



City of Coconut Creek Employee Survey

Submitted to the City of Coconut Creek, Florida by:

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Contents

Executive Summary	i
Section 1: Charts and Graphs	1
Section 2: Gap Analysis	14
Section 3: Tabular Data	19
Section 4: Cross-Tabular Data	32
Section 4: Survey Instrument	47

2023 Coconut Creek Employee Survey

Executive Summary

The City of Coconut Creek administered an internal employee input survey to help foster a positive workplace culture where the entire Creek family feels valued and engaged. The survey was designed to assess overall employee sentiment with employment at the City of Coconut Creek and to gather input from employees about issues in the following major areas:

- Communication
- Resources
- Compensation and Benefits
- Career Growth and Development
- Team Dynamics
- Department Leadership
- Diversity and Inclusion
- Strategic Direction and Engagement

The survey was administered online to City employees. Participation in the survey was voluntary. A total of 334 employees completed the survey, which was a response rate of 70.8%. Upon conclusion of the survey's administration, the City of Coconut Creek engaged with ETC Institute to provide independent survey analysis services.

In addition to the Executive Summary, this summary report contains the following:

- Charts and graphs depicting overall results for all questions on the survey,
- Gap analysis that identifies the factors that have the most influence on employee satisfaction,
- Tabular results showing the frequency tables for questions on the survey,
- Cross-tabular data results showing frequency tables for questions on the survey by major department type, and
- A copy of the survey instrument from the online survey administration platform.

How Coconut Creek Compares to National Benchmarks

ETC Institute maintains a national benchmarking survey of government employees from throughout the United States (U.S.) that also includes state and regional averages. The City of Coconut Creek included nine questions that were directly comparable to ETC Institute's benchmarking data. Overall, the City of Coconut Creek performed very well compared to the U.S. and Florida benchmarking averages of government employees. The table on the following page shows how employees from Coconut Creek rated all nine questions compared to the U.S. and Florida averages.

2023 City of Coconut Creek Employee Survey Comparisons			
Level of Agreement with Various Statements	Coconut Creek 2023 (% Strongly Agree/Agree excluding DK)	U.S. Average 2023 (% Strongly Agree/Agree excluding DK)	Florida Average 2023 (% Strongly Agree/Agree excluding DK)
I feel I am paid fairly & am satisfied with the City's compensation practices	68.8%	48.4%	47.2%
I have the materials & equipment I need to do my job	84.6%	67.4%	78.2%
I have opportunities for professional development, growth, and/or advancement	67.5%	51.2%	67.0%
I feel valued as part of my department's team	80.1%	64.2%	59.8%
I have access to the information I need to do my job	87.2%	71.5%	76.9%
I would recommend the City of Coconut Creek as a great place to work	87.3%	72.3%	73.6%
When I contribute to my Department's or the City's success, I feel recognized	67.7%	54.1%	61.9%
I am satisfied with the City's health insurance benefits (Coverage)*	46.2%	65.1%	67.2%
I am satisfied with the City's health insurance benefits (Cost)*	38.1%	65.1%	67.2%

**ETC Institute only maintains a single benchmark related to the satisfaction with the organization's health insurance benefits*

The City of Coconut Creek performed significantly above the U.S. average (a difference of 10% points or more is considered significant) in seven of the nine areas assessed and significantly above the Florida average in four of the nine areas assessed. The only two areas where the City of Coconut Creek performed below the U.S. or Florida average were related to satisfaction with the City's health insurance coverage (18.9% points below U.S. Average and 21% points below the Florida average) and health insurance cost (27.0% points below U.S. Average and 29.1% points below the Florida Average).

Gap Analysis

To help the City of Coconut Creek enhance employee satisfaction, ETC Institute performed a Gap Analysis on the City's survey data. This analysis identifies key factors affecting employee satisfaction by comparing the mean ratings from employees who would recommend the City as a great place to work to those who wouldn't. Survey questions were asked on a four point scale where 4 was "Strongly Agree" and 1 was "Strongly Disagree." ETC Institute has also categorized impactful survey questions into tangible and intangible elements. The analysis suggests that if the City can make improvements to the tangible areas identified by the analysis, positive impacts may be seen in the intangible items as well. The analysis on the following page is based on the gaps in mean ratings from Question 10b asking respondents to indicate if they would recommend the City as a great place to work (those who "Strongly Agree" versus those who "Strongly Disagree" with the statement).

