down is terrible. I understand that rumors are in every department, but if you find out you are being investigated or written up by an employee on a different shift before you here it from the managers that something is wrong. 4E) I've never felt as if my work performance is valued by my organization. Our elected officials and former manager only seemed to have negative feedback for our department and work volume.
4A. The guidelines used to measure the quality of my work are, while printed and defined, arbitrary. My direct supervisor, who works with me regularly and intimately, does not have the freedom to assess the quality of my work without the input of the Deputy Director, who I might encounter 5-6 times annually. This is due to another relic of the Ertz administration, where above average and/or outstanding performances by employees must be thoroughly documented and cited. Because of this archaic management style, most people work towards the evaluation they know they WILL receive instead of the evaluation that they WANT to receive. Hence the mediocrity of this organization. I am saddened that I have become one of these employees who no longer strives to do his or her best. 4B. Because the measures are arbitrary, the feedback is meaningless. Evaluations, since they are reviewed prior to their approval are based more on personal connections and relationships than merit. 4C. Please see my responses to 4A and 4B. 4E. I only know how the organization is doing by my own observations. Nothing formal or quantifiable is ever shared with the lower ranks.
Again no communication so not sure as a whole what we are doing. when there is problem, it is not fixed in the most efficient way.
4a. The quality of my work should be measured by my supervisor who deal with me daily, however his evaluation may be changed on the ordors of a Senior leader who has not ever spoken to me in months.
Sometimes information is not distributed properly to the whole organization.
There is little communication between management and line personnel. Staff and Command meetings are the right direction and too early to quantify results
The fire department has the worse evaluation process on the planet. We currently evaluate new employees every shift. This will require
4a)increase training and educate senior leaders and supervisors 4b)Communicate and give feedback 4c)Communicate and give feedback 4d)Need better leadership/Management 4e)Communicate and meet with employee's to inform them of the Organizations status.
I haven't been informed of what type of improvement the organization is going to attempt to do. We don't get any information until the last minute and are expected to drop everything to go to it for their mistake.
We get the important basics on how to do our work. With additional classes and additional specialized training we would all as a whole benefit (citizens and organization)
The organization is no longer functional, and borderline unsafe. The apparent goal of the administration was to dismantle the department, and they have succeeded.
I've seen the survey that the citizens do so I know what they think.
It does not help when an assignment has been known for several weeks, and the engine company notified only 30 mins to an hour before.

Again, at the employee level I think most personnel are trying to do their best at an individual level
I/ we usually dont get "all" the important information and if/when I do its not in a timely fasion. (Queation) Would you remotely care "how your organization as a whole is doing" if you felt as though they didn't give two shakes about you or your education or overall progression as an employee? How is the Fire Dept scoring higher than any other city departments according to the Citizen Survey the "organization" can treat us as if we're irrelevant. Why is the "organization" punishing us?
4a: I am personally responsible along with my co workers for the performance of my job duties. The City is responsible for providing working and safe equipment, which is often substandard in the amount of time it takes to fix items. 4d/4e: Communication and direction severely lacking. Simple items like necessary equipment not given in a timely fashion.
In my Organization, there is a huge lack of training necessary to facilitate a positive environment. We are punished for things that are not clearly outlined or not even a previous problem.
The only measurement of my work is a citizen survey, and the occational citizen who comes by to thank us for helping them in their situation.
4d. The amount of information the line personnel receives and the time frame in which we receive it varies significantly. Information gets lost between the administrative side and the line side. 4e. Very little is done to show how we as a department are improving or need to improve. Aside from random citizen surveys, I don't know of any other forum where citizens can voice their concerns, and even with the surveys, they may never receive an answer. The only improvement we seem to care about is lowering the budget.
4c: Even when you think you are doing something right it feels as our management will find a way to point out the bad. Very frustrating 4d: As in every company communication is an issue
I don't feel that I know where the organization as a whole is trying to move towards. But worse, there is a lack of vision for our Department within the Organization. Anything not moving forward becomes stagnant and stale. A vision for forward movement is needed.
4c. I understand the measures of my work, but I dont believe the dept. heads do. 4d. I get very little info I need to do my work. Thats why its frustrating to even come to work. Again, its a lack of poor leadership of the fire dept head. 4e. Yes i do. As a whole its been the worst I've ever seen. But hopefully with this survey the organization can turn things around and make it comfortable to to come into work.
As stated earlier no communication, we do not get the important information needed to improve.
4d. There is no formal initial training for mid level supervisory personnel in the fire service. The majority of information needed to do an effective job, such as job duties and responsibilities were received from peers. 4e. The fire department used to do a yearly department reports that showed important items related to our jobs and our effectiveness in the city. This publication was abandoned by the senior staff approximately 3 years ago. It is impossible for a worker to gage his/her worth to an organization and our citizens without some type of reporting system
Parks and Recreation
Important information needs to be shared in order to eliminate questions that would hinder us from doing a quality job. Step level pay might promote a better quality of work as well as rewarding those that work hard.
Police
Software is old and outdated. Our software and IT slow us down.
4de no communication between patrol and detectives
It doesn't seem to matter how I maintain the the excellence in my work as long as it stays at the highest quality. Changes needed are ignored to keep things easy for others. I am continually requesting information to complete tasks. Communication is very bad.
4A & 4B. I try to do a very good job at every aspect of my duties. I can measure the quality of my work. 4C & 4E. As stated earlier, I do not know what the goals and strategic plans are so I am not sure how my work fits into the organization's overall measures of improvement, and therefore I also do not know how my organization as a whole is doing. 4D. We have access to an immense RMS database (OSS) but it was taken from us and we cannot access that data any longer in a timely manner. Our RMS system (tiburion) is so slow and antiquated; it is almost completely worthless in the field.
THERE IS A LOT OF INTERIOR COMPLAINT AND THINGS CHANGED WITHOUT WARNING OR ASKED OPINION.
Public Utilities
4e Lack of communication between departments
We are lied to and not included in discussions so they can do as they wish regardless of right or wrong.
4e nobody will tell you anything everything is hush hush
4b My work improvement is contingent on others (senoir leaders) who are implementingthe the controls and are slowing down and negatively affecting my work efficiency. 4e as a whole my organization could do much better
4e everything is never presented to us.
4a, 4c, 4d, These are I questions and my preference is WE questions.

E- only things we hear are negative issues, how they are going to raise insurance and not give raises or compensate for extra work duties.
I know how the utilities department is doing, but not to sure about other departments.
I know what my job is everyday. To have the correct info. is sometimes very difficult, the training of others has a direct effect on my job,daily. They are under-trained, inexperienced and under staffed each day there are complications that effect my job and others.
4e have no clue whats really going on.
bosses tell you what to do and we do it if youo give an opinion its useally looked upon as a threat or somebody wanting your job so do your work and stay quite
4d real workorders would be good, not scraps of paper with incorrect information. 4-e not well read the media
we never no what is going on .
I KNOW these things, but the ones in charge think they know better than the people that have been doing this for XXX yrs each- Getting info is like pulling hen's teeth-VERY VERY DIFFICULT-I know how we are doing on the base level-but not on the 'upper'side
4c.) No, I don't know what the organization's objectives are. 4e.) Lack of transparency and poor organizational communication.
Public Works
4d as stated no information is passed down.
city hall does not care about me or my ideas or needs to do my job.
I have the ability and the experience to do my work and do it well. In addition, I have contributed to improving the quality of work produced in the field and in the office. However, my education and experience are not properly compensated which hinders my willingness to commit to this organization and contribute to the improvements needed to enhance the organization mission. My counterparts in other municipalities are making \$10,000.00 to \$15,000.00 more than my position with this organization. Therefore, this organization's loyalty and commitment to its employees are low priority and as long as the economy continues to be poor you will retain dedicated employees, but as the economy recovers, you will lose these dedicated employees.
4d: once again, military secret. 4e: all i ever hear is the city is broke and we can't get this and we can't do that, so it would seem the city is in bad shape but i see something completely different.
try to get moral back by see what we need
Department Not Specified
4d. and 4e. - At times, there is poor comminucation between departments.
Lack of direct communication between leaders and staff. Communication between departments is poor. Leaders don't do enough to foster good relationships between departments.
4d- information is not always readily available.
4c) Measures used by the organization can be different from my measures and often times the modification is not communicated without ambiguity. 4d) I do NOT always get all the important information, since the decision of what is important and what is not important is made by someone else. 4e) The health of the whole body is usually not reported to the parts.
4.a. Not within the context of expectations. 4. d. information is very selectively disseminated.
selective comunication in some departments between supervisor and employee, even if it will directly effect that employee.
no communication within the organization. we are only reconized if it is negative feedback.
Workforce Focus
Administration (Including Senior Leaders)
There is not a "leadership team" as yet. The group is still in its formation stage at this point. I do not fault any individual members of the group for not wanting to work as a team, but I don't think that they've been encouraged in the past to work as a team. Competition was encouraged more than teamwork.
Sometimes recognized more for what is considered poor work that when things are good. While I am sure my boss cares and I am unsure if the organization cares or if I am just a number
I don't feel encouraged to develop my job skills due to the fact I was declined when I asked to attend special training courses when I started working here. Its XXX now that I have been working here and I took a course at College on my own. The City never paid or sent me to any training to develop my skills so I can advance in my career. I don't know if my bosses want or need me to advance in my career.

In regards to questions 5b, access to training and job improvement has always been a case of "who's who" in this organization. The employees that do the real day to day work are denied training and travel, whereas the "big wigs" who do nothing but sign up for "conferences" in trendy cities get to travel around the country and stay in luxury hotels (e.g. The Fontainebleu Miami Resort) just to socialize with their counterparts.
I know it would be difficult; however, recognizing individuals for accomplishments would benefit the individual and the City as well.
I don't believe every department feels a part of the overall City team. Every department is in it for themselves.
my dept works as a team. I don't feel as strongly about the "team" element when working with other Depts.
Community Development
People are not treated the same and have their own agenda and operate only in the fact of what affects them and not the department. The organization makes it difficult to make changes that would create more of a team work atmosphere.
The level of unprofessionalism that I have to listen to every day is incredible. The language and flirting with customers is embarrassing and not to mention loud. And worse, the Department Head knows and will do nothing about it. (This comment is in reference to 2 specific employees only).
5a There is no accountability for employees or departments that refuse to do a good job or work with other departments.
SALARY IS FAR BELOW NEIGHBORING JURISDICTIONS.
We do not have a positive environment, most of the time it is like walking on eggshells. Never recognized for my work but always advised for errors. My supervisor is very contentious.
If they did, they would try to make my compensation equal to or greater than the State averages for my job classification.
Q. 5d. The building leaked for so many years without being fixed. The carpet is still moldy. I'm not sure how good the air quality is. Q. 5f. I "agree" with regards to my bosses, but I am not sure about the organization as a whole.
the front line is bullied, ridiculed, blamed and made to feel unsatisfactory by direct supervisors the dept head is caught in the middle trying to please everyone which is impossible
recognize my work ethics and give me the position i deserve that ive been doing for the organization for the last XXX years.
5b. Even after taking classes and acquiring several certifications to advance my career, there is no incentive to take on supervisory capacities for the amount of salary offered for inside advancement. 5c. There is no recognition for dedication, dependability, or performance. A little respect and a thank you now and then would help. 5d. My Senior Leader has been advised many times that my workplace safety is in peril. I have not been given any type of tool for protection while performing my job. 5e/f. I am committed to do the best job I possibly can to achieve success but I do not feel that my bosses care one bit about me or my safety. I feel I am only a number used to buffer the Senior Leader from the public and public office holders.
Finance/Customer Service
It is common talk between staff that council and the mayor view staff as just a numbers that can be replaced at any time. It's difficult for staff to be committed when you are labeled as just another number that can be replaced. If leaders, council and the mayor would make a drop in visit every once in a while just to asked how are you doing and say thanks for all you do, it would be a positive step in the right direction.
5f Ask our thoughts on what we want, don't plan our future without asking.
you only care about working us to death for minimal pay while others make a lot more money
A few disgruntled individuals with personal agendas have destroyed the team environment within my department. Due to their personal relationships with some elected officials false accusations and "rumors" made by them were given significant attention. This subjected very dedicated and highly ethical staff to public defamation without any opportunity to defend themselves. This caused innocent individuals a significant amount of stress at a time when they were also being required to produce unrealistic amount of work volume. Some elected officials seemed more interested in conducting a "witch hunt" than becoming part of the process to solve the organizations problems.
I believe employees have endured so much in the way of cutbacks the last couple of years, the general attitude is not conducive to teamwork or even some basic quality standards. I have heard variations of "I'll do my time" type conversations.
again, dysfunctional narrow minded and very critical management . instead of building up their employees they create dig a hole hope you fell it situations.
Fire
5b. My immediate boss does encourage me but is powerless to help me further my advancement due to the constraints put on by the City. 5d. There are many safety issues that my boss cannot help with because of the Deputy Director refusal to acknowledge the issues. The Deputy Director seems more worried about staying on budget than the safety and welfare of his people. 5f. My boss cares about me, but I do not think the organization as a whole cares about me. I feel the city leaders treat me as a burden on their budget even though I risk my life for them when I am at work.
5d: I feel that cost comes before our safety as far as equipment needed to do our job Safely. There are lots of people in our department with gear that is not fitted to them and are in severely used gear from retired people.

I continually ask for training and have been denied every time. I received one explanation once and it was based off money. The department does not have the basic equipment to operate. The deputy director is well aware of the situation and does nothing to correct the issue. Examples
5A - Team? are you kidding? This department is all about egos. The only time people work together is when someone wants something they can't get without pretending to "like" the other party. 5C - Not hardly. The more you do the more is expected. Never a thank you from the higher ups. I get paid just enough to keep my head above water, not enough to save a dime. That's not being recognized in any way, shape or form. 5F - nobody cares about anyone other than themself.
5F) By boss does care, I don't think the city does. Cutting salaries from already underpaid employees doesn't feel like caring at all. Its spiteful.
5C. I am not even recognized for things that I do that are above and beyond my job description, much less the work that is expected of my position. 5F. My direct supervisor, my Lieutenant, cares about me. The organization doesn't. For me to provide detailed information that would support my claim, I would end up forfeiting my anonymity. This lack of concern includes not just the administrators of my department and public safety, but also the HR Director, the XXX (<i>Manager</i>), and the former City Manager.
They only care about the date of their retirement. Once someone goes into the Drop, they don't want to rock the boat therefore nothing gets done. We are never recognized for the good things we do, only the bad. Upper command staff does not stand behind the employee and is always so quick to stand in judgement of there employee regardless of how long we have been here.
5b. There is no encouragement to develop skills or education because the organization refuses to help with the cost. Even though that education benefits the department. Also the Senior leader only seem to value the furthuring of knowledge of the select few(D0-No Wrongs) 5f. The only ones that seem to be cared about are the valuable employees(Do-No Wrongs)
5c is self explanatory.
5f. My supervisor cares about my work, but it stops with him. senior leaders I feel can't be bothered with how I feel.
5b)Provide educational incentives for advancement 5c)Present employee's as Eployee's of the month or Eployee's of the quarter. Meet face to face with employee's to congratulate them on a job well done. 5d)Update equipment establish preventative maintenance schedules for sensetive items. 5f)Provide a "boss" with expierence in leadership and management and is willing to cooperate and not dictate oraganizations direction.
5f. Our chief tries to sink us not keep us a float.
My bosses don't encourage any advancing in skills or additional classes. I don't count on recognition for my work. I do what I do to try making an impact of the citizen I'm out to help protect. The work place is fairly safe except for the whole having a minimum of 15 FF's which would not do much justice on a lengthy structure fire, or the limited amount of paramedics causing us to do double duties. I used to be committed to this work place, but now have been searching to find a new job do to the lact of respect and equality I have recieved.
I am encouraged to develop my job skills so I can advance in my career by my immediate supervisors. Seeing as classes are no longer paid for it makes this difficult. It is hard to provide for a family and pay thousands of dollars for required classes to make me eligible for promotions.
There is an overwhelming and pervasive air of racism and anti-Semitic rhetoric amongst the members of this organization. The members seem to value a licentious, gluttonous, debauched, and materialistic life style. This immoral and unethical behavior is abhorrent and disheartening. (5e) I am committed to following the precepts of Jesus Christ; thereby, our success is measured by our charity.
Recently, several air pack face pieces were damaged in training, and administration decided that those who did not have the proper protective equipment (masks) were just going to have to perform outside functions. What this means to the citizens is that if those personnel were first due to a structure fire, especially with a life safety issue, those in danger would have had to wait longer for someone to arrive with the proper PPE to do the job. To those firefighters, they were put in a predicament where they would have possibly had to harm themselves because the proper PPE was not had. (5d)
The department, at the employee level, is very team oriented. You're literally living with your team members sometimes under very stressful conditions
The city use to have a very progressive education incentive program. Now the fire department does not have any education incentive programs except a horrible one for paramedic school. The current plan makes it so hard to attend school that it is not worth the effort. On top of that the council cut the total number of paramedics in our department forcing a drastic reduction in services and causing a marked increase in potential harm to employees and citizens. It is impossible to perform as a Lieutentant, Driver Engineer and be the sole lead paramedic on emergency scenes.
I am not recognized for my work, the "organization", I feel, does not care because if they did they would reincorporate MLK Day, tuition reimbursement, insentives, and other things which were taken.... I dont feel respected, motivated, or appreciated. What has the "organization" done to make me as a minority feel good about myself and my accomplishments?

5a: my immediate coworkers and fellow employees mutually care for one another, however it has become evident that the organization attempts to encourage gossip, rumors, and interdepartment squabble in what appears to be attempts to create division within the ranks. High ranking supervisors have been heard talking to employees spreading rumors and gossip or telling about private meetings that were closed door and personal. This creates a hostile type work environment and creates friction. No trust. 5b: My immediate supervisor encourages job growth. I do not feel upper management provides the same. Individuals are given special treatment based on their personal relationships with the administrative staff. Examples: When a high ranking administrative officer declined employees educational classes, but secretly paid for another employee to go. This incident was brought to light in a civil service case and had concrete evidence backing the allegation. No remedy was offered and this type of behavior continues; promotions, special teams, special classes, special training. Our department is the only department in the City to lose educational benefits and opportunities which by the way are needed to advance. 5c I do not feel my administrative staff recognizes my work. 5d. I do not feel I work in a safe place. Toxic mold in stations, rat infestations, lack of heat/AC, safety lighting in dark areas with heavy equipment, cleaning supplies not given for equipment, proper maintenance on vehicles not done in a timely fashion. 5f: I do feel my boss cares about me, however I do not feel the same about higher ranking individuals.

My organization does not recognize people for the good work that they do. My boss has no concern with helping to develop our skills or advancement of careers. There are a chosen few who are given exact information to be able to advance. There are more educated personnel who are not being considered for advancement but only held back intentionally.

My Bat chief does encourage developing skills and getting more education but the educational provisions the city use to provide to the FR dept have been taken away, so it appears they are discouraging it. All other depts in the city have kept their educational programs. We are, once again low priority. As far as safe work place. Our work place is never safe even if we had all the safety equipment we needed. As noted earlier (first section) safety is low priority, doesn't appear to be important to our administration. Deputy director has put a truck in service after being advised by our mechanic that it shouldn't be driven due to tires being without enough tread, that's just one example.

SAFETY SEEMS TO BE A SECONDARY THOUGHT AFTER MONEY. MANY INSTANCES HAVE OCCURED THAT HAVE PUT LIVES IN DANGER DUE TO EQUIPMENT AND MANPOWER THAT SHOULD BE UNACCEPTABLE IN ANY DEPARTMENT. THIS DEPARTMENT REVOLVES AROUND THE MONETARY BOTTOM LINE. I UNDERSTAND THAT BUDGETS MUST BE MET BUT NOT AT THE EXPENSE OF SAFETY.

5b. My bosses care and encourage education, training and advancement. The city and department heads, on the other hand, obviously discourage education and training. Education leave and tuition reimbursement have been taken away, and a new training facility has been put off for years and is now being planned for another city. 5f. My bosses care but my organization does not.

The team that I work with, as well as my supervisors do the best that they can to support and advance my career. Most of the constructive criticism that I have offered is leveled at decisions made at the City Council level that have crippled our organizations forward movement. Bad blood between council members, administrative leadership and line personnel seemed to be the only logical explanation for certain changes that were destructive to the department while being cost neutral. Some programs were nixed that even made the city money, just so that the department could be reduced. It defies the explanations given, making "bad blood" seem the true reason. We need to let go of that between all parties and focus on moving forward.

5a. We try, but the leadership make it impossible at the fire dept. 5b. Absolutely not! Maybe that's because there's no education incentives to advance. That's because the organization has taken that opportunity away from the fire dept employees. Also, the continuing education training is a joke. We were once the most elite fire depts in the county pertaining to training. Of course, the senior leaders blame the organization for a lack of funding. In the end, no one wins. Especially the employees and the customers they serve. 5c. Never! but I don't expect it either. I did not get into the fire service for that reason. If you want to recognize me for my work, stop giving me a paycut and stop making major absurd pension changes. 5d. Absolutely not! In general, the fire dept is a dangerous place to work. But with the lack of proper training, lack of proper gear, the lack of proper equipment, and the lack of inadequate leadership, this organization is begging for workers comp situations and or lawsuits. 5f. Absolutely not! The senior fire dept. leadership does everything in their power to make sure they make our lives miserable. As for the organization, if they cared, they would not be making us take paycuts and drastic pension changes.

No encouragement or incentive to advance. (ie. our tuition assistance was removed in an imposed contract) We are rarely recognized for positive achievement but quick to be threatened with discipline for negative actions. work place safety is a concern based on maintenance issues that go unresolved for long periods of time (ie. lighting in bay at ST72 took months to fix, A/C units still not working at ST71 & 74 for approx. a year, Bay exhaust fans o.o.s. at 2 stations for 2 years, no contingency planning for SCBA masks that failed testing, lots of safety issues fall through the cracks). I really feel that my bosses are biding their time(both in DROP with less than 3 years to go) and don't really care about making this Dept. better. I have discussed this with DD Burgman several times, but nothing changes for the better. Bosses are very inconsistent in treatment of situations & individuals.
The Batt Chief and LT I work with care about my career development above that the admin does not care and actually has taken steps to hinder us from furthering our careers
5b. The senior leaders treat the fire service as the scapegoats of the City of Port Orange. The fire department is the only department in the City of Port Orange that is not afforded tuition reimbursement. The city should realize that investing in an educated department can only assist in the quality of job given to our citizens. In the fire department job titles and qualifications have been changed for Battalion Chiefs, but this information has never been formally distributed by senior leaders to the employees who are attempting to advance their careers. This is just an example of the lack of developing a competent and educated workforce.
5f I am sure my boss cares about me.
Parks and Recreation
its hard to explain there is a lot of favoritism in the new upper ranked of employees hired by the Director no one has showed me or helped me on how to move forward Isometimes feel like a number or being used to inprove others above me
My job skills are above the position that I hold but there are no advancement opportunities at this time.
Discipline needs to be carried out on those who do not work as a team.Encouragement is seldom expressed.Care is not verbally expressed.More training needs to be done for those who wish to advance their career.
Working around venomous snakes and told to do it or possibly lose my job
Police
Job classification does not equal responsibilities and work load. Working below scale when compared to other classifications.
All units of the city work independant of each other and dosen't always work well as a team.
5f---I feel that as a member of this department, I am just a number and I can be replaced without any hesitation. Its sad that if feel little pride in my job anymore because it feels like it does not matter to anyone, as long as there is no complaint .
5f: No one here ever seems to have a vested interest in the people. The people above you worry about themselves, anything other than that is an act. Everyone is shaking hands and patting you on the back at a ceremony, but none of it is real, we are all just numbers here.
The organization only cares about me as a number in the workforce. I am no more important to them than someone walking down the street. I can always be replaced. My department heads do not support the officers it's always in support of the citizens and the officers are questioned and treated as if they had done something wrong. A majority of the cases the officers were correct in their decision but still have to go through internal investigations so the department heads can document the incident. This brings the moral of the officers down as their is no support from the upper staff.
The city council does not care about it's PD. They are totally disconnected and think that police officers are just numbers in a machine.
No concern, no room for positive accolades. Always looking for negatives and ow to get officers in trouble for violating policies. Officers feel like they are always on edge
I am continually exposed to hazzards and I am neither paid extra for it nor is there proper equipment for protection. My bosses don't seem to care as long as the job gets done.
5d. As a police officer the job is inherently dangerous. This is something that I accept and understand.
The people I work with on the road are a team but the organization as a whole does not work as a team. My bosses are handed down work expectations from upper middle management to road officers. There is no development but micro management as a constant involvement in work by the bosses. With a constant "CYA" feeling from road officer up the chain of command.The organization cares about the organization and not the individual.
5F. I FEEL THAT MY BOSS DOES FEEL ABOUT ME BUT THAT THE ORGANIZATION DOESN'T FEEL ABOUT ME.
5f: I believe my bosses care about me as an employee, but I do not think the organization cares about the employees other than that they complete their assigned duties
My bosses care, but the city does not. This is blatantly obvious by the reduction in benefits (pay, pension, etc) and huge increases in health care.

5d The workplace of a police officer is inherently dangerous. The violent crime in the city has been increasing considerably recently. The city expects us to conduct ourselves with the public in a carrying none aggressive manner, having citizens compline if an officer has his hand on his weapon during a traffic stop or other routine but highly dangerous situation. It is very dangerous to address violent crimes and criminals and maintain a friendly small town cop impression to the on looking public.
5B. I feel like I am on a leash that is constantly being yanked backwards sometimes. I do not feel encoraged to develop my job skills to advance my career at all. 5D. By virtue of my profession, this is not a safe workplace.
There seems to be three classes of people mngt, ofc, and CSO. There are many people that are team players but many that make us feel we are expendable and unimportant. There is no advancement in my carreer.
5d) Police Department 5f) Boss-yes. Organization-no.
I believe the direct bosses care about my career developement but my oragizations policies and constant state of change as it applies to the long range promised benefits does not demonstrate that the organization cares about the employees. Further, it does not allow for the employees to make long range plans and puts the employees in a state of anxiety.
5a. Due to internal stresses (caused by work environment) there has been a division among work groups within the organization which inhibits the aspect of working as a team for one common goal.
5c do a major part of community event planning and public safety, but yet I have not had the powers at be just say thank you for doing a good job on that event. A little goes a long way.
Public Utilities
If safe you mean, anyone can say anything they want, and you get put under investigation.
The past city manager has not even acknowledged any of the accomplishments of our division including professional awards, events, and surveys. Our division has been at the periphery of the city hall hub and is out of sight out of mind.
Its quite obvious how an organization values its employees by the way it treats them. No raises for 3+ years, all the while health insurance cost rises nearly every year, along with all the other every day costs. When they do agree to a raise it works out to be less then 1% a year (total percentage of raises / 6 total years) 3 years of no raises + 3 years with raises. PATHETIC. Now they are concerned about benefit payouts and how to limit them. The very benefits we get by showing up to work instead of calling in sick every week. Nice way of encouraging people to show up for work. Well with all the money they're saving the Organization can always buy up more useless property. That's what the Organization does best.
The bosses only care about making themselves look good.
5c they dont care just want it done 5f they dont care just want to keep beating us up
5a. There are few employees who sincerely care about the City and it residents while many employees just come in to kill time and collect a pay check on Friday. Some employees just don't want to deal with anyone, they just want to do nothing.
5a SOME LIKE TO SIT AROUND AND PLAY ON THE PHONE 5B MY Supervisor XXXX never encourage any one and refused sending people to school for training 5f MY ORGANIZATION CARES MAINLY ABOUT THE SENIOR LEADERS
5b My boss and crew leader would like to see us advance but others higher up don't. 5c sometimes 5d you make it a safe work place. 5e i'am committed to the city , now lets hope they can return the favor of hard work and dedication 5f my boss and crew leader care alot about us.Our dept is like a family. I wish other people would show the same respect as we do.
5f. my supervisors care about me not my organization not my senior leaders
5f- My boss cares greatly about me and my future but "my organization" does not. With XXX years of service and basically 7 years without even keeping up with the COA, minuscule raises the past 2 years, the city now want to reduce benefits, (sick time and vacation time). I fear that before I retire that the city will find some way to even ruin my defined benefits plan.
5a We are a team from training, experience, and leadership. 5b LOL there are no career paths. 5e I commit to organizational success although there is no reward for being more than a minimalist. 5f It depends on the subject.
B-only encourages to get what I can done without understanding the tight schedule we are on every week. C-Never praises for a well done job.. F-They only want to dump on me and use me up.
My bosses at the water plant care about me and our team, but the department heads in utilities could care less. I went to our XXX (<i>Manager</i>) about 6 months ago to talk about my future, about me working harder and advancing with this city. I was told that if I wanted to work hard and advance that I should go somewhere else. I was even shown a couple jobs that were hiring. That really helped my morale.
You have no idea how hard it is trying to do a good job without cooperation from your bosses. It is better than it used to be , but it's still very, very hard. No tools to work with, I have to buy my own. I have given them 4 to 6 lists per their request, with no results. There is a team effort but that does not include me. It may sound child like but it does exist within our workforce. I have talked to my superiors, we have talked as a group but it goes back to same situation.I like my job, but man I sure isn't easy.
5b my boss thinks only of himself and has no comunicative skills.5f it seems not true.it does help to be able to vent.
5d. We have to climb up on structures and down into places that aren't exactly safe. But, we do practice safety measures. 5f. I feel the bottom dollar is what the organization cares about most. And, whose buddy is getting what they want.

My boss readily encourages me to achieve certifications and gain experience that will further my career. I believe that this is a great benefit to me and the city. I also understand that tis is atypical in my department, where the minimum is encouraged and furthering of education is not.
working with high voltage, with limited experience
I'm not a electrician
too much favoritizium people in postions that they should"nt be in but nobody whats to be in charge because of the way the bosses think and you wil not change that until they retire
my bosses dont care about there just out for there selfs and to make them look good .
The people in my division work VERY well together-not the leaders or supervisors-they have all been fired and the ones in authority have NO IDEA what is going on nor do they care-IF THEY DID, THEY WOULD ASK AND BELIEVE what they are
5c.) I am not adequately recognized for the quality and quantity of work that I put out. 5f.) My bosses have showed that they care about me, where as the organization has not.
Public Works
5a to much power struggle every one wants to be the boss and not the worker.5b There are no advancements you have to wait until some dies or retires than they want a degree or some one from the out side.5c Again just a number and nobody knows what we do each day not saying we don't produce upper management just dosen't know
5a.as for the actual crew i work with we all work as a team,but for the whole workforce theres some of us that can do a whole lot better to help each other out and cooperate as a team and thats how it could be fixed. 5b-i disagree with this because i feel that my bosses want me to do my joband it stops there, not much for advancements when its been the same routine of this person is next in line or the leadersabove you dont teach you anything for you to advance.every foreman should have someone under them to take neccessary steps to move forward and maybe becoming more then a labor and operator
Departments do not communicate properly. Risk Manager has left and may not be replaced. The City needs a safety program and a good safety leader.
5a
5a the most common phrase i here is"it's not my job,it is so-n-so's job let them deal with it"
5a) my XXX crew does, but as a whole [public works] each department helping each other out or delegating duties is far from ideal. major work needs to be done there. My ideas on that I cannot give...but are needed 5c) getting a yearly write up with no pay increase even with good reviews is a hard pill to swallow. HARD WORK DOES go unnoticed in this department the majority of the time. Hard work does not get you anything here, so why work hard even though I myself work hard????!!!! 5d) I work on the XXX crew and most of there work is not safe nor will it ever be safe. Tree work. I personally work on the side of the road a lot of the time. That is not a SAFE environment. Period! If referring to feeling safe while in the yard then yes otherwise no.
Has been no safety training what so ever since I've been here.
5a - The department leaders are the sole reason for the "strong disagree" checked here. Coworkers work well as a team. 5c- I do not feel my effort, or the efforts of my coworkers, to perform above and beyond is appreciated or recognized. And I state that because it is the lower ranks that are penalized even when the wrong doing is done by those in supervisory positions and higher. Those in lower ranks, the boots on the ground and office staff, are the ones that have seen the City through during the significant changes in administration. Departments have been left in the hands of "interims" or new hires and it's been the lower ranks that kept the City functioning on a daily basis - not the leaders, who typically receive the credit, if and when given. And I hope this is thought of when it comes to lessening the benefits of those of us in the lower ranks. We are not the ones being "dismissed" for inappropriate actions and giving the City a black eye, we're the ones left to suffer the embarrassment and angry residents; nor are we the ones retiring with thousands of dollars. We appreciate the benefits we have, we do not take them for granted. Most residents didn't feel any change in the services provided by the City during this huge shake up - water still came out of the faucet, toilets flushed, utility concerns were addressed, garbage was collected, and many other services that are provided each and every day went on and were provided as normal. This clearly demonstrated the strong work ethic of most employees and their desire to do their best each and every day. We do appreciate our jobs.
my bosses care about me but city hall does not. they hire from outside-no advancement.
5f. My Boss...YES, My Organization I disagree

My counterparts in other municipalities are making \$10,000.00 to \$15,000.00 more than my position with this organization. Therefore, this organization's loyalty and commitment to its employees are low priority and as long as the economy continues to be poor you will retain dedicated employees, but as the economy recovers, you will lose these dedicated employees. This organization has excluded me and my position from the day-to-day operations. I feel because of my past career, I have been stereo-typed against and yes, I have brought this to the attention of XXX and ignored. Safety, there are no safety requirements, no policies in place, training has never been conducted in the time I have been employed, or procedures, safety standards established, and no safety certification maintained or provided to its employees in this organization. Every day I witness crews working in hazardous condition along the roadway, no caution/warning signs placed out to inform driver of the crews working ahead and or conditions or roadway closures. Far too often, I have witnessed crews working on roadways with active traffic passing within inches of the crewmember. This places citizens and employees in danger. Foreman/front line supervisor do not hold the proper certifications (MOT, storm water, Chain saw safety), or safety training only a selected few who do not accompany the crews.
I think all the foremans works together well but one foreman XXXX will not help he works getting out of work
5a: sometimes but not all the time. 5f: my boss cares about me but i feel i am just a number to the city that can be replaced immediately.
5f all we are ,are just a number not a person
My boss I directly report to I know cares about me, Not sure about the others.
5a The field operations part of my job works very well as a team. Working with the administration is very frustrating. They are new to the city in one way or another and try to reinvent the wheel. Having never done the job or knowing what tools that are available they will try to tell you how to do your job.
my new boss is doing good & he is trying to make it safer.he started about march.
Department Not Specified
5a. They do not work as a team and no one ever owns up to mistakes, they always blame someone else. 5b. There isn't any way to advance here in my career as there are no raises and/or promotions, so no, my boss doesn't encourage me. 5f. I do not believe the City cares about how much I have to do for my rate of pay. In my opinion, and other's; I have fulfilled an "Office Manager" position with a secretary's pay. Creating new positions for promotion with noticing and understanding what each position consists of is very important. Staff should be paid what they are worth and what they bring to the certain position.
5c. - I'm recognized by other departments, not within mine. 5f. - Crappy pay raises and having our benefits constantly changing for the worse does not make me feel cared for. Mean while, the fire fighters have great benefits, are banking on overtime and are leaving the city at the age of 44 with huge pensions. They are cared for, not civil service employees.
I ONLY FEEL THAT MY DIRECT BOSS CARES ABOUT ME, NOT THE CITY!
VERY rarely do I get a "Job well done"!!
Receive very little feedback on how and to what extent I contribute to the organization. No accountability between staff. A few individuals are expected to take up the slack for other staff that only do the bare minimum.
5B: I have been denied training. I have been denied reclassification after certification with no reason, while others in the dept. have been reclassified after their certifications. 5D: Ongoing bad air quality. 5F: Past city manager told us we were lucky to have a job when asked about raises.
5b - I would need to be able to attend training; it is routinely denied. 5f - I would need to see evidence. Any type of acknowledgement would be a start.
Developing employees job skills is important for the city to grow. All employees should be able to grow and learn by attending training classes not just the select few.
5a) While cooperation is employed it is not without contention, disagreement or argument. 5b) Since my employment I have been encouraged to stay where I am and not expand job skills.
5a. majority of the people I work with only care about making them look good. They will not listen to other staff member's questions or comments. 5f. Organization does not pay individuals based on performance. There is staff that work beyond 50 hours a week and juggle multi-tasks in addition to they expected workload for the organization that are not compensated.
Several of my coworkers and I have learned what it is like to be discriminated against, bullied, ignored, and vindictively persecuted. For what, I do not know, I guess we did not play the politics properly; we just wanted to work and get along with others as we had for many years at the City of Port Orange. That ended 3 years ago. No amount of asking for help from myself or coworkers made a difference. It seems that when someone from a high up position is the bully the victim is alone to deal with the behavior. Our HR Director and upper management did not stop the behavior they just ignored it, after all it was not them suffering. I hope that at some point the City will again protect employees from aggressive unfair treatment. I know when that day comes that City employees will once again feel safe and enjoy their jobs.
5C - Value is not recognized by my boss. 5F - Boss cares I think but Organization , NO, I think this is because value of job goes unrecognized.

Operations Focus
Administration (Including Senior Leaders)
I believe that we can handle an emergency, but we still have work to do to become even better.
6a. There Have Been Significant Budgetary Constraints Impacting The Ability To Hire Consultants And To Purchase Items. 6b. Purchasing Processes Need Significant Streamlining. 6d. We Have Many in The Organization Wlth Limited Training & Experience in Emergency Events.
The City has gone through hurricanes successfully, but I don't know how well we can handle emergencies or if there are areas where we can improve.
6a. Because of budget constraints, I frequently purchase my own office supplies. 6c. Because of a lack of planning on the part of others in the organization (and outside of my department), I am frequently called upon to do my work in a "last minute" atmosphere.
We have no emergency management operations in place. We have departments missing department heads. We have department heads who have not been through a serious disaster and have very little to no contacts in this city. We have a barely operating EOC, with absolutely no EOC leadership. If a serious disaster strikes this town, we are in terrible shape.
I feel our processes are antiquated but other departments are resistant to change.
Many of our processes need updating. My department continues to work on those that we can improve.
I am happy that my boss and supervisors have faith in me (I think!) to get my job done and do it well -- without wanting to micromanage me.
Don't have sufficient information to answer based on untested personnel experience and resource assembly.
Community Development
Senior leaders make it difficult to make changes and they don't communicate with each other with a common goal. There is no teamwork between departments/divisions and therefore makes it difficult to introduce new procedures that could make processes better.
Again, Department Head does not make clear decisions and changes his mind too often.
6a We lack the tools/employees to do what is expected. More work with less!
WHAT WE NEED IS MORE PEOPLE, EVERY DAY IS AN EMERGENCY TO TRY TO GET THE WORK DONE.
Q. 6a. We need better IT, including web services and the ability to have GS on individual computers. Q. 6b. The processes may be fine, but many are not properly documented in a user-friendly manner.
6b./6c. Our software and technology has not kept up with others. We should have systems that provide work flow and reduce the paper, reduce manual input and amount of handling involved in our processes (permitting, agenda preparation, plan review). 6d. We need an emergency management plan that clearly defines everyone's role before, during and after an event including where and when we're supposed to report for duty. We need training, however we are so overworked and spread thin that it will be difficult to find time for training.
Additional staff is needed; has been repeatedly requested of the department head but never gets requested in the budget.
We have good processes but they could be improved.
Finance/Customer Service
I have asked for additional equipment to make my job easier and more effecient, that was XX months ago. Still nothing. The cit is not ready to handle an emergency. This fiscal year there have been no meetings that I'm aware of for hurricane preparations.
6d never any training on this.
lack of procedures and training
There are not adequate resources both personnel and other wise to perform the required tasks. Due to the lack of clear vision and goals, resources, and time operations are in a constant "crisis" mode. For all of these reasons we have no control over our work processes. Due to the reduction in resources, poor plans, and communications I do not feel the City staff could adequately respond to emergencies like the 2004 hurricanes.
Communication and resources prevent effective and accurate work flow. Processes have been limited by the "it's always been done that way" attitude. In addition, management needs to take the time to understand the processes to develop more efficient and effective methods including asking employee input. If an emergency were to arise, I do not feel that the organization is prepared to handle due to limited resources and staffing levels.
Fire
6a: From the first day i've started this job until now i have Still yet to receive everything needed to do my job. Nor have i been properly measured and equipped with the gear used to protect my life. Also the acessability to gear has been reduced to none by our Senior Leader so when something is needed it can't be accessed until he allows it. I had faulty equipment for SIX months before it was replaced after multiple requests.

As much as it hurts to say this, we are not ready to deal with an emergency. The department is in chaos due to a lack of leadership at the top.
6A. I could provide an almost endless list, based on my tenure, where requested items either never come or come weeks or months later. This includes my original equipment checklist that I received when I was hired that has yet to be completed several years later. And, for the record, it has nothing to do with administration not having enough help. When I was hired there was a Fire Chief, an Operations Chief, an EMS Chief, an Assistant Chief, and an Administrative Battalion Commander plus 2 Administrative Assistants. 7 people in administration for a less than 50 person department and things still never got done. That lack of initiative and competence continues to this day because administration micro manages minutia (basically busy work they create for themselves to not feel guilty about their compensation I'm assuming) instead of empowering the rank and file. An in case they read this, empowering someone is not assigning needless busy work to someone to shut them up (punishment for pointing out deficiencies), empowering someone is delegating responsibility to them and trusting them to complete it while acting in the best interests of the organization. 6B. Most of the processes are inconsistently executed or change constantly. 6C. I do not have any control over my work processes. Administration micro manages things that do not require their involvement. I have examples abound.
Equipment is aging and breaking on a regular basis
Our ideas are never heard and are often discounted when we come prepared to show what is needed to do a successful job. NOT ONE IDEA, FROM ALL THESE YEARS HAVE I SEEN COME TO FRUITION.
6a. Seemingly unable to even get replacements for tee shirts with holes in them. 6d. Emergencies are our job. However, getting equipment and/or manpower to properly perform job is sometimes very difficult
On the 6d. statement. Our everyday work I believe we can accomplish most emergencies. Our Emergency management for disasters is definitely lacking.
6a: I disagree with this because sometimes there is very important equipment or personal protective equipment that is damaged and is not able to be replaced immediately. We also had new employees who had to buy their own uniforms when first hired due to lack of stock of uniforms. That is unacceptable. I believe this could be fixed by hiring additional senior leaders into our work group to handle the large work load involved with our work group. We do not have the proper amount of administrative staff to run our work group. 6d: As a comment to this area, I agree that we are prepared to handle an emergency, however, I feel that if we were to experience a large scale incident our current staffing levels would be very strained and stretched thin. For this process to run smoother I believe there should be more administrative personnel and work group personnel to properly staff our work groups command structure in the case of a very large incident.
6D. We can handle the day to day emergencies, but I feel that a Major emergency(large fire, weather, MCI) We do not have the leadership to handle.
6a)decrease the turn over time it takes to receive requested items 6b)Bring in new ideas and new ways to complete the job in a more effective way 6c)I have no control over my work processes and i am constantly questioned we submitting items or ideas. STOP doing that! 6d)Update equipment, increase staffing, and bring in new ways to accomplish new emergencies. TRAINING!
6a. We have to put in numerous requests for equipment and sometimes even get denied equipment.
We as a whole are not receiving the type of training both physical and classroom for EMS or fireground purposes. I have no control over my work I do as told and we are prepared to handle most emergencies, yet again nothing major.
If we had a large incident that affected us and our surrounding agencies, we would be quickly overwhelmed. Our command structure for a large incident would be near impossible to enact with our lack of filled command staff positions.
The organization is no longer functional, and borderline unsafe. The apparent goal of the administration was to dismantle the department, and they have succeeded.
We currently have no disaster management person, who deals with the preparation for storms. If a large scale incident does happen, the fire department will fail. Additionally, since we have no operations chief or EMS chief, extra work has been placed upon the battalion chiefs, who would have to be incident commanders, with no help coming. Only a deputy director and a fire marshal does not leave much in the way of additional resources.(6d)
There seems to be lack of organization when it comes to uniforms and replacement of equipment. Without a chief and administrative staff we seem illprepared for any emergency bigger than the routine calls. Our training program is non existent and we lack effective leadership from the top.
I dont know what's "good" anymore....
Lack of organization, preplanning, management, supplies, functioning equipment readily available.
We are largely under staffed as a whole. Our equipment is also not equipped to handle emergencies. The inter-agency agreements that are sometimes in place are not reliable to support emergency operations. Many times we are required to do a job without the proper materials or training but still subject to ridicule for poor performance.

As stated earlier its hard to get the equiptment we need. If we get it, its long after it was requested. Our processes for doing work are implimented from our Bat chiefs, there is nothing from above them. I have limited control over my work processes, safety is a top priority to me personally, so things are done with safety of all involved in the situation in mind. I think we are prepared for a emergency but only because I trust our Bat chiefs to do their job and keep things under control, above them there is no learship.
6a: Everything is a very general term to use. Training facities would be a great benifit for the dept and not in New Smyrna, in our own city. On the medical side other then updated text books we are pretty good.
Alot of the reductions within our part of the organization have made it more difficult to do our job. Specifially, positions were nixed that once existed to ensure that critical resources were available when needed. Those positions were eliminated and those responsibilities rolled down to those who already had an overloaded workload. Some things just don't get done, or take an unreasonable amount of time to accomplish.
6a. Absolutely not! If I ask its a definate no. We as a fire dept have asked for better gear and equipment to do our job. We our at the bare minimum with equipment. All of our fire apparatus has one issue after another. I asked XXX for better XXX due to mine being ripped and worn and I was denied. My XXX failed twice during the last test and yet I was given an old used one. Its ridiclous that a professional firefighter can not get the proper gear to protect himself. 6b. What process? Its what Chief Burgman says only. Its his process or the punish process. The complete system needs to be re-done. Starting with getting a good Fire Chief that wants to lead. Not micro manage. 6c. No. The only conrol I have is my own mind. Otherwise, I am micro managed by our senior management at the fire dept.
I control my station & employees, but don't feel I have strong leaders as supervisors. We have a lot of processes for doing our work, but they are selectively chosen or enforced. Many are outdated or redundant.
Parks and Recreation
6a..I have the tools to do the job but not always the materials. 6c..Materials
We are told we have no money to buy what we might need for certain things.
Police
I am not at a level to make changes in "work processes."
6b. The processes we have are insane. We change policy based on the style of one person. We overextend our personnel to complete tasks that have nothing to do with law enforcement. We are left to pick up where other departments leave off, either by lack of effort or lack of ability. We do not serve the public here, we cater to them. There is nothing we will not do and there is no report we will not write. The level of documentation that takes place here is unheard of. We write reports for everything. The support divisions determine how we do our jobs. People become apprehensive to do anything extra becuase they are punished/disciplined/remediated/whatever you want to call it for everything. The net below someone when they fall is full of razorblades. You have discouraged proactive efforts by heavyhanded oversight that requires documentation for everything. The evidence process is a joke. Supervisors here are nothing more than babysitters. You are asking them to develop an entire generation of officers that lack the ability to make a decision.
I do have control over a majority of my job however there are the crisis mode projects that are dictated to the employees. Every resource and time has to be dedicated to something that is not a police matter as it was something that came into the mayors office or a city council member via e-mail or personal request.
6a. We need more support staff to free up sworn law enforcemnt officers. 6b. Poor technology. 6c. Work processes are cumbersome and outdated. 6d. We are very understaffed for an emergency.
We need more people to do our job effectively without burn out occurring. No matter how much we ask for more bodies we are denied. No one seems to care.
There never seems to be any money in the budget for items needed to do my job. We have a pretty good process for doing our work but I don't believe we are fully prepared to handle a serious emergency.
Sometimes takes too long to recieve requested equipment or get it fixed.
There are incidents that have to be documented and fully investigated even tho no criminal activity occurred or the individual can not be located. The organization is below the average for officers within the state of FL. The city has a complacency feeling due to the lower crime rate reported within the city. One civil disorder or emergency situation the agency stops. The department is not staffed to handle a big emergency situation or multiple emergency situations.
We need to have easier access to our long guns ofr violent situatins that require immediate reaction. It appears that every other officer has different equipment from the next, ie weapons accessories, video recorders. The evidence process is too time consuming taking up valuable time that could be used to be more proactive in patrols. Also, the evidence process is redundant in writing the same information on multiple sheets over and over again.
The work we do is overly redundant. When we write certain reports we have to then create a computerized version of it. Then the items we list in the handwritten and typed reports have to be created, again, for other forms. This is a waste of time for the employee and also for the citizens we are supposed to serve.

6c The process of completing my work is highly controlled by an overwhelming and complicated set of policies which do not necessarily make sense.
6B. Our processes are redundant, time consuming, and unreasonable. 6C. I have absolutely no control over almost any aspect of my job.
Our department is falling further and further behind the technology curve. We are still doing Internal Affairs, Informal Inquiries and Subject Resistant Reports on paper with no database to track anything. We are still copying audio and pictures onto CD-ROMS instead of attaching/submitting the files to a computer based program. We need to get with the 21st century and buy a program that will allow supervisors to do IA's, Informal Inquiries and Subject Resistant Reports to be done completely on the computer and not have to do all of it on paper. A program that will allow audio and picture files to be uploaded to that program as well. That way when we get complaints from people we can research by name or address how many times they have been involved in IA's, Resistance reports, etc.. before. It is ridiculous that we are still creating all of these high liability type reports on paper and putting them in folders and filing them in filing cabinets. We should be able to complete any of the above mentioned three reports totally in the computer and then advise our boss that the IA, Resistance Report or Informal Inquiry report is on the server and ready for review. Instead we are printing out page after page, copying and making CD-ROM's putting all of it in a folder, etc... That and no way to research any past IA's or resistance reports in any sort of efficient way (unless you start pulling files and files looking through each and every one of them). The way we are doing it is very inefficient. We have asked to go to computer based programs but again our police administration it would appear is so close to retiring that they don't want to change anything or don't care.
6a. 6b. 6c) So many policies that control what I do and when. No flexibility.
6b) since the county has taken over our communications and report system, it seems that the report system is dated and not current. It would assist our agency as well as others if the system was upgraded to a new system. Additionally, if possible it would be beneficial for employee's to have more input when ordering equipment/ vehicles etc. Maybe an equipment/ vehicle committee that would cover different areas of equipment, when ordering items that employee's are going to end up using.
I strongly disagree with the processes because the department has started using a county reporting system called Tiburon and it is a giant step backward from the system we used. It has added to the confusion and time of officers doing simple tasks. Further the department suffers a lack technology and the ability to optimize these technologies.
6A THERE ARE THINGS THAT I FEEL I SHOULD HAVE BUT DO NOT HAVE AND HAVE ENCOUNTERED MY REQUESTS IGNORED COMMONLY.
Public Utilities
i wouldn't say i don't get everything i need, but purchasing takes so long, and now 18 days for an agenda item
We lack training and in the event of a disaster type situation we could very easily fail due to lack of knowledge.
6a takes forever to get what we need 6d no need good communication to do this
work processes bogged down by too many checks and redundancies procedures too long and drawn out
6a If you know what you need. training does not exist. 6b We have that the way we always do it process. 6d there is no substitute for training
A-work hard to get by with very little help from senior leaders. B-We have out-dated processes to do our work. C-stressed to get work done, being short on skilled man-power. D-not even! FEMA survey not any help either.
Our group here at Garnsey Water Plant can handle any situation that comes at us, I can't say the same for the rest of the city.
I have the minimal amount of equipment to use. Work orders have mis information, on them, this effects my job daily, going back several different times. I am very busy and this is very difficult to do every day!!!! No emergency training , until it happens.
6a we have to prioritize what gets fixed. the city loves to buy land instead!
6a. I understand that money is tight with the economy and all, but, minor things are denied us with the excuse of no money. These leased uniforms are a huge waste of money. Every one of my co-workers will not wear the shirts, which appear to be made out of hospital blanket material. So, no one wearing them, the city is paying money for them every month, so the money is being wasted. And I was told this was not an important issue.
The City will do whatever it wants and cares nothing about their people out doing their jobs
either we are out of money or we can't get the parts to fix things or we have to wait on somebody else to get the parts or have to beg to get it fixed. And yes we have been thru a lot of emergencies and we all pull together no matter what to get thru it then back to the drama
We always have a hard time getting parts to fix self cause the warehouse can't keep parts stocked up plus the power equipment we have doesn't run and if it does it doesn't run good.
We have been informing for years what we need-but it fell on deaf ears or was ignored-we have good ideas for work progress, but are almost totally ignored-or it seems-we are told how to do our job by people who were fired and by people who, in internment, HAVE NO REAL CONCEPTION OF WHAT IS GOING ON, HOW IT WORKS, OR WHAT NEEDS TO BE DONE TO FIX IT-AND WILL NOT ASK THE PROFESSIONALS WHO HAVE BEEN DOING IT FOR YEARS!

Public Works
6a No money no manpower but lots of new projects to do. 6d. With all of the new management trying to establish there dominance they are not prepared most of the workers are and have been.
6d. disagree with the question because theres no direction as a whole and to many things have gone on and still is, and to be prepared and ready for a hurricane as a group we should have a plan ready and installed and talked about
The way the city operates, with the City Council, many times they pull funding that is needed to maintain city services.
6b no we spend way to much time doing paperwork
6a,b,d - leadership is weak in both knowledge and ability (supervisory as well as work performance) and there is little understanding or desire to follow City policy and procedure. There is far more effort being made by leadership to "delegate" current leadership responsibilities to the lower ranks rather than spend the time to learn the task or work themselves. Delegation of work that falls under the job description of Director or Assistant Director is being delegated not due to lack of time to perform the work but due to the inability or unwillingness to perform. Clearly this practice will not lead to a strong and efficient department. And should a conductor be delegating to the orchestra if they themselves can't read or comprehend the sheet music?
finance controls what we can get and they donot know how to do what we do. we have no control.
This organization is not prepared to handle any emergencies. The hurricane contingency plan (I hear there is one, but have not seen it) is most likely out dated and will not indicate new populated areas. Other emergencies, fuel spills, hazardous chemicals, and or other emergencies are left to other municipalities because of the lackadaisical preparedness of this organization.
are director gives us full control to do are job but the assistant director will not allow to do nothing unless it his way
My Group Is Prepared..
6d My department is totally unprepared at the administrative level for ANY emergency. First of all I don't think they have had any training or are familiar with the procedures that need to be implemented in an event. They lack the familiarity with the skills and strengths of each crew. They lack the geographical knowlege of this area. Their knowlege of the road and street locations is very limited. The ability of some to multitask is also a concern. The field crews have had years of experiance however their effectivness will be affected by the decisions made at the administrative level.
Department Not Specified
6b. I can only speak for myself as "I", not "Our" work.
6c. - I would if I didn't have to rely on other people to do my job. Lack of cooperation.
Cannot get training for my job. We are no where close to being prepared for an emergency like we were in 2004.
Staff is expected to produce certain results but rarely are we given the training and tools to help us succeed.
Equipment is old and in need of replacement; basic office supplies are locked up and not readily available when needed.
6b - I would need to be provided some type of documents that outline process.
Emergency prep should be include all employees so that we are ready when the time comes.
6a information is not always readily available.
6.a. Training is sorely lacking. 6.b. and 6.c. Access to information and the ability to locate materials(information) is often difficult.
We have not had any meeting regarding emergency prepaness and hurrican season is near.
6B- Our practices are micromanaged as a whole city. Some of the processees we have had to go through to get a job done are exhausting and manutious. Way to many steps. 6C - I have been doing 2 jobs for a long time, hard to devote 100% to one so things are not as good as they can be. Difficult to focus on one job and do it really well!
Results
Administration (Including Senior Leaders)
Still trying to understand all of the financials, but I believe the City is finanically sound.
When you ask about removing things that get in the way of progress, some of the policies dealing with purchasing and budget create more problems than solutions.
7d. The City Needs To Replace Those Who Do Perform, Do Not Embrace Change And Are Always Negative. 7e. (Historically) Problems/Obstacles Allowed To Persist; No One Tasked With Solving Problems and/or No One Held Accountable For Lack of Progress/Failure.
Ratings related to past leadership.

My organization obeys laws as a whole but there were incidents where individuals or leaders were part of discrepancy, stealing, incompetence, suspensions, and got terminated or retired. There are times we have to wait for our customers to serve them. They will come to us for help but we cant help them because there are things that can get in the way of progress that we have limited control over. I don't participate in any community service. The only service I provide is the civil service I provide at my workplace for The City of Port Orange.
7d and 7e. Because of the low salaries offered, qualified employees are difficult to maintain. The Senior Leaders do not appear to have a realistic knowledge of what is required to get the various jobs done, and what staffing requirements really are.
I agree with these statements most of the time, but not 100% of the time. There are some people who are not right for their positions.
Additional experienced staffing needed for quality and quantity of services requested.
Community Development
There are people in positions that don't perform at an acceptable level and the current procedures to make changes with employees makes it difficult to correct behaviors and try to make things better. It is a difficult atmosphere to work in, most people don't seem to care and won't go the extra mile to do a good job they just do enough to get by and get a paycheck. People don't seem to take pride in their work.
7d 42 to 24 employees. When employees recommend changes, it falls on deaf ears.
AGAIN ITS THE NEED FOR MORE HELP
Understaffed and under payed. Sometimes, progress is stymied by politics.
There appears to be good communication at the department head level, but it is not as good below the mid-manager level.
7d. There are still quite a few people in high places that are paid an obscene amount of money to do what is observed by the public as nothing. 7e. The City is trying to climb out of the rut it has been in for many years and seems to be making progress. 7f. I do not agree with the way a few old, tenured employees were dealt with. Realizing old management made these "deals", I am hoping new management will be fair to the employees who are and have been dependable and dedicated and not penalize them for past mistakes of others. i.e. sick,vacation leave accruals, pay-outs, etc. 7i. Higher standards and ethics than those in the past are desired. Overall, the City's employees are good people who are proud of their positions and just want to be respected. This was a wonderful place to work up until the last 5-6 years and things have really changed.
Finance/Customer Service
We are short in headcount and keep reducing headcount while the workload increases. This causes inefficiencies and higher chance for errors.
Due to lack of organizational vision, resource reductions, growth, and time constraints my work does not meet the high standards that I have previously performed. My customers are extremely dissatisfied primarily because of the work volume that does not allow me to respond to them in a timely basis. Due to the lack of training, job requirements that have not changed as new demands changed, and poor performance standards many of the staff do not have the skills necessary to perform the required tasks. This over burdens some staff members with advanced skills. The organization does not have flexible policies that allow for the changing of positions to meet new demands. Any organizational change for improvement is bogged down in numerous policies, union contracts, and lack of vision. While some staff have high standards and ethics, many long time employees did not. Previous senior leaders did not take standards and ethical concerns seriously and swept many issues under the carpet.
The timeliness and accuracy of work output is not up to standards. Lack of time for proper review processes hinder accuracy. Limited resources lead to untimely or lack of response to user departments. While skill sets are improving in my department, there are some that still lack much needed training or knowledge to be effective in their position. The organization seems to be limited to the ability to change and make progress - although steps appear to be underway with new management initiatives.
Fire
7c. I do not know how the organization is doing financially. That is not discussed with us. 7d. The Director and Deputy Director of Fire/Rescue are basically retired and have no incentive to better our department. The Director has no background or knowledge in Fire/Rescue and treats us like a burden on him. The Deputy Director did not test for any of his promotions and some of his promotions were job creations in the dept. 7f. The Deputy Director tries to circumvent the union contract every chance he gets.

7e: there are a lot of things that can easily be solved that the city council can mayor have fought and taken over the last few years that can greatly increase the output and quality of our department. We are no longer compensated to further ourselves as employees and are also stripped of money that can be used to provide ourselves with the education needed. There is an employee who makes less money today after receiving TWO promotions, than he did on day one of being hired as a base level employee. Our senior leader is also part of the problem, he is an Inactive leader who does not have the respect of his men and has showed that he does not care about it. I've seen line guys who were full tilt company guys and loved coming to work, do a complete 180 and have no joy, no motivation and can't wait to leave because of the conditions that the dept has fallen to. 7f: There have been Multiple occurrences of our dept and senior leader changing the rules to accomodate the dept or his own wishes. There have been State Laws that were ignored by our senior leader for over a year. Why he did not feel the need to support his Men, give an explanation of the situation or acknowledge the wrong doing is beyond me but it is another cause of the lack of respect for him. 7h: Our organization has gotten rid of almost Every program that allowed us to help our community. The flu shots was stopped by our organization, a program that Made the city money even after paying the employee's to administer it. Peolpe come to the station regularly asking about the flu shots and then why they were stopped. We no longer participate in any public awareness programs, going to schools, doing car seat installations, and just about any other public service interacting with the community that we used to provide. 7i: This place USED to be the place to be and where Everyone wanted to work. Due to the changes over the past 5 years and new leadership it has become a low desire place to be and is quickly becoming a "stepping stone" organization. The morale of the organization is at an all time low and it is infecting everyone from the Youth of the organization to the most senior of employees.

7C - smoke and mirrors, no truth told. 7D - are you kidding? The HR Director has no business in that position. He has not a clue in what he is doing, can't make a decision, talks in circles and says nothing. He needs to go. XXX is a back stabber and can't be trusted. You don't want to share any personal information there, it won't be secret for long. And, XXX is not very friendly to work with. XXX treats XXX coworkers like garbage and is allowed to do so by the HR Director. He is so blind by XXX he probably doesn't even see it going on. City Clerk is rude and acts like she is better than everyone else. XXX needs to go, after all that happened in finance, who in their right mind would allow XXX to continue working here. XXX was behind the entire mess and lied XXX way into looking like a saint. Foolish people. 7E - nothing gets removed or addressed, it gets swept under the rug in the former manager's office. 7G - no where near it. 7H - I can't help the community, I am too busy. 7I - I feel like it could be a good place to work but it is not now.

7D) It is evident from the recent firings that the right people are not in my organization. 7E) My organization feels to me as if they are still keeping small town politics and procedures and not prepared to grow with the times. 7F) With all that has been uncovered so far with the city, I'm sure that it's not the end. 7G) see above comment 7I) I used to be excited to come to work. That has changed.

7C. Real numbers are never shared. At best we occasionally receive some statistical percentage change in one thing or another, usually to justify some policy change or other sub-par standard. 7D. Maybe we do have the right people with our rank and file, but we definitely don't in administration or HR. The reason I say maybe we do with our rank and file is that it would be hard to tell since we have no formal hiring process nor do we advertise for vacancies. Basically word of mouth and an interview is how we hire people now. No posting on the city's website, no notifying the local Fire/EMS academies, no Monster or other career website posting, etc.. And then when an "applicant" does come here for a postion, there is no written test, no physical agility test, no interview panel consisting of a mix of current employees of different ranks, no standard at all. My rudimentary understanding of HR/Mnagement is that in times of higher unemployment you have the opportunity to hire more qualified personnel at a "discount", but that requires a larger pool of applicants to pick from. The opportunity existed to get the "best of the best" and maybe we got them, but we will never know since we did not advertise to attact more applications. This is a complete failure of Human Resources and Fire Administration. 7E. Quite the opposite, administration adds things to get in the way of progress. I have made multiple suggestions to streamline process and make them more efficient and every one of those suggestions has been ignored. 7G. My organization does the bare minimum when it comes to standards, just review the ICMA standards for staffing and then go from there. And the ethics are no where close to those that executive professionals in the private sector must meet. 7H. My organization has cut the position and the funding for the programs that help me help my community.

We need new leadership within our department and need to get back to a designated Fire Chief, whom is hired from outside this county. Please!

We are sure the city is doing well financially. They always look out for number 1. The ethics in this department is deplorable. If you know things, you can get away with "anything" The city will rehire employees who have demonstrated bad morality inother words, if you are always doing things in the straight and narrow and someone makes an accusaiton, the PD will nail you to the cross and show you where the door is without a second thought, quilty before proven innocent.

7b. 98% citizen satisfaction 7e,f, g. Lack of training henders progress. Laws and regulations seemed to be oly followed when being used to punish. Senior leader(DD) hold other to high standards but not himself.

With the right balance of management and line personnel, this organization can run smoothly as it did pre 2010. Right now, budget information is not communicated to personnel and each shift seems to work by a set of different rules. The leadership on all levels need to come to grips with one solid direction and stick with it
When the previous city manager and the human resource director continue to tell you that you deserve benefit increases because of the additional workload that we have incurred which by the way save the city approximately \$225,000.00 dollars by not replacing those positions and Battalion Chiefs were required to complete all job functions that they performed. Then at the same discussion say that our hands are tied and you need to lose wages and benefits because we are in the union is unethical, and crazy. That tactic caused the Battalion commanders to disband and drop from the union in fear of losing wages which I feel is possibly union busting tactic. Battalion Commanders were given new titles and additional job duties to include hiring of personnel which clearly inhibits them from ever unionizing again and those additional job duties were not compensated for with any benefit and when the hiring process occurs, the BC's recommendations were not even used because they hired someone that was not recommended by us because of a paramedic status. The interviews were a joke because they interviewed 1 EMT with no education and 1 pm that had tons of education. The recommendation from the BC office was for the EMT based on his interview and they hired the PM instead. Empower your people is a joke in our organization because they are going to do what they want in the end. Stop wasting my time and compensate me for the additional work load that has been placed on them. I could go on forever but hope to speak to the CM personally in order to get my full point across. He has no true idea of what has happened to his fire department over the last three years and it is going to get worse.
7c: Again there is not enough communication from senior leaders to our work group for us to know how our organization as a whole is doing financially. I would like to see more communication. 7h: My organization used to help us help the community by allowing my work group to be involved and provide extra services to our community. They have taken away many of these programs that were extremely helpful, informative and productive to our community. Some of the programs were also creating revenue for my organization and were still taken away. That does not make sense to me. I would like to see more programs brought back into the community.
7c. We have no input on budgets, we only hear how bad the overtime budget is. 7e We can not move forward under the current organizational leaders/ organizational structure(public safety) 7h. Community programs have been cut from our budget 7i Our department used to be the number one department in central Florida, held to a high standard, we have no standards anymore.
7c)Present a budget breakdown to all employee's. Let them know how funds are used and what percentage of funding should be in place for all areas within the City. 7e)The city has made it very difficult to progress. Educational incentives would greatly improve our progress.
7a. Equipment occasionally fails or doesn't function properly. 7e. Have been told to "deal" with what we have issued instead of something getting replaced or fixed.
We need flu shots, community education and PIO's back in our department.
The chief of the department made bad judgement when he went in front of council and allowed them to limit the staffing, paramedics, and start a reserve program. If there was the right leadership the department would start to be a better place to work at.
This organization use to practice high standards, but this has fallen behind due to our educational fees no longer being paid for by the city. We are now behind the curve when it comes to specialized training. This organization is a good place to work, but needs major help before it starts losing its employees to other departments.
The organization appears to be completely corrupt. They seem to encourage unethical and immoral behavior. The organization is no longer functional, and borderline unsafe. The apparent goal of the administration was to dismantle the department, and they have succeeded. This is a horrible place to work.
We need more administrative staff, and a real fire chief, with a staff. Operations chief, EMS Chief, quarter master, etc.
If I was new on the job I would definately be gone by now. With the exception of our new City Mgr, I hate everything the "organization's" done to this fire department as a whole. Almost every day there's something new that's they've changed or imposed/ taken away which warrants no reasoning and they expect us to understand... Morally, this is not what it use to be and definately not a "good place to work..." The "organization" basks in the glory of our success/ hard work amongst the citizens while beating us to death from behind. The public has been misinformed for a number of years and its sad. Its sad that I'm not even vested yet and I'm looking fwd to retirement already, I love my career but I hate the "organization" has done to us..

7d: we do not have proper staffing, proper equipment, proper safety compliance (equipment, stations, supplies). We are spread too thin. Need a better organizational and supportive staff. Bring back positions that were dissolved ONLY in our department while other departments continued to hire and be approved for larger budgets. 7e: They hinder progress. 7f: we do comply with safety and equipment standards. 7h: stopped the car seat program and flu shot program which created revenue. Does not allow community service to occur in conjunction with work. Stifles ideas to help, no follow through. 7i: Terrible place to work. No educational benefits, severe cut in wages and benefits, poor morale, undervalued, more work less help, safety concerns, poor work conditions, poor communication, punitive cuts.

My organization has disconnected from the community. Many of the programs that were previously in place to connect the organization to the the community have been completely removed. My organization does not recognize higher education only strong, personal relationships which has created an environment of favoritism towards some wo may not be adequately qualified to do their jobs effeciently. My organization continously "cuts corners" to circumvent possible infractions or laws. The ethics and standards also are very weak. Some people are given special priveledges or allowed to take advantage of opportunities just because of their affiliation to the leadership.

Safety equiptment has been out of date i.e.air bottles. The financials of the city, the mayor says we are broke, then the ex city manager says we are in better shape financially than we were before the financial crash. As stated before the city has taken away things that helped us help the citizens, like car seats, pub ed, and flu shots. Hoping for a better future.

7d. Again our director has no experience in our field and has openly admitted so. 7h. My organization has eliminated all public relations, public education, and services such as flu shots. They fired a skilled and hard working PR person and gave her responsibilities to someone who lives out of town and performs none of the duties, and never shows up for incidents or events.

7c. I've been told every year the fire department comes up under budget, after making cuts to benefits, and that money goes into the general fund, which isn't struggling. I would love for that information to be proven incorrect, but that information is not available. 7e. There is very little progressive movement within the department. Technology is a huge asset in our field but we are not allowed to take advantage of it to make our jobs easier and our personnel more efficient.

7i: To be honest if this dept management does not change soon I will be looking at leaving this dept. I trully do love the city of port orange and dont want to leave but I cant keep coming to work unhappy and stressed.

I truly am not clear about my organizations financial status. They seem to speak out of both sides of their mouth on this issue depending on the audience. When addressing our department, they are borderline bankrupt, needing to reduce budget and nix positions year after year. When addressing the public, they are the most financially healthy city in Volusia County. When your take home pay has dropped by 20%, it gets frustrating. Regarding progress, I truly do not understand the decisions made at the higher levels of the organization. It feels that, not only is innovative thinking that brings progress not empowered, it can actually get one in trouble. We have got to create a culture of empowerment to create a sense of ownership. For my part, I believe this is the solution to alot of the stagnation that I witness.

7c. I dont know because there is no communication at that level. As far as I know, the organization is struggling due to the lack of funding for gear,equipment,and training. Not to mention paycuts and no raises for over 4 years. 7d. Not at this time. I think with the new city manager, things will change once he figures out the problems that need fixing. 7e. Slowly but surely. The new city manager is making strides with getting rid of the bad apples in the organization, but hes got a long ways to go. 7f. No. Just look at all the crooked things that happened with the water dept. I think mayor Green is the worst one when it comes to obeying laws and regulations. His mentality is still the good-ol-boy system. Extensive research would show his abuse of power and his unlawfulness. 7g. Absolutely not! Between Mayor Green and Ken Parker, the organization does not even know the defintion of standards and ethics. Just open up the news paper for the past couple of years and you can see those defintions are not with our organization. Hopefully, the new city manager can make those neccesary changes to get our organization back together. 7i. Absolutely not! As of about 7 years ago it was, but not this day in age. Its sad im locked in with an orgaization that I cant stand working for just because of the years of service that I've already put in.

We really don't know how we are doing financially, but are always told we don't have finances for improvements. I feel we have out of touch leadership just waiting to retire. Usually our department's remedy for removing things that get in the way of progress is to move the problem, not address it. I know of several instances where laws & regulations were violated. Missing equipment, wasted money. POFR used to be the best department in the county, everyone wanted to work here. It is not that way anymore, A Daytona firefighter was heard telling a person in public "Port Orange, that's exactly what you don't want to happen to your fire department"!

7d The organization has down sized the fire department significantly. The positions that were removed reduce the effectiveness of fire programs that were also removed. 7e The organization removed things, programs, that provide progression of the fire department. These positions and programs need to be reestablished.

Parks and Recreation

Those in charge need to step up and be accountable to the job they are being paid to do.

Police

With skewed financial numbers and inflated pension views i don't think the city is telling the employees everything about finances. Most of the cities people are in the right place and do a great job then, there are people who have no idea how some of the parts of the city work I.E. police and fire. Our council should ride with these to see exactly what the city is like from thier prospective. Everyone seems to talk down about the police and fire until someone gets robbed or thier house is on fire...

7e. It does not remove employees that should be removed.

Are these serious questions? -7f and 7g: Everyone does except: The former - City Manager, Finance Director, Public Utilities Director, Public Works Director, 2 former Fire Chiefs, 1 Councilman/former Police Chief, IT Director, Family Days Coordinator. All of these folks were publicly involved in incidents that would seriously call into question their standards and ethics. One of them went to jail, one of them should have, all of them are gone. 7i: You are not employee centered. You took away the benefits that made working here attractive. You ask more than most and now pay less than many.

I would not agree that the ethics in the organization are in high standards. The ethics are questionable in several examples that have been criminal and news worthy, however the supporting top leaders did not stand up to those that wronged the organization and allowed them to walk away barely scathed. Showing that there is favoritism and you have to be playing on the right field to be protected. AS far as department heads I feel they have lost interest in the employees and only want to keep a status quo appearance for when they exit..

7d. Need more officers and more civilian support staff. 7e. Way too many complaint investigations that are false complaints.

Because there never seems to be enough money in the budget for items needed for my job but always more than enough money for other departments, I really don't know how my organization is doing financially. Maybe it's just who you know instead of what you need. There are many "things" that are in the way of progress for my department but those "things" are still showing up for work everyday. This can be a much better place to work.

The organization (POPD) has people in positions that have greatest impact on daily activity within retirement. They are set in their ways or enact changes that don't help the road officer but adds more work load. They don't seem to have an innovative drive but want to continue with status until drop is complete. Policy seems to just be a guideline for command staff but if officer does not follow police IA investigation with suspension. Example accident involving city vehicle with damages leaving scene and not reporting until next day. Using city vehicle to pit stop a fleeing vehicle. No IA or suspension due to command staff being involved in both incidences.

7c: In one breath we are informed that the city is doing well financially, but in another we are told that there are budget shortfalls, more insurance premium increases on the horizon, etc

The city used to be a great place to work; however, with the cuts in benefits (pay, pension, etc) and increase in health insurance it is no longer. For the type of service we provide, it is amazing that politicians and desk workers can so easily minimize what we do and brush aside the dangers involved in day-to-day functions.

7c The budget is not shared with the employees in anyway. 7e The department tends to make additional and redundant forms and paper work anytime an error is made. Also policies are put in place which makes fulfilling my duties slower and more difficult to avoid liability which does not exist.

7i; It's funny you refer to it as "My organization"... In my opinion the Organization (the city of PO) has never thought of me as anything more than a necessary evil. An entity it is forced to have and an expense it has to finance. The city has not only fought against police pay raises repeatedly, it has taken at every opportunity. Since the day stood and I pledged my service, and in turn my life if required, to the city of Port Orange, the city has repaid me in the following ways. The city has increased my contribution to my retirement fund by seven and a half percent (7 ½%), thus resulting in a cut of 7½% of what I take home to my family. At the time I was hired, the city offered me employment with a twenty (20) year and out retirement plan. For this reason, and this reason alone, I turned down employment with the Volusia County Sheriff's Department and choose to have a career at Port Orange Police Department. After several years of dedicated service, the city repaid me by converting me to a 25 year retirement plan. The city failed to even allow the current employees hired under the 20 and out plan to keep it as a choice. In addition to forcing me to stay an additional five years to retire, the city has reduced by retirement benefits. With the elimination or reduction of the sick time, vacation time and over time that can be attributed toward retirement. In turn, I feel as though I am paying 7 ½% percent of my pay for the opportunity to work an extra five years, and after working the extra five years I will be receiving less than originally promised. And I will not even address the city's elimination of the STEP pay scale. As this happens, Port Orange continues to grow with new development, new plazas and homes. With each new building, with each new home, with each new business the demands on the police department and it officers grows. I ask you, how would you feel if you were offered less money, worse benefits, and you had to work longer to get them? By the way, it does not matter how you feel or what you think, WE (the city) is doing it to you anyhow!

7C & 7E. see previous comments. 7I. This agency is a horrible place to work when compared to other agencies. The people that have left and went to other agencies (of their own free will) have nothing but positive things to say about the change. There is a general atmosphere of us (street level officers & sergeants) against them (the administration & everybody else in the world). This agency tends to suck all the fun out of this profession. I find it embarrassing to tell other members of my profession from other agencies where I work. The most common response is "how can you work for Port Orange?!?" "that place is horrible!" It's been a very long time since I have heard positive things about this agency.
7d) all of the specialty positions or divisions within this department is in need of additional personnel.
Port Orange is not a good place to work nor cares about their employees. Prime example, the city was fine with and wanted to go to the County for their police work and could care less about their officers. The city only cares about how their going to save money however this city continues to grow and grow.
I believe the city council is not utilizing the funds for the city in an effective manner. There is the appearance of impropriety.
7f/ 7g- There have been several employees in the past couple of years that have not obeyed the laws and have practised low standards and ethics. It makes employees that are loyal to our organization wonder how long some of these employees have been getting away with this dishonesty and why punishment has not been swift and criminal charges not filed. Puts a bad taste in my mouth. Perhaps implimenting a city wide fraud, waste and abuse hotline so that issues can be brought to supervisors attention while the reporting party remains anonymous would be good.
7c have no idea due to the recent issues with City Hall finding errors in financial matters in regards to upper members of the city not being checked or having safety checks in place to avoid the recently identified issue.
Public Utilities
used to be a great place to work!, now i just worry!
Even though it is in the contract Port Orange has failed to conduct an objective salary survey in over ten years. The mayor and ex city manager have beat up on the employees by freezing the incentive salary range and many other things over the past seven years under the auspices of a bad recession but have continued and even escalated this practice even now that we have entered into an economic recovery. The salary range has become convoluted because the past city manager in spite of the freeze has reclassified select position and issued favorable contracts to select employees who are perceived to be in his inner sanctum or at the hub of the city hall political inner circle.
7d I don't feel that some people have the knowledge and skill to do there job and it has a large effect on everyone.
7i It seems everyone has a bad attitude about there job. Lack of raises,increases in insurance,and moral is really low.
The leaders cheat and steal and lie and make special deals to cover their own asses. They make decisions to look good on the outside without weighing value and practicality.
7c everything stays hush hush 7i they dont care about the employees
7d. There are a lot of old employees who been with the City over 20+ years and they don't want to change or better themselves. These are the employees is holding the City back because they don't like changes. Changes equal work and work required these old lazy employees to perform. There is one employee is stuck in a 30 years old technology and refuse to change and see the new technology. 7e. Union labor is in the way of progress thus the City has not removes thing (union labor) that get in the way of progress. 7i. The City used to be a good place to work. Our benefits have been cut and or reduced significantly. Everything we do are constantly under the scrutiny of 2 residents microscope.
7d Upper management needs to be streghened . Lower level staff members running there bosses. 7e This organization is continually adding additional processes and procedures that get in the way of progress 7g Used to think so , but not lately. Organization shows no loyalty to employees 7h I help my community on my own 7i used to be , not lately
7d In certain areas. 7i it is a good place to work if they could get people to stay here. I watched them let highly educated walk out because of pay.
7e. my supervisors remove things that get in my way no one else.
7i one of if not the richest cities but pay the lowest in volusia county !!!
Again a tough section. My organization has had no checks and balances and when the former administration left, was dismissed of fired, they still used the same people who were part of the problem to investigate the problem. So I don't feel the standard are very high at all right now and only hope as a new organization is put in place that will change.
7a And exceeds them. Thats just me. 7c except for capital projects 7d My organization has some outstanding talent, they just do not know how to use that talent. No evaluation of services. 7e We are reactors not progressers. Achieving groups must look at new ways to be more effective and efficient.Minimum mentality culture means nobody is really in charge and progress is showing up at work. The recent department head scandals reveal lack of ethics and oversight. 7i A real pay rate study would bump up the scales
D-Not skilled nor do we get adequate training. E-Every thing has to be approved and that's a slow process. F-Higher ups make their own rules and procedures, and change them without warning. G-Have a problem with this right now, need to clean house. H-find it very difficult to treat people fairly when the bosses aren't displaying good ethics.

The city has many people in positions that have know business being there. For instance our Assistant Director XXXX is completely worthless! The fact that he has that job is a slap in the face to every person that works for the XXX department.
7d the people in the organization aren't always the right people for the job. 7e they don't always remove things that are in the way they just find a way around them 7i it used to be, now it's getting harded to put up with the day to day drama
7c the city cries poor mouth constantly, usually at the workers expense. 7i it used to be before this mayor took over, he sucks.
7d. People are put into positions that aren't exactly qualified. For example, my boss has very little communication skills, where those are needed to keep us informed. But, no one else wants the position, so someone is better than no one, I guess. 7e. The 'good ole boy' network is still in place. ie: QLH
7d) My department has many positions that require state certifications. The state helps ensure the quality of knowledge that our people possess but we are quickly losing many of these people to other organizations. 7e) I believe that the annual evaluations of bosses and supervisors should include input from coworkers as well as people who report directly to the boss/supervisor.
The City has not kept up to times in this ever changing technological environment and needs to look at job reclassification, succession planning and updating job descriptions.
all we ever hear is how broke the city is
city has no money.
used to be a great place to work but with the city not raising taxes and being in the lower part of pay in the county it has never been that bad Ken Parker would not let us be under number 3 in the county but now with this council we are in the lower 3rd have lost many a good person to other cities and the county for more money and that has to change
7f no trailerlites not trailerbrakes deep holes with no shoring or ladders
I believe that my work meets requirements-most of my customers are satisfied with my work-ALL the leaders have been fired-that should be indicative of obeying laws and ethics-THERE IS NO ORGANIZATION IN MY ORGANIZATION! The ones that are now in charge HAVE NO IDEA WHAT IS GOING ON AND THEY DO NOT CARE-IF 'THEY'-THE DIV LEADERS,COUNCIL MEMBERS,OR ANYONE WHO REALLY WANTED TO KNOW AND UNDERSTAND-would come down here to learn FIRSTHAND-NO TAKERS or anyone that REALLY cares.This is a very frustrating place to work.
7c.) Does the organization know how well the city employees are doing financially? 7f.) The city organization knows what laws, regulations and metering problems the organization has. 7h.) I have never had the organization help me to help my community.
Public Works
7b. There are foreman that should not be in there position 7e. There are a number of answers to this one as stated 1 is answer 7b. 2 is some workers don't follow the rules in place and no one keeps up with it they look the other way 7i It use to be with all the cuts and taking away things that made better moral
Based on the past, there are many people still working for the City that only have their interest in mind. They are stuck in their old ways and don't want to change. The city has figured this out by hiring a new City Manager. So LET HIM DO HIS JOB!
7d no some people don't belong in charge;7e i think they don't know what progress is;7g no one is ever promoted by what they or how your job performance,it is more about who you know
7c) kinda new here, but I have no ideas of our finances nor when or how much next raises will be. More money does mean something to me. Shows me I am doing my job and is a prize for doing so. So it would nice to know when and how much things of that nature will be. 7e) Public Works does have an issue with weeding out the weak and the useless. My opinion only. Too much stuff slides. People get off easy. This is mostly towards habitual offenders. Or employees who do not learn.
7c - we do not have anyone in our department who understands and oversees our budget. I think Finance does it. 7d - I sincerely hope the new City manager makes it a priority to check on the new directors to see if they are performing. We don't need any further embarrassments due to lack of oversight on those in the director positions and you can't rely on those in lower ranks to "tattle". We need our jobs. You come with experience and we are counting on you to spot the "posers" and hire replacements if and when needed. 7g - in the past, inappropriate action of leadership was brought to the attention of the CM. Not much came from that. I think it is going to be different now with a new CM and again, this survey alone speaks to that. You take a great risk in providing this opportunity to us and that speaks to your sincerity in wanting to know where the problems still remain so they can be addressed. I think this City is on the road to recovery.
the city tells me they have no money to give pay increases and then after that goes and buys a lot land. it is hard to do a good job when you donot have the right tools and equipment.
7i. I am blessed to HAVE my job!!! My CREW makes it a good place to work. My Org. has taken MOST of the good morale of my job away by making drastic changes which affect WHY the morale is so low.
People are in place because of longevity, they do not hold the skills necessary to do the work assigned. Positions have been created for friends of high ranking officials when more skilled, educated, and qualified people could have been hired, or the position should have not been created when there are already skilled people in place that could have filled that position.

I have been with the city for XXX years we have allways been a team, I allways looked forward to show up to work now some days I hate coming in
7c: oh yeah, right after they are broke. don't have much to say when things are good. 7e: hell no, they make it easier for them to hold up progress and allow it to happen. 7i: i've been here XXX years and have steadily watched a decline in employee treatment. there are never many thank yous anymore, senior leaders act like we are very below them with no appreciation of what we do. it pretty much sucks!!
At one time it was A Good place to work. Not so much now. Keep taking things away. Making It harder to do my Job...
There are employees with experience and the education to excel in what they are preforming for the City. This is not being shown. They need to be given the opportunity to show them. (7.d)
7d Most of the workforce is competent however in my department there are certain persons at the admistrative level and field crew level that are incompetent. Nothing is ever asked or expected of them. Others are expected to pick up their slack or cover for them. The city needs some sort of oversight system of every departments administration staff. They are all very skilled at misdirection and deception. 7g Not a stellar record to this point.
Department Not Specified
7c. I couldn't begin to tell you how we are doing financially. 7h. When I tell people I work for the City I get strange looks and comments about corruption, people getting fired, work around City being done without a permit, etc... 7i. I disagreed with this due to the health of our staff. I have never worked somewhere where the staff is out sick as often. I believe there is something in this ventilation system that is harming the air or spreading germs.
7d. - How some employees find their way to work let alone get hired for certain jobs is beyond me. Lack of job skills and common sense, but they are the ones that get paid more. 7f. and 7g. - Some employees steal equipment or they don't doc themselves for vacation time. We definitely don't have internal control over this.
THE LOWER PEOPLE THAT WK HERE ARE GOOD HARD WORKING PEOPLE WHILE THERE ARE SOME IN UPPER MANAGEMENT THAT DONT SHOW ANY INTEREST OR KNOWLEDGE IN THE FIELD THEY WORK. A WASTE OF MONEY, BAD FOR MORAL AND QUESTIONS THE CITY'S STANDARDS OF ETHICS. IT IS ASHAME THAT THIS WOULD EVER HAVE TO BE SAID.
never know how the city is doing financially, except with the pay and raises makes you think it must not be doing well????
Too many unqualified employees have been promoted to higher level positions and not given the appropriate training needed to develop their skills. There are very little ethical standards within the City. Every day employees are asked to walk a fine line. Its a very stressful place to work.
The right people are not in a postion to direct areas in this organization. there needs to be more emphasis on people skills, working with others, fair treatment. Skills are lacking in positions were people are in place to motivate others. there is a huge disconnect amongst staff and bosses.
In the past there has been a lot of favoritism. I think that this will end with the new city manager. We have not received substantial raises while our health insurance continues to rise. Most of us made more money four years ago than we do now. With the decrease in pay and benefits morale is very low.
The city shouldn't tolerate bad customer service including inside and outside customers. We should be working as a team not against each other.
7c,7e,7f,7g - These areas could use improvement. The organization has seemed to follow the laws and regulations, as well as the practice of high standards and ethics on an individual basis. What is acceptable for one is not for others. This is not a moral booster and often leads to disgruntlement in workers. Some of the things that get in the way of progress are left there, even if it has been proven, sometimes more than once that, that these things or people are in fact definately impeding the city's progress as well as the view of the city by our citizens. We are told the city is not doing as well financially as in the past, however you would not know it with the high payouts to those who have recently left, even under suspicion of not performing their jobs to the highest standards. Again this behavior leads to a lack of confidance with both citizens and employees.
7c) If this is measured by lack of pay raises, incentives, increase medical coverage costs and My organization attempting to eliminate retirement package options, then perhaps - YES. 7d) With the recent forced retirements/discharges, unauthorized and apparent unlawful actions of Senior leaders/associates and a continued propensity for council members to cater to, indulge or favor those who will support and prolong their position of power in my organization - definately not. 7e) The "Good Old Boy" system has not been removed. 7f) See Comments 7d & 7e 7g) See Comments 7d, 7e & 7f
7.a. No feedback so it is hard to tell, other than if submittals are satisfactory they are included in reports, etc.
7d. there are a number of positions in the city that need to be reevaluated to see if they are relevant. Just because they were needed 5 to 10 years ago does not mean they are needed today. 7e. There are number of staff who appear to enjoy throwing roadblock, not working as a team, or not keeping staff updated on projects/task. 7i. Staff is not treated equally. Staff is not rewarded for the work that they do. Typically, staff who complain or cannot adjust are treated with more resect than staff who come to work and work.

7D - Need to have more training. Also it is not good practice to replace someone long after they're gone and they have to figure the job out on their own. 7I - It used to be a good place, now it feels toxic. Everyone is so down on this place it gets depressing. I really hope the new CM can make this a rewarding place to work again. I think the key thing for him is get out of City Hall more often and visit with the employees more, take an interest in them and show you care about them and their jobs. In return you will have happier more productive employees.
General
Administration (Including Senior Leaders)
The organization has a history of partiality, and that has led to some serious consequences in mine and other City departments. But I believe that we are working through these issues now.
While there is new leadership, in the past you did not speak or give an opinion. I do believe that this is changing for the better.
8d. The City Rewards Police & Fire Staff With Much Greater Benefits Than Other City Employees, esp. Pension Benefits. 8g. No Annual Performance Appraisals Provided in Years. (Past Supervisor) 8h. (Past Supervisor) 8j. Not Currently, But Hopefully In The Future
I could give my opinions about the City or its decision making but it is not encouraged. It may not even make a difference. My opinions only matter about areas that directly concern my job and work. As a whole my department employees are underpaid compared to competing government Cities and especially the private sector, but our network equipment is high tech and advanced. A ton of money is invested in our network equipment and software. I think the funding could be balanced better to compensate our employees while still having good equipment.
All animals are created equal, some are more equal than others
Medical benefits does not cover individuals who reside outside of Volusia county. Pay is too low.
People should be treated the same and City policies should apply to everyone.
A lot of us are under paid.
8b. I can give my honest opinion to my direct supervisor, but would not feel free in doing so with senior leaders. 8e. Special training, experience and certifications required for the position I maintain are not rewarded with a salary recognizing those qualifications, although the benefit package is above average. As a result, I do not feel like the organization values me as an employee and will be open to new opportunities outside the organization.
In regards to question 8d, this organization is notorious for favoring certain departments over others. Most importantly, the fire department. This organization bends over backwards to provide the fire department with pay increases and pension increases and agrees to their every demand. And if in the off chance that the fire department doesn't get something they want? They just start the grievance process until they get it. At the rate this organization is going, in 10 years the only employees left will be Firefighters and police officers.
I think some departments receive praise for doing their job, while other departments receive none at all.
I feel that my supervisor has some valuable qualities but I think he is in over his head in his position. This does not make for a very effective leader.
Salaries for incoming employees is way too low compared to other municipalities in our county. Several long term employees are making way too much money for their positions. I believe a salary survey would show that to be true.
8e. There are certain positions and employees within the City that perform duties at the same level as those who are compensated higher. Instead of a base pay for each position, education and experience should allow flexibility in determining proper salary.
Even though there are some things I dislike and find to be unfair or biased to particular people, overall I enjoy working here and hope to stay here for a while.
Comparative with private and public sector a salary increase is warranted
Community Development
Very difficult to work with other departments, people don't like to make changes and the department heads don't work together very well to fix procedures and make things better.
8c it seems very difficult recently trying to work with public works and IT. They seem entitled and unwilling to look at new ideas.
RAISE COMPENSATION RATES TO AT LEAST BE IN LINE WITH OTHER JURISDICTIONS. YOUR HIGH PAY RATE IS LOWER THAN OTHERS STARTING LOW RATE. PROFESSIONAL LICENSE HOLDERS DESERVE HIGHER PAY WAGES!
Again my supervisor does not give good feedback only if there are errors. I would recommend the City of Port Orange to anyone it has been a great place to work, but not with current supervisor
I USE TO BUT NOW I HAVE CONCERNS
The salary that I receive is well below the recently published State averages for Professional Services. It is disappointing to be compensated below the level that I was being compensated one year after graduating from college.

Q.8a. There was no training when I was hired. You basically have to figure things out on your own as you go. Q.8c. Some Public Utilities staff, especially the XXX, are unprofessional in meetings and with internal and external communication. The City Attorney's office tends to be overly conservative and often slows down the process. Q.8g. We do not receive performance reviews to know how we are doing. My supervisor is overworked and doesn't have enough time to just focus on the management part, but still does a great job even in this environment.
supervisor desperately needs managerial training and anger management help
i am not compensated for the work i do.
8b. I do not speak my complete opinion in front of the department head because I feel a target will be placed on my head. 8 d/e. Partiality is showed to a certain few and there is unrest throughout the rest of the employees. 8e. Salary (raises) ?????? But I continue to do the best job I can for this City.... 8 g/h. It sometimes takes repeated requests for a response and management/supervisory skills are greatly needed. A little bit of professional courtesy with job knowledge of what your employee does should be required.
Finance/Customer Service
8e. wages are way to low
Some supervisors show favoritism to staff. The salary level is on the lowest end compared to other surrounding cities. The benefits are lower than surrounding cities. We need to be at the same level or better to retain good employees.
My supervisors are great and are always open to questions and advice to assist in training.
disproportionate pay and benefits for the newer employees.
While I feel the environment is improving, I did not feel comfortable giving opinions and voicing concerns to previous senior leaders. Valid concerns regarding "selected" employees resulted in me being counselled and told I should stop interffering. There are gross inequities in the organization's salary ranges. Again "certain" individuals were given top \$ while others were not. For example several new department heads were brought in at a higher rate than a long time department head in a very competitive field. Professional employees with master degrees make less than administrative employees just due to the date they were hired. Some employees were recruited with the understanding the annual raises of 4% to 5% were given and then all raises were stopped. Also the pay scales to not adequately address the levels of responsibility of the position. The employee portion of benefit costs have significantly increased over the last five years, while actual coverage has decreased. During most of the same period no salary increases were given to general employees resulting in a significant decrease in take home pay. It seems that the organization does not value the employee. While it is true the entire economy has struggled during this period it seems the organization has balanced the budget on the backs of the general employees while not adequately addresssing the real problem, out of control public safety retirement costs.
Training is needed in various areas for most employees. I don't feel opinions are highly regarded. Departments in general lack required communication to function effectively. There appears to be no equitable application to salaries. A city-wide review of positions and qualifications should be considered and a comparison of other related jobs in the industry or similar
Fire
8e. My pay was drastically cut back to less than what I was making in 2010. All of the line personnel at Fire/Rescue risk their lives everyday, miss holidays,birthdays and anniversaries and get payed less than some employees that miss or risk nothing. 8f. I now pay more for my benefits and have reduced benefits.
8e: Many people believe we are paid more than we deserve because of what we do Most of the time. But when we are needed and there is nobody else there who Can or Will do our job that's what we are being paid for. If you're mother or child was inside a burning building how much money would you give somebody to go get them and save their life? It's easy for people to judge from the outside looking in but the things we are being paid to do are Life Changing, some people are Never okay after having a dead baby laying in the arms. I speak for myself and the whole department when i say that this Career does not allow you to provide for a family on it's own, every one of us works more than one job no because we Want to but because we Have to due to our pay which makes it just another Job instead of being a Career. 8i: If i had a Choice of places to go this would be behind Many other cities. Not because of the History or my co-workers but becuae of what the department has been Reduced to from what it once was.
Poor leadership at the top. I still love my job I just feel that someone will get killed because of the lack of leadership and the inability of one person to do their job

8B - I have found that when you share your opinion you get labeled as a trouble maker. 8C - other departments don't care to help anyone but themselves. 8D - That's a laugh, it depends on who you are and who you work for. For example, in finance the employees seem to get whatever they want regardless of city policy. Such as the purchasing person, gets a reclassification and a raise in the middle of the year, no council talks or anything. The City Clerk gets a raise and a promise of another when she completes her 4 year degree. What about the rest of us who have earned a degree or certificate for specialized skills, not one of us got a raise. So what makes her special and more deserving??? Why do certain individuals get "specialty or incentive" pay when others having the same skills, certificates or experience get nothing??? Non Union employees get raked over the coals and those that are represented by a union get treated much better. Union affiliation is a sorry excuse for treating people like they are dirt. I am sure the rest of us could form a union too if that's what we feel forced into. 8E - those of us that are not unionized have given all that the city has requested over the past few years. We have not gotten raises, our insurance has increased as has our pension contributions (benefit reduced) and are actually bringing home less money than we did three or four years ago. Most of us are struggling to make ends meet. I personally feel that management needs to take a serious look at all the responsibilities that we have had to assume since the reduction in staffing. You'd be surprised at the work being done by some of us. 8F - other options would be great, Florida Health Care needs some competition. Stop raising the prices and reducing the benefits. 8I - I would likely not work here if I were just beginning, but I have been here too many years to leave now. 8J - I would no recommend anyone to work here until the mess gets straightened out and employees are once again valued.

8D) We are still a "good ole boy" network. Plenty of partiality was shown to the recent investigated employees. 8E) I was until the paycuts took place. I'd like my 6% back. Please stop singling out the fire department. 8F) I pay \$118 dollars a week for health care. I have been to the doctors 2 times in 10 years. This is way too high. 8I) If I knew then what i know now, I'd be working in Orlando. 8J) I would only recommend a friend to my organization when the current management of our Public Safety office has changed.

8B. Any time my opinion has been shared I have suffered adverse consequences for it. 8C. Another question where I have numerous examples but cannot share because I want to retain anonymity. There are favorites of administration that play by a different set of rules. One person even challenged it when he was denied tuition reimbursement and at the same time a favorite had classes paid for with the Deputy Directors city credit card. Or when a favorite called out sick in the Keys because the vacation board was full and no doctors note was required of him. Etc., etc., etc.. 8E. Relative to other departments in Florida with the same tax base, median income, population, and commercial growth rate we work more hours at lower compensation. That is just a fact. 8I. If I had to do it over again, I would have taken a job with one of the other two organizations that offered me a position. At the time that I got hired, Port Orange was regarded as an up-and-coming, progressive fire department known as the best in Volusia county. Obviously, hindsight is 20/20, but I never would have guessed that this revered department would slide backward so fast. Unfortunately, with all the pension and benefit changes statewide, it is better financially to stay here disgruntled than to risk moving to another department. Or maybe real change will take place within our organization for the better and my enthusiasm for this department will return. 8J. Not under the current leadership and contract.

Not satisfied with the direction this department has headed, or the way the city has treated us.

Honest opinion is frowned on. There is no support. Paritality is certainly used in this department. IF YOU HAVE SOMETHING ON SOMEONE, YOU DON'T HAVE TO WORRY!

8d. Senior Leader seems to encourage and assist only select few(Do-No Wrongs)

8e. i feel that as a paramedic and having someones life in your hands we are underpaid. For the aount of responsibility, risk, skill, and education put in to this career one should be compensated more.

Port Orange Fire & Rescue is a top notch organization with top notch dedicated and professional personnel. With the best satisfaction percentages of any department this is justification of the statement. Customer service care to our community remains our prime objective. Despite the dismantling of this department and disparaging remarks at council meetings, the personnel have focused to quality customer service delivery to citizens in need of our services.

We are a joke in the eyes of about 1500 ff in the county and we used to be #1. The previous city council, previous manager and our current public safety operation has crippled our organization. The public survey is a joke to because only a small fraction of the people we serve get to answer about the service we provide.

8d: I disagree with this because sometime only certain employees are consulted on things within our work group. I feel like more people should have an input instead of only certain people. 8e: I disagree with this because our organization has taken away money from us throughout the last few years. I understand budget cuts but there has been way more than that. We perform a very dangerous jobs with peoples' lives at stake, we are away from our families on holidays and out jobs at hand are very physically and mentally tasking. I believe we should recieve adequate pay.

<p>8a)Increase training. Training feel by the waste side. 8b)I would like not to be retaliated against if I am honest. Everyone should be intitled to their opinion. 8d)The fire department suffered retaliation from the city during contract negotiations while other departments were left alone. 8e)Increase pay for the work or services provided. 8f)Benefits were decrease! Increase the benfits back to 2011 standards. 8g)Communicate, there is NO efeective communication within the fire department. 8h)identify issues and prioritize them based on importance. Then begin to find solution or corrections to make or create positive change. Have follow through. HIRE A LEADER/MANAGER with SUPERVISORY skills! 8i)Change the senior leaders of the departments. 8j)Only if all the previous statements throughout this survey were changed!</p>
<p>8b. Can't really discuss freely and open minded on any topic. 8d. Favortism is alive and well. 8e. Salaries are below average for the area despite great reviews from citizens for the quality and efficiency of our work within the city. 8g. Only feedback given is negative.</p>
<p>This department has gone awat from being one big whole. Certain individuals are allowed to do whatever they please and are given more opportunities then others. The salary here is decent but not enoug ht ocarry on a high quality of life without working hard at part time jobs. The benefits are terrible as far as health insurance and forcing younger employees to not only work 25 years before retirement, but making it an and age 52. The causes some of the group to work 32 years instead of people who start later in life to work 25. Supervisers need to start chipping in and help with daily duties and complete everything as one team.</p>
<p>City yards tries to offer high quality support but it is overwhelmed. Some people are not held to the same standards as others. We miss birthdays, holidays, priceless moments with our families for pay equivilent to that of somebody who works at a grocery store or bar. I would still decide to work with this organization because I have seen it in its prime and hope it will return to those standards.</p>
<p>The administration flaunts a doctrine and philosophy of favoritism, nepotism, and cronyism. Repression and retaliation are the standard recourse for any member who does not adhere to the policy of cronyism.</p>
<p>Port Orange used to be the premier place to work. Morale in the fire department is at an all time low due to the severe lack of leadership we have. Our department has been made out to be the villans by our mayor and past members of the City Council. I love being a firefighter and I strive, everyday, to do the best job possible!</p>
<p>deputy director is a poor leader.</p>
<p>The camaraderie with my coworkers and providing emergency services for our citizens has been very satisfying. I am fortunate to have been employed during a time when the pay and benefits were better than the current employees will receive. I am fortunate that my direct supervisor has excellent skills and is very customer oriented. 8d- in general the organization has always valued loyalty over everything, frequently with bad consequences</p>
<p>The battalion chiefs office does a effective job and is staffed with quality people. With the decimation of the administrative staff and being crammed into the police department they are grossly over worked causing lack of organization. Chief Monahan has done a effective job at an impossible task of over seeing the police and fire departments. Deputy Director Burgman has not been effective at communicating with us or leading us.</p>
<p>The time clock, shift exchange, and the whole disciplinary policy as a whole has proven that "partiality" has run rampant because the "organization", fire admin, all play by a seperate set of rules than line staff.... This is the first job I've ever had for as long as I have (XXXyrs) and I'm barely making ends meet but I love what I do very much. Depending on my financial/ economical situation I probably would not "do it all over again.." I had other options and I've been regretful for a number of years. I may be leaving at or around my 10 yrs if change does not occur in this dept. Especially with Mayor Green/ Burgman here and the current pay, I would not recommend POFR to ANYONE...</p>
<p>In my organization, we are fearful of retaliation when we voice our opinion. Our salary and benefits have been reduced and the Organization reports outstanding financial reports. Feedback concerning our work is very confusing at times with no clear solutions.</p>
<p>We train on a regular basis but without a training ground it's limited. The head of our dept (deputy director) is unfair in every way, all about discipline and nothing positive comes from above Bat chiefs. If I had it to do over again, this would be the last place I would work. FR dept is the redheaded stepchild of the mayor. Im hoping that my opinion changes in the future.</p>
<p>I DO NOT FEEL LIKE I CAN GIVE MY HONEST OPINION ABOUT THE ORGANIZATION WITHOUT THE RISK OF "FALLING OUT OF GRACE". IT IS OBVIOUS TO ME THAT SOME PEOPLE ARE WELL LIKED BY THE ORGANIZATION AND OTHERS ARE NOT. IF YOU WANT TO MEET YOUR CAREER GOALS, IT IS BEST TO KEEP YOUR MOUTH SHUT AND PLAY THE GAME SO YOU ARE NOT CONSIDERED A TROUBLE MAKER.</p>
<p>8j. Perhaps more for what it could be than what it is.</p>
<p>8d. Our union is going to arbitration over an instance in which one employee was given light duty for an off-duty injury and another was not, which ultimately cost him his position. How is that right? Equal treatment would have to be seen for me to agree with this item.</p>

I am proud to work for my city and my department. Therein lies the frustration when pay cuts have made it nearly impossible to provide for a family on only this job. It is extremely frustrating to invest everything you can into climbing a ladder within and organization, only to realize it may be leaning against the wrong wall. (I.e. it may have been the wrong place to work). When my organization has taken the harshest cuts in the entire county both to take home pay and pension benefits, you can't fault me for struggling with this. It's because I've invested 100% into this job and furthering a career here that I feel that frustration. I know that the economy is what it is, but cuts have gone beyond what they needed to be. Again this appears to be bad blood at the City Council level. But I do believe things are beginning to take a turn for the better. And I see this survey as a part of that. Thank you for putting up with my feedback. Good luck and God Bless in leading our city. It affects alot of lives.

8a. What training? We have no training available to us in the fire dept. The organization has taken away our ability to properly train or educate ourselves to to "no funding" situation. 8b. Absolutely not! If you do or if you try you will be punished by any means necessary per Chief Burgman. The fire dept. is run by a dictatorship. 8c. No. there seems to be alot of animosity between other depts and my dept which is the fire dept. 8d. No way! Just look at the excessive grievances and civil service cases that go on a daily basis with the fire union and the senior management. There is only a few employees that are Chief Burgmans favorites. If you are not one of them, you will feel the wrath of his abuse of power. 8e. Absolutely not! Just do a survey of other fire depts of our size in central Florida. We have recently taken forced paycuts, forced pension cuts, and no raises for more than 4 years. What kind of motivation is that as an employee. Most of the fire dept. employees have a high level of education and are not compensated for it. Something has to change pertaining to that. 8f. The benefit plan is ok. The increase in cost for those benefits are getting ridiculous. Especially the family benefit program. 8i. If i could leave this organization, I would of already done it. Im locked in because of the years of service that I've already put in. When I first started in this organization, it was the place to be. Not any more! Its become miserable to come to work and have to deal with micro-manager senior leaders and the incompetence of Chief Burgman. 8j. No way! I tell people to not come to this organization. There are so many different organizations that care for their employees. At this time its not Port Orange Fire.

People are afraid to give their opinion for fear of retaliation. My way or the highway mentality. Their is favoritism shown. As stated earlier, we went from first to worst. Would not work here in this climate again & would not recommend it to others.

8a Hands on training needs to be increased. The only way to get the proper training is to have a burn building and a training tower. Also, the removal of the tuition reimbursement needs to be reestablished. 8d It has always been it's not who you are, it's who you know. The equal treatment of personnel needs to be addressed. 8e We will never be paid enough for risking our lives daily. 8j I would recommend they go somewhere else. The organization should place more value on the employee.

8d. Favoritism

Parks and Recreation

favoritism with new salariy employees

8e..I feel I am not paid according to scale with the knowledge, years of experience and certificates that I hold.

Salaries across the board for the City of Port Orange seem low compared to the similar positions in other Cities in Florida.

Question 8e - I currently complete work outside of my scope and do not get compensated for it.

8F- We pay more for Health Ins than we receive in raises to offset the health Ins increase.

they have their favorites and if you do not kiss ass you are just another worker and can be replaced at anytime

It is hard work - salary should reflect that hard work. Supervisor is moody and tends to take his frustrations out on the employees.

Police

Newly promoted Sergeants are not paid nearly enough for the amount of responsibility and liability that comes with the position. Although there is a small increase in pay, it is not even close to what the pay scale still attached to our current contract. Newly promoted Sergeants (and those of us promoted after the wage freeze) should be paid according to the pay scale. There should be no reason that another Sgt with the same amount of years, or less for that matter, should be paid at a significantly higher rate just because it was before the wage freeze...we do the same work and take the same liability, and should be compensated accordingly.

8e and 8f I frequently have to work on my own time to try and accomplish my work. The citizens do not want to compensate me but they continue to cut the work force yet expect no drop in service. I think Port Orange works harder for their citizens than any other city.

8e - over the past few years, salary has not kept pace with inflation, or increased costs of health insurance for any city employee.

Minimal training provided. no one else available to do the job when absent, so the work backs up.

"Keep your opinions to yourself" is more like it. Our benefits used to be very good we have since dropped the work out rider that all other cities have, vision is now gone, I understand the cost goes up but im sure thier are other ways around cutting things from the insurance, and with out further cuts to pay and salary.

8d. The more trouble someone gets in, the more they are protected.
8e--I dont agree that my department gets paid enough for what we have to deal with. In all fairness, we(emergency services) make the City what it is. We protect our citizens without question, but we also get all the grief when a complaint happens. 8j- I would not recommend anyone to this department for many reasons. Starting salary is bad, taking in the amount of health insurance and pension....I lose alot of my salary. Several other agencies in the County pay less for benefits and I dont understand why that is. Also, unless you live within a certain distance from the city, can't have a take home car or put in for special positions because you have to be within a certain distance. I dont think it is fair that I can put in as much work as someone else, but because I live on the west side of the County, I can't be apart of anything.
8c: We clean up after everyone else. 8d: The favorites know who they are. 8e: It did for a while, no longer the case. 8g: It is prompt, I do not consider it effective. 8i: Too much nonsense, out of touch management, too many rocks still left unturned, you are just waiting for the next crisis. Everything here is a crisis.
In the beginning I would have agreed with my decision to be here and also recommend a friend. However as I have seen things changing over the years, the lack of interest by Senior leaders and Department heads, I have swayed in my opinion. I have seen the favortism in several examples. The organization claims there are money troubles which could be accurate, however the organization does not attempt to recover monies that have been stolen or misplaced and being alright with not giving employees pay raises for several years. There are positions within the organization that are making over 100k a year to babysit land projects that have been idle for many years. No I cannot give my honest opinion as then I'm seen as being negative. ideas are brought up to command staff for positive hanges within the department that are ignored since no one wants to make any drastic changes right before they retire. The leadership of certain department heads within the agency are not leaders, they play favortism and you know if your targeted as someone they do not approve of.
New hire benefit package is ridiculous. Training is too long of a process. There is no brotherhood. Every man for himself. No one is happy
8b I would be given at least a written warning if I spoke honestly about somthing. It would be taken as insubordination. 8d. Favortism runs rampid in this agency. some employes can get away with things that others cant. 8e I borught home more money when I first started this job then I do now. Every year we get hit with somthing else 8i It is a shame becuae I really used to enjoy working for this agency but i have been burned to many times. 8j I used to recommend working here but not anymore.
The risk, stress, responsibly and liability assumed in my job in greater than the salary.
You cannot give your honest opinion about anything without worry. There is no representation for the position I hold. The pay scale for my position in other organizations is 3 times higher than it is in Port Orange.
Regarding the pay and benefits, the salary is average for this career field but the contributions which we are required to pay toward our pension and benefits effects "take home" pay to a large degree. Thus our actual pay is lower compared to other agencies which will likely affect the quality of people who choose to come to work for POPD and also those who choose to stay and work for POPD rather than leave for other agencies.
8E- Our pay and benefits package is not comeptitive with surrounding agencies and will inhibitit the departments ability to retain quality officers.
Benefits differ than those of a different contract. Contract needs to equal in benefits. My organization is a great place to work for, but as far as pay/benefits, I would have gone to a different organization.
The city has decreased or pay and has incresed the cost of benefits. An effort by the city council to normalize the scale between how much we pay for benefits and our gross income would be appreciated.
Officers do not express their disapproval of command staff out of fear of retaliation. There is no uniformity among departments within the agency. Patrol is treated as low class and not able to complete task adequately but if CID or Motors are busy patrol is expected to complete investigation fully. Evidence does not seem to assist patrol but constantly changes evidence process. The victim advocacy undermines investigating officer recommending cross complaints if female is arrested and returns days later claiming injuries. The male victim becomes criminalized due to sexist atmosphere. The city wants to lower salary and take away benefits as evidences in last contract.

8B. I FEEL THAT ARE OPINONS OUR HELD AGAINST US. 8C. I FEEL THAT THERE IS NO SUPPORT WHAT SO EVER BETWEEN THE DIFFERENT DEPARTMENTS. 8D. THERE IS REALLY NO WAY TO DESCRIBE THIS BUT I FEEL THERE AREA PEOPLE FAVORED OR OTHERS. 8E. THIS IS ONE OF THE HARDEST JOBS IN THE WORLD. YES WE MAY HAVE SIGNED UP FOR IT BUT YOU ARE ASKING US TO PUT OUR LIVES ON THE LINE TO PROTECT LIFE, LIMB AND PROPERTY. UNTIL YOU WAKE UP EVERY MORNING AND SAY TO YOURSELF "I HOPE I MAKE IT TODAY, AND DON'T GET INTO A SHOOTOUT" I DON'T BELIEVE THAT ANYONE AS A SENIOR LEADER SHOULD BE MAKING A ALMOST THREE TIMES THE AMOUNT OF MONEY AS SOMEONE THAT PUTS THEIR LIFE ON THE LINE EVERYDAY THEY COME TO WORK. 8F. THE BENIFITS ARE GOOD BUT WITH THE RAISING COST OF THEM AND LACK OF PAY IT SEEMS AS IF IT IS ALMOST IMPOSSIBLE TO MAKE IT WORK. AFTER TAXES AND INSURANCE TAKEN OUT YOU HAVE HALF OF YOUR CHECK.

For the amount of work that I do, plus the level of dnager that is incorporated into my job, I do not believe I make enough. With benefits, that seem to increase in rates and lower in the actual benefit, and pension taken out of my paychecks, my paychecks are seriously inadequate to even pay for a place to live in this city, let alone my family's needs.

We are sorely underpaid for the job we do and the job we are expected to do. We have one of the lowest officer to citizen ratios in the state and the workload increases daily. We are in a high-risk field that deserves pay and benefits we were earning in the mid-2000s. The pay being embarrassing low coupled with the increase in health insurance means I only bring home one paycheck a month. It's hard to support and raise a family under those circumstances, but the employee is not important to the city.

I left a job after many years of service to advance my pay and benefits (ex. 20 year retirement, step pay plan and a cost of living increases) to only lose money over the last few years and be told I have to work an extra 5 years. My take home pay has gone down and it is becoming harder to provide for my family. If pay and benefits continue to drop Port Orange will continue to see a high turn over rate.

8b. If the wrong thing is said to a senior leader about a policy that is disagree with, the person can be given a poor work schedules or equipment. 8d The supervision has individuals that are liked and disliked. The favored individuals tend not to be punished for mistakes and are given favorable jobs and new equipment. The disliked individuals are given bad schedules, jobs, and equipment. The disliked are also usually investigated for misconduct more often where clearly none exists. 8e The salary I receive for my work lower than I would expect given the rise in violent crime in the city that must be combated. With the growth of the city the crime rate and level of crimes will surly increase. If the city wishes to maintain an effective police force it will need to remain competitive with other cities. If an officer can work in a safer city for the same pay they are likely to leave. 8f Though the benefits are good the amount paid for the benefits is far too high. The cost of health insurance is far too high taking about a 1/3 of my pay for family coverage.

8f; Let's look at the changes in my benefits since I started at POPD. The city has increased my contribution to my retirement fund by seven and a half percent (7 ½%), thus resulting in a cut of 7½% of what I take home to my family. At the time I was hired, the city offered me employment with a twenty (20) year and out retirement plan. For this reason, and this reason alone, I turned down employment with the Volusia County Sheriff's Department and choose to have a career at Port Orange Police Department. After several years of dedicated service, the city repaid me by converting me to a 25 year retirement plan. The city failed to even allow the current employees hired under the 20 and out plan to keep it as a choice. In addition to forcing me to stay an additional five years to retire, the city has reduced by retirement benefits. With the elimination or reduction of the sick time, vacation time and over time that can be attributed toward retirement. In turn, I feel as though I am paying 7 ½% percent of my pay for the opportunity to work an extra five years, and after working the extra five years I will be receiving less than originally promised. And I will not even address the city's elimination of the STEP pay scale. I guess in response to your question about my benefits, today they are horrible. I have kept my promise to the city. I show up for work every day, I strap on my gun and vest every day to protect the citizens of Port Orange, and I take to the streets knowing there are people out there that want to do me harm. But, I do it because I made that promise to the City of Port Orange. I only wish the city would live up to the promises it made me and my fellow officers. 8i & 8j; I am committed to the agency because of the time I have invested and the promise I made to the city. However, knowing what I know and having seen what I have seen from the city I would NEVER choose to start over here. I have had very dear friends that would have made excellent officers ask about coming to work at POPD and I have refered them to other agencies.

See previous comments.

<p>We constantly hear from city council and others to compare city jobs to private sector jobs. Guess what, THERE IS NO PRIVATE SECTOR POLICE!! There is nothing to compare what we do to the private sector. Everyone wants to complain about what we get paid but none of them would ever dare step into our shoes and do our job. They don't have the fortitude or mind set to do our job. We are a unique job sector that cannot be compared to anything else other than other law enforcement officers. The city leaders need to stop saying things wanting to compare us to the private sector or "pay them for what we get in return for our investment". We deserve more than what we get paid for the job we do. Even our own police administration no longer fully understands the stress and amount of work the officers, detectives and sergeants do. I would encourage the city council and manager to spend a 12 hour shift riding with us to see exactly what we do. It will leave them with a different perspective.</p>
<p>I get support from some departments more than others. Some supervisors are more supportive than others to give feedback</p>
<p>8i, 8j) Other law enforcement departments would be recommended (Daytona Beach and VC Sheriff's). They are tougher on street level crime (specialized units to enforce the issue.) Our police dept is overworked with nonsense and trivial complaints that real crime does not get suppressed. Patrol overworked and no crime suppression/street crimes unit.</p>
<p>8e) history shows that this department has been lacking in the salary department. Specifically employees that have been working for the city for extended periods. It appears that the city takes the employee for granted and does not protect the benefits earned by employees. 8f) the benefit programs (specifically health insurance) currently in place continue to zap any financial gains an employee would earn. So the benefit doesn't seem to be high quality.</p>
<p>8c: Appears to be animosity towards some departments which transfer over to having a difficult time getting your oil changed. Teamwork is lacking citywide. 8e With the reduction of benefits recently and with the lack of salary increases I believe the amount and quality of service I provide is undervalued.</p>
<p>The police department has strong leadership and training goals, but the constant flux of the long term benefits has caused many officers to worry about their future and seek employment elsewhere. The profession demands well educated and trained officers from the job market place. If the organization cannot be competitive in this market the level of service will suffer because the quality of the officers that will be attracted and retained will decline.</p>
<p>The worst decision I made was coming to work for the city of Port Orange instead of going elsewhere. Not only does the police department love getting their own employees in trouble, they don't care about their employees. I would never recommend this organization to friends. The pay and benefits are not up to par and we have to do more wasteful, pointless work than other agencies. As far as benefits, I can't even afford to have my family on my health insurance and can barely afford to live in the city. If I did have health insurance, I would bring home around \$800 a check, unreal for risking my life everyday at work. Who can live on that, could you ?? The admin here does not care about their employees and only cares about when they are retiring. I have never felt that an employer is out to get its own employees as I do here and that's sad when admin sit in their office probing at who to get next.</p>
<p>8e - I don't feel the work I'm asked to do is fair for the pay given. We are held to higher standards and we strive for all of these awards but we get paid as if we were not held to any standard. The amount of work done by the department is more than an average department.</p>
<p>8e and 8f- The pay and benefits are not very good compared to the other agencies in the area. It is sad that the cost of family health insurance is almost more than a mortgage payment. It is hard for employees with a family to put food on the table.</p>
<p>Public Utilities</p>
<p>In our department not only is the administrator unqualified to evaluate the middle managers but often forgets to evaluate personnel for up to two years. There is no leadership at the departmental level and because the middle managers have so much experience they are able to run their respective divisions adequately in spite of there being next to no administrative leadership or team building. An example of the pay disparity is that a similar individual with my seniority in an adjacent city that is in the same position as myself is being paid 40% more than myself. In spite of having worked for Port Orange for decades and receiving an outstanding evaluation. This organization has a history of showing partiality such as modifying job descriptions to hire certain individuals or completely circumventing the selection process and just handing someone a position. Reclassifying certain positions or offering a contract to certain people well above the civil service pay for certain individual in a particular position while not doing the same for someone else in the same position. Selecting individual for a promotion that have less qualification, skills, abilities, and seniority in favor of someone that the director likes, and making these selections unobjectively without a committee selection.</p>
<p>8d I don't believe everyone is treated equally. 8e I have a lot of certified knowledge and a huge responsibility with in the city and feel I should be compensated for this. I also feel that the employees that carry the call out phone 24hrs a day should be compensated a lot more than they are. 8i I feel the city can make this a great place to work again but it takes time and team work.</p>

Favortism runs rampant throughout the Department. Our salaries are light years behind other communities for profesional positions. The benefit programs have been nothing but reduced over the last 10 years only to WASTE the monies on failed projects and lies.
8b no afraid to dont know what will happen if i do 8d its all in who you know around here 8e they just want to keep taking and taking from the employees 8i no because they dont care about you your just a number 8j noway because the morale around here is way down and they just keep taking more and more from us
8h no my supervisor has no leadership skills what so ever. He only out for himself. Would like to see his workers fail.
8f. Health insurance used to be a high quality benefit but now we are paying more and receiving less benefits.
8b trust in the workplace has been depleted 8d - finance director treated great for awful performance ,while others were mistreated for doing an honest job 8c some yes , some no CA - no CD - no PW - yes CS - yes 8g - not much feedback , work independently 8j - recently not such a good place to work as before
No all my previous bosses liked employes opinions. We need a salary survey done & some trades, the pay grades are low.
8F WE ARE THE LOWEST PAID CITY EMPLOYEES IN VOLUSIA CO.
8a Yes because I had previous knowledge before coming to the city about my job. 8b Around here you have to watch what you say or you get black balled. 8c not depts just certain people 8e Not for the work our dept does. 8g My boss and crew leader always communicate with us about our tasks. Bigger people don't care. 8j Only when it steps up in all directions then i would refer people to this city.
8c. I have helped every single department with what i do everyday and when my crew needs help we get hung out to dry. 8e i work with the most nasty stuff in the city poop and i still live paycheck to paycheck and cant afford to do what my big bosses do on the weekends but im covered in poop every day and i dont make much. i have been sick beacause of my job and the dirty things around me but no hazard pay or any kick backs so why do i do a good job? 8i nope i would go to mcdonalds for 10 dollars an hour in stead of 11 an hour and i deal with s*** all day and dont get anything for dealing with harardous materials. 8j would you tell your friends to work with poop for little pay and there might b a chance they get super sick? realy this is a joke and im only here so i can finish school i dont want to stay here why would i want to answer me that?
my organization shows strong partiality to employees, just looks at how the XXX (<i>manager</i>) was hired and his salary was increased, or look at finance to see who was promoted despite the fact that they were probably part of the meter debacle. Again more qualified personal was overlooked for the Field Ops. position when it was filled after the division head was promoted. No salary survey for this city in a very long time.
8b culture of punishment, cant tell all. 8d occasional blatent partiality. 8e A real pay study is needed, required, although not being done. 8g only if it is bad or problematic. 8h Not excellent, minimum job knowledge outside the specialty, and no training skills. 8j If young and just starting out.
D-totally incorrect- E-Not after being dumped on for 20 years. H-Not-he was put into that spot without proper training. I-No I would of done a different trade. J-The place I work for now is completely different from when I started XXX years ago, back then everyone pulled together as a big team, helping in any way.
The city shows favoritism all the time. Recently they made up a position for an intern and gave it to him without even posting the job. Now that he's in the job he gets to do whatever he wants. XXX (<i>employee</i>) now training him for XXX job just so he can get a license. He gets to decide what day he comes in and trains, and he makes twice as much money as me. That really helps with my morale!!!! By the way he has been training for about XXX months and he's still not getting it. It's a joke!
8e no because we are the lowest paid organization in the area. 8h no because he is not fair to all.
You know I have many years of service here, I like working here for the most part. But honey, its not easy. Give me a helping hand to do my job...
8d my boss gives no positive feedback and shows partiality at all times. i hope that this will not be held against me. its just my opinion.
8d. Some of us feel that if it is someone's child working with us, we have to treat them with kid gloves, to keep peace between departments. 8f. Our health benefits keep going up in price, but, lower in things covered. Such as the vision now has to be paid for separately. 8h. Our supervisor is like a one-man show. He thinks he does it all. If it wasn't for some of my co-workers efforts, we would not be running as effectively as we are. Now, we are going to be working under a supervisor who has absolutely no experience in our field, so again, we are accomplishing the job by our efforts, not by guidance. Which is good, but, we feel we are on our own.
8c) It seems like many of the departments try to protect their kingdom by restricting the flow of information between departments. 8e) It has been many years since the city has conducted competitive salary surveys. This has lead to the city paying below average wages for many of the skilled positions. This is leading to a shortage of new hires and new hires leaving when another better paying position opens somewhere else. 8ij) I have had many great opportunities for training and experience that I could not have gotten anywhere else. However there severe inadequacies in the pay structure and dysfunctional management at many levels.

The City needs to have a salary increase to stay in line with surrounding cities and provide a better benefit package so we do not become a training grounds for the surrounding cities.
pay in this town is to low for the people we take care of.
when i started with the city it was a great place to work uniforms twice a yr boots twice a yr raises every 6 months insurance was respectable now its rediculous 160 a week for employee and 2 children thats crazy i can get insurance on my own for my kids for alot less money. my boss keeps everyhting to himself and we have to pry it out of him or its his way or no way.
8-d time clock perks you probably already know who they are
We make \$2.00 less and hour than New Smyrna utilities starting off theres guys that have worked here 10 years and dont make what people start off at in New smyrna so how to you exspect there to want to do a good job if they aint getting payed for it . And also when we are on call we only get paid 3 1/2 hours of over time and we are on it for 24 hours a day for 7 days need to make more money for being on call ask anyone in utities .
There has been practically NO OFFICIAL or PROFESSIONAL training that really amounts to much-especially for all the specialized equipment and software that we are required to use.I gave my honest opinion and was NEVER asked again.The 'partiality' people have been fired-and the ones showing it. For the professionalism that is required for this job,I feel that we,as a whole,are VERY underpaid.If these are REALLY read. then give me a call to verify it -at ext XXXX. With the way things are now, I would not recommend this job to my worst enemy.All leaders fired-that says it all for their skills and the ones hired them and kept them there.
8b.) Just depends who I'm talking to: organization, senior leaders, and boss/supervisor. 8d.) We have employees that have been promoted who can't even balance a check book. Yet, the qualified individuals have been passed by for promotions. 8e.) The organizations hasn't done a pay study within the last 5 years and should have one done annually. 8f.) There was high quality benefit programs, but the last 5 years at least, the organizations has been taking these quality benefits. 8i.) As a firefighter.
Public Works
8b . Fear and common sense of being cast out of the loop.8d. NOT. 8h My supervisor is part of the problem for 8d. 8j The way this place has been falling apart and the way you are taking every thing away that matters to the working guy why would i want to lose a good friend.
8d.i.believe that some leaders go to certain pepole and stick with those people regardless if the job had to do with that person or not,i believe you build a great organazation around EVERYONE not a certain person or group.One person can think that they can do everything but it willbe a time where you dont have that one person you go to but still have a WHOLE ORGANIZATION to count on. 8h.didn't agree or disagree but i want to say my supervisor is great in all these areas listed but if would be greatly appreciated if the work that is for draingage,grounds,roads,signs,drainage maintence give it to the proper crew so that all other crews can continue doing what they are doing to keep things rolling and things are fair on each crew.dont make it a habit to give tihngs to other crews that are busy what they are suppose to be doing instead of doing other crews things
A) I am having to self teach myself. This is not the fault of my immediate supervisor but of those higher up who waited until my predecessor was gone for XXXX. I am figuring it out though. B) I am woefully underpaid. The previous person I replaced made almost twice as much as I do now. And it is only 60% of the salary at my previous job doing the same work.
8dyes their is a good ole boy club;8e no way does my salary reflect the amount of work or quality of work i do
8b) I would believe this to be false. Have not seen it myself but knows it happens. Which is fine. but you asked the question so I will give honest answer. 8e) Again I work with large trees and lots of road sides. I agree with earning raises the right way. BUT 10.39 for my dangerous job could be increased with dangerous conditions. Try working on the medians in Port Orange. Just saying. Not saying it is too little just for the dangerous position should be more.
I feel as an operator II that actually operates a machine almost on a daily bases compared to most that operate rarely, it should be looked at as a different pay rate.
the city replaces managment from outside of the department. i take less money home now than i did 5 years ago. increases in the cost insurance and retirment found and little or no pay raises.
8d. Without question, there is specific partiality to certain employees that are slotted for advancement. 8e. I have been here XXX years and have been promoted. BUT from what has been taken away from us, I am making less money than when I started. In those XXX years,NUMEROUS previous employees have left for higher STARTING pay than what I am making AFTER my promotion!!!! 1.We used to have a "safety" bonus,... GONE!! 2.Money for required safety boots was ALWAYS on a SEPARATE check. It is NOW given to us on our regular paycheck. We had worked overtime that week,so in ADDITION to the boot \$\$, bumped us ALL into the next tax bracket for that week!!!

I had three days to train with my predecessor, my experience and skills, I brought to this position. This organization has not provided me with any training opportunities to enhance my position. This organization has excluded my position from day-to-day operations. I feel because of my past career, I have been stereo-typed against and yes, I have brought this to the attention of XXX and ignored. Selected employees continue to benefit with exclusive work hours and overtime benefits, while others without the longevity continue to work a normal work week without have the opportunity to work overtime. People are in place because of longevity, they do not hold the skills necessary to do the work assigned. Positions have been created for friends of high ranking officials when more skilled, educated, and qualified people could have been hired, or the position should have not been created at all. My counterparts in other municipalities are making \$10,000.00 to \$15,000.00 more than my position with this organization. Therefore, this organization's loyalty and commitment to its employees are low priority and as long as the economy continues to be poor you will retain dedicated employees, but as the economy recovers, you will lose these dedicated employees.
I fill the city show partiality to XXXX because they do not make him work
8b: senior leaders (XXXX) don't like to hear opinions of someone else, when I do speak up I get shot down and treated like crap. 8d: there is so much special treatment for only certain people though, not everybody. 8e: hard to be satisfied with my salary when my home has been foreclosed on because I'm making the same money I made 8 years ago because of more pension contributions, health insurance continues to go up, but not my salary. I'm doing my job and doing the job of others that make 3 times what I make and I'm supposed to be satisfied!
The only thing My organization thinks of is the time you put in, as far as pay goes. Not what you Do...
Being interviewed for the position I was told I would be making 11.49 hourly. I was given my first pay stub and saw that I am getting paid 10.39 an hour. I feel that the supervisors should know what the starting salaries are. Also the issue of getting a raise. There hasn't been one in a few years I have been told. There used to be a certain percentage raise annually that I have heard hasn't been in place. (8e.)
would like to see better starting pay as well as regular pay raises
8b In my department if your opinion is counter to admin's desired result you are left out of the loop.
the last supervisor lazy & show partiality to other employee.
Department Not Specified
8b. I do not feel comfortable going to my supervisor with certain issues due to he doesn't seem to care that there are employees that are unprofessional and not team players. 8d. The City does show partiality to employees and that would be the ones that are getting away with being unprofessional and immature. 8e. My position is ridiculously under-paid for what they have me do. They said it was a multi-tasking position of which I have mastered, but the amount of work in this position is most definitely not rewarded for. 8g. My supervisor has only given me any type of feedback during an evaluation concerning my work. 8h. I like him as a person, but I do not believe he has any business being in charge of a department and from what I have witnessed, he cowers at any type of confrontation or conflict. 8i. If I had known what this position consisted of, in the way of literally running this office with the pay offered to me, I would not come back. 8j. I disagreed with this due to the City does not pay the key people well who actually run the City. I feel that employees are taken advantage of with the lack of pay.
8d. - Fire fighters are the city's heroes and they can do no wrong. They get everything they ask for. This applies to certain employees in other departments as well when it comes to pay increases. It's not fair. 8e. - For the responsibility and knowledge my position requires, I am under paid. We have employees that way less responsibilities and knowledge and get paid more than me. 8f. - Benefits are not what they were when I started here. Health insurance has increased drastically, we are putting more into our pensions and now they are talking about capping our sick/vacation time. 8g. and 8h - My boss has no idea what's going on so any feedback he/she gives is useless. He/she also lacks management skills. His/her pessimism brings the entire department down. We are not praised for any good work we do and we have been told numerous times that "we should feel lucky to have a job". 8i. - Only if I couldn't find anything better.
I WOULD RECOMMEND ONLY SO THEY COULD HAVE A JOB AND MAKE MONEY AND MAKE THE BEST OF THINGS. THAT IS WHAT MOST PEOPLE ARE DOING HERE ANYWAY. THE COST OF LIVING IS UP AND THE SALARY IS THE LOWEST AROUND EXCEPT FOR UPPER MANAGEMENT. THE GOOD OLD DAYS ARE GONE WHEN WORKS FELT LIKE A PART OF THE ORG. NOT JUST A NUMBER THAT CAN BE REPLACED.
When employees give their opinions they are then given a pink slip. Partiality is given more to departments than employees and there needs to be equality across ALL departments and that include the Fire and Police. Their pensions are INSANE and will eventually break the city. Send them to the County. Benefits are getting cut all the time. ex. Computer Purchase Program.
never enough time or people for training and yet expected to do the work with no mistakes. Raises are low and so is the pay
When benefit costs increase and salary does not, this is effectively a pay cut; benefits are VERY expensive for "bottom of the barrel" insurance, the City should be paying more to cover increases.

Benefits program is poor. our insurance is rolled out with no regard to a "national" plan. Very limited options for choices. there are no employee incentive programs. HR dept has no high level direction. consider smaller incentive programs to boost employee moral.
8a: I have been denied training, 8b: In the past opinions were kept to yourself if you wanted to keep your job. I think this will change with the new city manager.
8a - Training that I received prior to joining this organization. 8g - Would need to have feed back/interaction with my supervisor. 8h - Would need a new supervisor.
Showing partiality to employees is too common. Those who threaten to quit or do quit get rewarded by a much higher salary or a job reclassification with a higher salary. It is discouraging to the employee who works hard and gets nothing.
Compared to other municipalities, we are very low paid.
8d - The organization does show partiality to certain employees. Some have been caught stealing, lost their job but retained their retirement, even though this was not the first time with the same infraction. Others have obviously misused their power and have not performed their duties as required, but have left with substantial retirement packages as well. Others have been reprimanded and demoted for moral infractions but are again put back in a position of leadership. It appears that depending on who you are is what you get away with, not a set standard to all employees to be expected to provide the same work ethic.
8b) Honest opinions while sometimes encouraged are seldom accepted and then with prejudice. 8c) Not all departments show support let alone "high quality support". While some will show support others will posture "It's not my problem". 8d) The prime example of partiality can be seen in some of the members of the City Council who often direct city personnel to demonstrate favoritism when expedient for their purposes. 8e) Initiative, volume or timely performance of tasks in my position has never been rewarded monetarily 8g) Feedback concerning my work is normally given once a year. Daily, weekly, monthly, quarterly feedback is an unknown or taken for granted. 8h) I plead the 5th amendment, so as not to incriminate myself.
8.a. General lack of sufficient training particularly on process/procedures.
88d. The organization shows partiality to certain staff. This was created under the past City Manager. 8e. Organization expects some staff to fill multiple roles due to positions eliminated as part of budget cut without compensation. 8i. NO. Over my initial couple of years I was able to gain a lot of experience. However, the past few years my role with the organization has not allowed me to expand on my knowledge. 8j. No. Very little team work among staff. Council does not respect staff or provide direction.
8D - There is favoritism, that cannot be denied. It does not directly effect me but I see it. 8E - Considering I make less money now then I did in 2006 need I say more. An employee feels valued through there paycheck also. If you do a good job you should be compensated accordingly. Merritt raises need to come back, that is the incentive. 8G - My boss takes no interest in the job I was hired to do, only the job he wants me to do. 8H - I would'nt say excellent but fair I guess. 8J - Maybe after time goes on, and the morale is boosted, but not today!
favoritism is a problem within some departments
Opinions are not really an option. Salary is not based on job performance it is based on years in service.
Additional Comments
Administration (Including Senior Leaders)
The City of Port Orange is a very good employer. Separate surveys for pay and benefit levels would be helpful.
I hope our new City Manager will look into our feedback seriously and make a difference. I think we do have some really good people that work here but of course there are areas where we can improve. I firmly believe in the concept "If you take care of me I will take care of you". If the City were to be more conservative and stop some of the excessive spending and pay attention to its employees with more competitive compensation. The employees will perform even better and go the extra mile for the City of Port Orange.
Additional Questions: Are the employees adequately trained for the positions they are required to fill? Is each department staffed with sufficient employees to properly handle the work load? Do the employees receive an adequate salary based on their responsibilities and the skills required to perform their job?
I would like to take this opportunity to say "Thank You" for working with this organization. The department I am in, is a group of outstanding professional people that I just love working with.
I think there should be questions allowing employees to suggest changes that could make the City a better place to work and also allow the employee to describe things that the City does particularly well. The City of Port Orange is a great place to live and work. In order to maintain quality employees at key positions, the City has to be competitive in the market. The public sector is unique in that there are direct comparables that are open for inspection at all times with other cities and counties. There are some great employees here at the City and we should fight to keep them.

I don't think we are broken, just bent. I think if we focus on a few critical areas such as compensation & benefits and how we treat/lead employees that we would see a dramatic improvement.
I believe the culture of our organization is changing. It was difficult to answer some of these questions knowing we are moving in the right direction. I believe the City is a great place to work and will only get better from here.
I need to say, I very much like the attitude of Mr. Kisela. He is a boss, but talks to us as equals. I felt that Mr. Parker always talked down to us like we were kids or dimwits or something. I always got the impression when he spoke that he wasn't giving us the entire story, meetings with him were almost like talking with a lawyer. Conversely, I hold the opinion that Mr. Kisela has a great personality and will be a great change to help lead Port Orange in a different, more positive direction. I also must say -- I have only been here since 2009, but I enjoy being a part of my department. The people I work with, I consider family. Tony, my direct supervisor -- I couldn't ask for a better boss. He has faith in his workers, and that is a big thing for me. I do think, as IT, other departments may feel as though we "magically" create things or solve problems -- and that it is easy for us to do. There are plenty of tasks that are quite difficult that may seem easy. I do think that instead of throwing money at an issue we should work better between departments. XXX I think the OnBase system is a complete waste of time and money, I could have built the same thing from scratch and it would be done, running and not cost tens of thousands of dollars everytime there is something that needs to be done with it. XXX As I'm sure everyone else has said, it would be great to get a raise -- a real raise, more than just \$7 a week. Especially with prices of everything going up up up. I respect the danger of their jobs, but I think it's crooked that Police and Fire get raises and none of us can. I also think we should have a water cooler. That's it! Thanks for taking the initiative to create this survey and let us give our feelings.
With reduction in staffing, staff may perform more efficiently and effectively, if the leadership identifies, selects and communicates the work having the greatest priority.
Community Development
I would just like to see a common goal in good customer service (internal and external) treating each other with respect and work with each other to make things better and create a positive atmosphere to work in. To be treated equally regardless of who you are are what position you hold. To feel appreciated and important to the Senior Leaders.
It is ashame to hear the mayor and council talk about employee benefits and processes when they are the ones who put them in place.
IN ORDER TO KEEP HIGHLY SKILLED, QUALIFIED INDIVIDUALS YOU NEED TO INCREASE SALARIES DRASTICALLY. YOU WILL LOSE GOOD PEOPLE TO OTHER LOCATIONS.
While I appreciate the survey and the attempt to gauge the climate of the City, I think that most employee complaints will come from the low pay provided to the employees.
There has been a lack of civility at city council over the past two years or so, especially from certain city council members toward staff. Negative statements are often made at city council as if they are fact, when in fact they are not, and this hurts the city's reputation and staff moral. There has historically been a lot of mis-communication and control of information that the council receives, which lead to much of the mis-understandings/mis-communications.
the annual salary increases were dissolved without any cost of living or insurance allowances leaving staff no idea of future earnings this caused many employees to be earning less than when they started; the increases that were promised upon hiring were reneged
There are too many people who worry and complain about what they do not have or what they think they should get and fail to appreciate what the City provides for them.
This Department has lost many key employees over the past few years that were so disenchantred with the way they were treated that they would rather go somewhere else rather than continue here and be miserable. I am hoping this trend will not continue but I believe we will see more positions being vacated this year.
Finance/Customer Service
would it really do any good to tell you exactly how I think? I think not, because no one cares about us in customer service. Customer service is a thankless job.
This survey is a good benchmark. I am optimistic that the new leadership will bring about positive change.
Communication should be the starting point for improving the current environment, work ethic, moral, effectiveness and efficiencies overall. Current management appears to be starting on a good path. Council, City management and employees should be better informed in order to be more productive.
Fire
I know that this has been what seems like a very negative survey. I love my job and would not trade it for anything. I am proud I work for this city, but the upper leadership is really bringing this dept. down with its harassment and intimidation tactics. A true leader leads from the front, not the rear. The only time we see the upper leaders is for something negative. The Director and Deputy Director are retired members of the City with no desire or incentive to better this dept.
Overall the survey was thorough, employee morale could be addressed a little more.

I think that the Deputy Director should be afforded the chance to run the department without being second in command. He has earned his place in this organization and has yet to be given the opportunity to be Chief. This is a perfect example of how little value there is of loyal hard working employees.

The fire rescue department needs a complete overhaul in management, excluding Chief Weir who is extremely competent, educated and respectful. This overhaul includes the newly minted Battalion Chiefs who have been infected with the Ertz/Burgman management disease. Unfortunately, the only way to rid oneself of a toxic disease is to amputate (at least here in Port Orange that is the only cure since they never believe in remediation) and hope that the body will heal if it gets a good dose of the right medicine. I hope this survey isn't just a feel-good exercise and it is really being reviewed to help fix the proliferation of problems that have destroyed the fire-rescue department.

I have great confidence in our new city manager and city council, to make the appropriate changes this department needs. Please take this matter serious and help make the appropriate choices to get this place back to the high standards that were once present. We have many talented people are willing and wanting to help make this department the best, but it will not happen with the current Senior Leaders. It would also be nice to have the availability to have tuition reimbursement, and continue to further our education. Thank you for this survey and caring about your employees!

When the "financial crisis" hit we all felt it. We were told that everyone would have to buckle down and pinch in HOWEVER, the City employees still continued to get raises while the PD has not had a substantial raise in 6 years but the insurance goes up. There has been such a lack of moral that it has become a hostile work enviroment. CIVILIAN EMPLOYEES ARE TREATED LIKE GUM UNDER UPPER COMMAND STAFF SHOES AND HAVE ENTIRELY NO RESPRENSENTATION WHEN THERE IS PROBLEM. AGAIN ONCE IN THE DROP AND THEY DON'T WANT TO KNOW ABOUT ANYTHING EXCEPT HOW THEY CAN GET OUT WITHOUT AN INCIDENT BEFORE THEY LEAVE, MUCH LIKE KEN PARKER, THE SKELTONS ARE STILL COMING OUT OF THE CLOSET.

I love my profession and am very proud of what I do. I would never allow politics to effect the service that I provide to citizens. However it is very hard to keep chin up and press on, when feeling constantly under a mocroscpoe from (DD). Feeling like the only information coming down from above is nitpicking and punishment, while communication going up is seemingly ignored. Perfect example A/C System at a station has been malfunctioning for nearly a year and no one from top seems to be in a hurry to fix it. Equipment, including personnal protective equipment, is replaced in timely manner. No spares be kept on hand. Sometimes getting the sense the would be willingly sacrificed to to make political statement(bashing employees) or to move another up. Being treated as "Red Readed Step Child" and NOT having anyone at top of department willing to stand up and even ask for improvements(Director or Deputy Director) or even speak in defense of.

Separate the Police & Fire from the failed Public Safety concept. This "concept" was a failure from the start. The Police Chief/Public Safety Director has done a great job stepping up to this thankless position. He has been very supportive, and is by far a very good leader. However, his demands have doubled and was overwhelmed with lack of administrative support to manage the service properly. Port Orange Fire and Police personnel respect one another and we work great together but we are different breeds of professionals to remain as one department. No one can argue this point and many agree this idea has failed. Fire Administration was severely cut by 6 positions (Fire Chief, EMS Division Chief & Training Division Chief, 1 Support BC, Civilian Public Education Specialist, and an Office Assistant V.) All these positions had busy schedule demands prior to the cuts and each position was justified. The cuts damaged and destroyed the abilty or inability to deliver vital customer service needs and critical outreach programs to our citizens and public and pre-school children. These needless cuts severely impacted our pipeline to the communities. In the opinion of many from personnel to citizens, the merge was the result of mean spirited politics, anger, and personal vendictiveness crafted by the prior city manager and certain council members. This merge was not in the spirit and best interests of the city and community but to demean the morale and core spirit of the dedicated members of this great award winning department. The Late great Chief Mike Ertz was saddened by this merge and knew it was a failure from the start.

Battalion Chiefs should receive atleast 5% raise before October to even catch up to what has been lost over the last 4 years and the additional workload. BC's were given the jobs of two battalion chiefs and an administrative commander that were not refilled after retirement. Those salaries equated to approximately \$225,000 annually. We were told that they were going to take 7.5% out of our wages as a tactic for their bargaining. Our apparatus repair options are so limited that we frequently have to borrow other trucks from other cities to keep our level of service adequate. As the XXX (*Manager*) for Port orange, I frequently have to respond to other cities because of the decreases in staffing across other city departments. We drop units out of service for the dumbest reasons to accomplish administrative chores that decrease our level of service. If I found out that someone was taking a leadership class and an engine was OOS because the department wouldnt pay for them to go off duty and someone in my family died because of it. I would sue the city of port orange and all of its senior staff civily. The public just doesnt know what happens day to day and when they do, it will be a tragic day for the fire department and those making the decisions to pinch every single penny at the citizens expense.

I do not think it is fair that the fire department is the only department in the city that no longer receives education pay. We constantly have to take classes to keep our certifications current and our job is forever changing. Without education pay we will not be able to keep up with the future and our city will surely suffer from uneducated professionals.
1. The fire department is the only city organization that does not receive compensation for education. This seems very unfair to me. Why are we the only department not receiving this compensation? I would like to see our department receive educational compensation. 2. City yards emergency vehicle maintenance is over run with broken fire apparatus. There is currently 5 apparatus there receiving maintenance with only one emergency vehicle technician. This not only effects our citizens safety but it effects our safety. We need to have reliable vehicles that can also be fixed in a timely manor. We are always having to borrow apparatus from other cities. I feel this situation needs to be addressed. 3. I would like to see the possibility of a training ground for the police and fire in the future. This will strengthen our services and allow us to better serve the community. 4. Overall, I feel the most important issue is our senior leaders needing to be more involved and communicating with the specific work groups. To be a leader you need to be around your employees and understand their needs and concerns. This is NOT happening right now. This creates a negative work environment and unhappy employees. We need to have a voice that can be heard by our senior leaders and we need their help to make changes happen quickly and efficiently.
I used to be very proud to work for the City, but with all the issues this city has had, I feel uncomfortable saying where I work.
The questions should have been more department driven. The City of Port Orange has great employee's willing to the best job possible, but continues to hold down those employee's from providing the best quality of service to the citizens they serve. They do not provide them with the quality of pay or benefits that an employee deserves. They are not provided the right tools to successfully complete a quality job for the citizens. Employee's are looked upon as an asset, but a burden, a necessity. the employee is who makes the City look great and encourages others to live here!
Education should be reimbursed. Its not fair for use (employees) to have to pay out of our own pocket for any certificate renewal's or certificates that pertain to our direct line of work.
Thank you for allowing us to do this. I hope these surveys are given the attention they deserve. We have been "mushrooms" for too long! I hope Port Orange can return to the top!
I think its pretty obvious about the issues with our department head here and rumors of looking for an outsider to come in are circulating. I would suggest you at least consider the current fire marshal, Chief Weir as someone who is qualified and has an insight into our problems. Also, vehicle maintenance is a big issue. As the fleet is aging, service and preventative maintenance is even more important. Its overwhelming for 1 guy- start "farming out" work to Daytona and the dealership in Sanford!
XXX. I felt that the "organization" taking away MLK Day sent a message of disrespect to all minorities everywhere in the city. I have not seen to much, if anything, that the "organization" has done to improve the fire dept. Taking away tuition reimbursement and pay cuts inspite of all the things we've (line staff) has done for this community is beyond comprehension. All the monies we've raised through PR/ community programs, the high ratings on the community survey, lack of training and education should not result in the lack of confidence in our Chief or the "orgaization" as a whole... Even though we're unhappy internally, we/I love our jobs and the community but when you have employees wanting a buy out and wanting to leave and go elsewhere that's not a good sign for this dept. I am not impressed with the direction the "organization" has taken this department and I'm contemplating which direction I need to go for the betterment of my me and my family. I love my job but I hate what the "organization" has done to the fire dept....
There needs to be change at the top at POFR or it will continually get worse.
Why is the Fire Department the only entity in the city not receiving tuition reimbursement? Does the city just want uneducated firefighters? Is it union bashing? Are other city employees more valued than us? Are we second-class employees, regardless of the fact that we come to work every day with the possibility of not going home? I am ashamed that the City thinks this is appropriate.
I just hope under the direction of the new city manager we can progress as a city a move away from the "good old boy" system that is in place. We have great employees that want to make it better we just need the upper management to actually listen and make changes or remove them from the organization. I would really like to see us get back to being the best fire department in the county again. Seperating the fire and police departments would be a great step in improving the morale. A new chief that can change the culture from a negative morale to a positive morale is something that we desperately need.
Please see answers to my questions.
We should consider removing the Fire / Rescue from the police chief control. We need a dedicated fire chief whom we can hold accountable for the actions of the fire service. Our fleet maintenance program is horrible. We should consider using an outside vendor for our fleet . We have offered options to admin for cheaper and more effective fleet repairs and they are not even considered. Consider evaluating our deputy director. The most respected person in our administration is Chief Weir. I would recommend Chief Weir for immediate placement as our Fire Chief . He is well respected, level headed and leads by example. He is qualified and just the person we need to turn our department around .. If he is allowed to by the City.

It doesn't feel like the fire department is really even that much of a part of the city of port orange. There is no feeling of community between the two. We have been treated like outcasts at times by the mayor and council, the previous city manager, and our own so called chief. We come to work, serve our customers to the best of our abilities and then go home.
No
Parks and Recreation
Just a reminder these are my thoughts and I am not trying to bad mouth anyone.
I live in Port Orange and take pride in making it a better and beautiful place to bring more people to the area.
to many employees think the city owes them more than what they get for there time employed and what work is done. I personnally believe the city does not owe me no more than what i earn when on the clock . To many employees do not give anywhere close to 100% while on the job, only what will get them by. also to much drama and lack of strong leadership at crew level. personnally i love and I am proud to be and employee of the city of port orange
Police
I would just like to say that I do enjoy working for this city and I have learned alot while employed here some good some disturbing. When I first was hired here this city had a reputation "arrive on vacation leave on probation" criminals did not hang around here, my own friends refused to drive through the city for that reason. that feeling has gone by the wayside people feel our city is a joke. I pray that new leadership can bring us back to the way we used to be.
The City of Port Orange is generally a good place to work. Lots of fun and friendly faces who work hard and have a lot to offer our city.
The next Police Chief you hire should not be afraid to mingle with the troops. His hands off approach is ineffective and he changes positions too frequently on policies. He is too harsh and punishes officers too severly on one hand but will not get rid of problems. Very hard to understand. Rank and file officers do not feel he supports them at all. Most officers here feel that they are expendable and the administration does not care.
The police department has taken a real pounding recently with the threats of a take over by VCSO etc. Certain citizens are allowed to beat up on the police department without anyone one on the council standing up for their PD. Contract negotiations are not honest and open. Morale is at a all time low.
Everyone around here is disgruntled. It used to be fun to come to work till the city started messing withour pensions, our pay our benefits. We dont have nearly the amount of employees in my department that are necessary to be effective without causing employee burnout. It gets so people are afraid to ask for vacations and instead call out sick to avoid doing so. We work with a skeleton crew and the citizens the mayor the city manager the council, who have absolutely NO IDEA what its like to do a job as stressful and dangerous as this expect us to do so without the resources needed and always blame the citys debt on us. Its not fair. We are the ones keeping this city safer than all the other cities in this county. They threatended to replace us with the Sheriffs Office? Thats supposed to boost morale. It was a ploy to get us to agree to our contracts. We feel completely expendable. The citizens and our city leaders expect a certain level of service. We answer calls other agencies would laugh at and cater to our citizens even when we dont have the man power we should. Look at the per capita numbers around the state. I believe were the lowest. We are also nationally accredited by CALEA and a gold standard, flagsip agency. Which means we operate at a higher standard ethically organizationally etc. You expect this to continue when we are treated like the bad guys for wanting what is fair in the way of pay benefits and pension. Now your talking about taking away our sick and vacation benefits. Good luck with that. I want to be happy again coming to work. Maybe the new city manager will realize what the issues are and actually try to help the ones protecting the city. Probably not though because as I said befor e we are expendable. If one quits theres five more in line to take the spot. It will always be this way.
Officers use of vulgar language infront of citizens. The DROP program needs to go. Promotion of a person who was demoted for a morality/ethics issue. City Policy does not apply to everyone.
I DO FEEL THAT THIS IS A GREAT PLACE TO WORK. I LOVE WORKING BUT I DO FEEL THAT WE ARE NOT REWARDED ENOUGH FOR WHAT WE DO.
This agency has a serious problem with excessive control of every minor and sometimes completely irrelevant detail. Unnecessary and overly detailed reports (data entry work) wastes our time. A majority of these excessive reports do absolutely nothing to assist the agency in making the city a safer place. I feel like I should be a court reporter, because all I do is data entry documentation of everything.

The police department needs a technology overhaul. We have no computer program to track ongoing criminal intelligence that comes into the department from officers and citizens. We just have someone send out an email about it and that's it. The email invariably will get lost in the many emails that come out each day. The city has gotten too big and too much crime occurring were an email will suffice. We are way past simply sending out an email but our administration refuses to progress forward. We have no computer system for tracking ongoing intel for any crimes. We get a lot of intel in that if accessible to the "boots on the ground" through a computer based system that could be accessed on their laptops would help officers better catch criminals and prevent crimes against our citizens. Daytona Beach PD is years ahead of us with the systems they have in place. They have hired dedicated civilians to keep up with the database (criminal intel analysis position). We have no computer based system for Internal Affairs investigations, informal inquiries or subject resistance reports. All of it is done by supervisors that have to print everything out and put it in paper folders. There are dedicated computer based programs that are built specifically for IA's, Resistance reports, etc... This would make things much more efficient for supervisors thus allowing them to spend more time on the road instead of spending all day doing it the way we currently are doing it. It seems though nothing will get accomplished until a new police administration comes online in 2016.

I love my job but there are times when I wish I could quit. I have been made to feel that a monkey could do my job. I work very hard to do my job correctly and in a timely fashion. I come to work on time and try to always come with a positive attitude. It gets very frustrating when I see other employees not show up late every day, take 1 1/2 lunches, spend hours on the internet dating sites, or homes to buy. It bothers me to be ignored or talked down to by officers and supervisors. I also think that ACO, evidence and the quartermasters need higher pay scales. We take risks that other CSOs don't have to take. Again I would like to add that I love my job, and I plan to retire from here. There are some good people here but I would just love to feel more part of the team, be appreciated more and be compensated for the business of our job and the extra risks we take.

The city leaders need to value their employees and the benefit level that has been promised above the political agenda of a few citizens who are motivated to seek reductions. Employees need to have a sense of security regarding pay and benefits, such as a pension, so career decisions can be made to continue employment or not. The uncertainty of the political environment has taken a toll on the morale of city employees.

If you want happy citizens you have to make their police officers happy. Without that, the city will not prosper and crime will rise. Who wants to risk their life making a traffic stop for \$400 a week ????????

The City of Port Orange as a whole is a fantastic city and great place to work, however there are several issues at hand that have been negatively affecting the progress of work and quality of work. There have been several changes to benefits and pay that have depleted morale and has taken us from being a competitive employer to being a place of last chance. The prior high caliber potential employees that used to apply for employment here now look elsewhere due to pay, benefits and working conditions. The current employees are unhappy due to these same factors and many of them are contemplating employment elsewhere. This is a huge burden and strain on the current tenure employees that now have to pick up the slack and perform an incredible amount of work for less compensation. This fact alone has a huge negative affect on employee morale. There are several employees in the drop program that have resided to the fact they just want to ride out their time. This is a significant issue for those of us that still have many years of service to perform and the impact of this issue is being seen by personnel and shown by morale. In the next few years there will be a total administration change due to retirements and many employees feel that we will be left holding the bag, by having to fix all of the issues that no one wants to deal with now. Obviously this problem did not just occur and has been manifesting for quite some time however the result of these actions are beginning to become more and more clear on a daily basis. I can only hope the new City Manager takes a look at these surveys and is committed to improving the work environment and realizes that Port Orange is an incredible city, notably referred to as the safest city around. This safety and quality of life comes with a price. I know financially government spending is very tight however if things continue on this path it is not far fetched to see the crime rate increase and more and more criminals operating within the city limits due to lack of police manpower and resources coupled with low employee morale which hinders aggressive proactive crime prevention.

It is my opinion that it is inappropriate for the police department to be handling the deposits from city hall finance department. Officers have to take approximately 25- 30 minutes out of their patrol duties to handle this detail. This is time that officers should be responding for call for service. Our department is already short handed. I think the most appropriate thing to do is for the city to hire an armed car/ truck to handle this detail. Should the officer's handling this detail get ambushed and the money stolen, not only would the city be responsible for the death of that officer but also the money is not insured for such theft. There have been times when I have handled this detail and I am responsible for no less than \$250,000. It is easy for an ex- employee who knows that officers pick up the deposits at a certain time in a certain vehicle (s) to plan a robbery. I think this issue should be revisited.

It seems that when departments such as ours stand strong on ethics and have no real problems, unlike Finance and Public Utilities, other departments suffer from other senior city boss' lack of ethics. They need checks and balances so it does not happen again.

Public Utilities
The public utilities director was recently asked to resign and over the past decade this department has been stressed out to the maximum with no leadership, team building, or promotion. Public utilities is not the only department that is suffering from low morale and this is due mostly to the demagogic ex city manager and a management team that he put together with an elitist attitude that had no regard to the employee climate. Hopefull the new city manager will turn things around and make this a better place to work because there are a lot of really good long term employees remaining that really care about the city. The newer people have suffered most so if we want to recruit and retain good people as well as encourage are longer term employees to stick around and siccessfully transfer their knowledge for the future we need to put more expphasis on cultivating our workforce infrastructure and quit overemphasizing a few administartive cronies that have either left after a short period of time or in the case of our most recent batch have been asked to resign. We definitely need a much better senior management team in the future.
Would love to see the moral among employees and management improve in the future.
My Department needs a complete overhaul.
Over the last 13 years to this day we have had very poor unqualified management at the upper administration level. We have a very poor engineering staff. Together the bad decisions that they have made cost the city millions of wasted dollars. They don't value the employees or show any appreciation for their work. They need to go.
yes we carry a callout phone and we only get paid 3 hours to carry it all week if we dont get any callouts we have it for seven days 24 hours a day and cant do anything else i think we should get more for carrying it and all of the employees in utilities will tell you the same thing this is a big problem and so is the city taking everything away from us we are all just wanting to be treated fairly
Lets see if this organization can get it back to great with all employees and residents. I and we as a department go over and above to make the residents happy in this city. I hope you can do the same for us.
i realy enjoy the people i work with but the city needs to step up for there people who are gonna stay here for life but i dont see a future with this city beacouse i want good and great things for my family and you just dont have anything to offer me or my family
I will leave this employment at port orange as soon as I possibly can. There is ZERO incentive to stay employed here. Bosses play favorites, have been over looked for multiple positions as most qualified in favor of someone that is a favorite. Haw can that be justified? Cost of living goes up every year, insurance increases constantly whether is be medical dental and so on, and there are no raises. Our paychecks go down every year despite the 5% over 3 years. Which i might add is terrible, other smaller private and corporate companies offer more substantial raises. This being a government organization with multimillion dollar budgets per year should be able to be comparative. Holly Hill employes make higher salaries across the board and the are a much smaller organization with inferior facilities. Please explain that with all the new developments we have as a community going on. You make the money and don't want to take care of your most important resource and asset, us the people sweating and bleeding in the dirt.
Q. Is money the only thing that would bring you out from the minimalist culture. Q How would you want to be trained? in what? Q Can you generate a spreadsheet and populate it? Q Do you feel there is any advancement for you? Q Do you watch alot of TV at work? 2 hrs? 3,4,5? Are you being honest about the TV time? lol Q is there incentive to excell? Q Would you want Roger Smith back? Q What do you want your Director to do for you? Q For supervisors; Do you have an assistant or someone that can do your job if you suddenly leave? Q Communication is the key. Are you receiving it? How would you change it if it didnt meet your expectations?
Job Studies and Pay Levels as technologies continue to change?
I really don't know where to start, I really enjoy my job and what I do for the city, but every time I turn around the city tries there best to bring down. I've been with the city for going on XXX years now and have only bettered myself since I've been here. When I got this position as a XXX (<i>Employee</i>) they gave me a 2.5% raise and stated that it would be fair to other first year operators if I got paid more. Then 1 year later they hired someone off the street with no experience and gave him a dollar more an hour. That is great for my morale!!! Oh by the way I have to train him. Great for morale!
morale is the lowest i've seen.i am sorry for negative responses but i feel its true.

I realize people are not always happy with their boss. There is always going to be some discontent. There is some favoritism going on at our place. Some people are told they can go to any training they need, and some are told we can't afford to send everyone to classes that we are told we need. My wage is pretty good, I must say. But compared to surrounding city and county wages, we are below scale. But, we lost very good employees to other cities due to the low starting wage. Some of the reasons I recommended people to get a job with our city were our benefit packages. Those are becoming less attractive to prospective employees. Some of us want to rely on the accrued sick and vacation time by-back to help in our retirement. A certain someone wants to take that away from us, and it is very frustrating that our futures are uncertain. You might have asked how the image of Port Orange has changed. It is now being considered as one of those cities a person 'doesn't ' want to work for. Due to the scandals, the good ole boy network, the low morale, and non-competitive pay scales. In summary, I thank you for asking our opinions. I hope it actually means something. I want to be proud of being a Port Orange employee again.
glad im close to retirement just feel bad for all the new hires because they will get trained here and go some place else. we need a change and it has to happen now
Cause i hope it will make change for the better in this city cause we are going down hill .
IMHO, there needs to be more common sense used, along with a little compassion and applied intelligence.
I hate to be so negative, but since this is the first survey I've ever participated in for the organization, hopefully they can see the BIG picture throughout all the departments. (Transparency) There are ALOT of very qualified employees within all the departments.
Public Works
The questions were vague. We will see were it goes from here we hope there will be change for the better and you can pinpoint the problem areas not generalize so all employee's have to change again.
XXXX - Don't understand the new P.D. not being in my scope of work. don't understand why C.D. isn't a team player. Think i'm under payed for the job I perform for the city.
I truly love working here. Love providing for my city in which I live. Things could be improved. My ideas could help. I believe the overall moral of PW is lacking. And if things could improve would help out significantly...
i do not trust city hall or city managment.
Where do I start?..... There was a time when we were able to donate OUR sick/vacation time to a fellow employee who was in need of time. Example: A co-worker,who had a newborn with severe complications and required travel to and from Orlando. I believe he did use up the Family Medical Act BUT, we were able to donate time to him. We can no longer do that. The City is SUPPOSED to be a " Drug Free Workplace". That SHOULD mean throughout the ENTIRE City!!! Those of us who are REQUIRED to have a CDL are the ONLY ones "randomly" drug tested. WHY is it that no other employees are drug/alcohol tested? Public Works just had 2 employees retire. One was employed by the City for 35 (repeat 35) YEARS. There was NO fanfare, no party, and no FORMAL recognition of his service. WHY are these long term employees not recognized for their service in the local paper at LEAST? OUR department put a little something together for them. Yet when someone from City Hall retires, who we have no clue what THEY did, there is a party at the pavilion,where the Mayor cooks (burns) the hamburgers and hot dogs!!!!!! James Franklin will be retiring soon and HE is paying for his OWN retirement party at a cost of \$350 +++ !!! Public Works USED to have a scrap metal pile in the back of the yard. We have ALL "donated" to that pile. It also included "Mystery Piles" of metal picked up on the side of the road (to beautify the City). The "Scrap Metal" now go into the General Fund. So THAT money goes into "Never-Never Land"never to be seen again!!! And yet the outgoing C.M. received a HEALTHY pay raise JUST before retiring!!!! How convenient!!!! Ways to produce income for the City..... I know that Code Enforcement has to "justify" their jobs. Well, here are two ways. 1. There are a LOT of residents that water their yards (reclaimed or not) on the improper days/times. Enforce that with a fine!! 2. Yard Clippings. I have noticed many, many, landscapers/homeowners cutting their grass, leaving the clippings in the streets.They also trim their bushes/trees and pile the clippings on TOP of the storm drains. These clippings immediately clog the storm drains. Thus, creating a flood situation. THEN, Public Works is blamed for not having the drains cleared!!!! With all of the pesticides and fertilizers commercially applied to these lawns, it is contaminating the drinking water!!!! The Code Enforcement Dept. has digital cameras which they can use to record the violation with a date & time stamp to include the address of the violator. Use it like the "Red Light" cameras!!!! You ALSO have the V.I.P.'s at your disposal to record these violations!!!! It is also VERY disheartening to see the condition of our firetrucks. They are NOT cheap!!!! XXX was a firefighter in the Chicago area for XXX years. They used salt on their roads, and NEVER did his truck look like the ones that are sitting in Winn-Dixie & Publix EVERY day!!!!!! Daytona Beach has FAR more response calls than Port Orange, and just look at their equipment!!! This is MORE lost income for the City because when these assets are taken to auction, no one wants a glue horse when there is a 3 yr. old in the gate!!!!!! OK, thank you for the soap box!!!
should not do favoritism and complaints to 1 department , should blame city hall ,because they dont know what we do when we do our jubs and everyone up there should come out and do the jobs we do

The (city) should bring back scrap metal so We can have retirement parties for those who retire...Need to share the work to be done by all crews, Not one crew, and the rest just ride around.....
To have the employee feel like there crew is going good and working out smooth. I think there should be individual crew surveys to be done. The supervisor would know exactly how the crew feels about each other and about themselves. What can change? What is working out? Communication?
XXXXXXXXXX Please do not publish this commentary
Department Not Specified
I would just like to share that I do enjoy what I do in my position and learned it very quickly. The amount of work involved should be taken into account when the rate of pay is discussed in hiring a new employee. What one position in a certain department does is not the same as another department and this should be taken into consideration. I would also like to suggest that positions be looked at and discussed as to whether they are properly coded. I personally do what an "Office Manager" does anywhere else and having this position classified as an Office Assistant is degrading in certain aspects. Job descriptions need to be revised by what they do on a daily basis and paid appropriately.
The raise freeze needs to be lifted.
It is a good place to work but decisions are made I feel maybe due to the finances? In saying that, some departments and some employees are treated like they don't matter. I would like to see management work in some of these departments and know what they go through for the pay. However I feel with this survey you are looking for improvement and this is a big reason why I like working at the City of Port Orange. Remember we are not machines and ALL employees should be considered an asset and pay and benefits should be for ALL employees, whether full time or part time but they are city employees and should be treated accordingly. Thank you for the time and hope this survey will accomplish satisfaction for all.
Department Heads need to be held fully accountable through both physical and written documentation for all of their staff. Some employees have not had proper performance evaluations in years. Employees are permitted to act however they please without any accountability for their actions. All employees need to be held accountable for following the rules and not just a select few. Department heads need to be a positive influence to their employees and not provide negative feedback regarding other departments or employees. They should be fostering relationships to build a complete team.
Would like to see a section of questions directed specifically at the department level.
Departmental management seems to be inadequate/ineffective/unqualified for many city departments.
Please do a study on all position classifications and pay. Since the step increases and colas were eliminated years ago and the raises we received over the past seven years are so low that they are barely noticeable. we general empl. actually take home less now than when we did 4-5 years ago. Be fair to all employees not just fire.
I have great pride in working for the City of Port Orange. My job has provided financial security for me and my family for many years. I have made many life long friends. I have enjoyed many productive and interesting years. Every time I travel I compare another town to the City of Port Orange and wonder how they are handling their City's day to day challenges. I am glad I have worked for the City and am hopeful that the economy and atmosphere improves so the employees and citizens can prosper. Thank you for the opportunity to take this survey. I think we all appreciate it.
Very unprofessional work environment. Foul language. Civilian employees are treated poorly.