Top Tangible Items Determined to be Priorities by the Gap Analysis:

1. I have the administrative and personnel support I need to do my job
2. I have opportunities for professional development, growth, and/or advancement
3. I have access to the information I need to do my job
4. I have the materials and equipment I need to do my job
5. My supervisor(s) coach(es) me on my job performance in a way that meets my needs

Most of the top five items are related to administrative and informational support, professional development, and ensuring employees have the equipment and materials needed to do their job. If City leaders can positively impact responses in these areas by providing additional administrative support, providing and supporting professional development, and ensuring all employees have access to the materials and equipment needed to do their jobs it should also have a positive impact on the intangible items determined to be top priorities which are listed below.

Top Intangible Items Determined to be Priorities by the Gap Analysis:

1. I have confidence in my department's leadership team to lead the department to future success
2. I trust my department's leadership team
3. I feel my department's leadership team cares about my personal and professional development
4. The City has demonstrated its commitment to investing in, retaining, and developing high performing staff
5. I feel my department's leadership team cares about me as a person
6. The City is on the right track to carrying out the Vision 2030 vision, mission, and values
7. I am satisfied with the City's efforts to bring employees together and foster a team environment

The items determined to be top priorities in the intangible category are more difficult to pinpoint with specific actions because they're related to trust, confidence, and overall feelings or perceptions. However, if the City can make progress in closing the gaps in the tangible items that were determined to be priorities by the Gap Analysis, ETC Institute believes the gap will begin to close in the intangible category as well.

Section 2 of this report contains the full Gap Analysis table for this question (Question 10b. I would recommend the City as a great place to work) as well as a Gap Analysis table displaying the results for recommending the employee's department as a great place to work (Question 10a. I would recommend my department as a great place to work) that can be used to identify department level priorities for departments with 40 or more responses.

Findings by Assessment Area

Overall Opinions of Working for Coconut Creek

Eighty-seven percent (87.3%) of employees surveyed, who had an opinion, provided “Strongly Agree” (52.8%) or “Generally Agree” (34.5%) ratings when asked to rate their agreement with the following statement: I would recommend the City of Coconut Creek as a great place to work. Seventy-six percent (75.8%) of employees surveyed, who had an opinion, provided “Strongly Agree” (42.8%) or “Generally Agree” (33.0%) ratings when asked to rate their agreement with the following statement: I would recommend my Department as a great place to work. Overall, perceptions of working for Coconut Creek among employees is very high.

Findings from each of the eight major areas that were assessed in the survey are briefly described below and on the following page.

- **Communication.** Eighty-five percent (85.0%) of respondents indicated that the volume or frequency of communication from the City as a whole is “About Right,” and 83.9% of respondents indicated that the quality of communication from the City as a whole “Meets My Needs.” Seventy percent (70.0%) of respondents indicated that the volume or frequency of communication within their department is “About Right,” and 69.9% of respondents indicated that the quality of communication within their department “Meets My Needs.” Respondents were much more likely to indicate that there is “Not Enough” communication versus indicating there is “Too Much” communication, but most respondents indicated that communication from the City as a whole and communication within departments is “Just Right.”
- **Resources.** Eighty-seven percent (87.2%) of employees surveyed agreed (ratings of 4 or 3 on a 4-point scale) that they have access to the information they need to do their job. Eighty-five percent (84.6%) of employees surveyed agreed (ratings of 4 or 3 on a 4-point scale) that they have the materials and equipment they need to do their job and 72.6% agree that they have the administrative personnel support they need to do their job.
- **Compensation and Benefits.** Eighty-nine percent (89.2%) of employees surveyed agreed (ratings of 4 or 3 on a 4-point scale) that they are satisfied with the City’s retirement benefits. Sixty-nine percent (68.8%) of employees surveyed agreed (ratings of 4 or 3 on a 4-point scale) that they feel they are paid fairly and are satisfied with the City’s compensation practices and 67.5% agree that they are satisfied with the City’s paid time off benefits.
- **Career Growth and Development.** Eighty percent (79.8%) of employees surveyed agreed (ratings of 4 or 3 on a 4-point scale) that their supervisor coaches them on their job performance in a way that meets their needs and 67.5% agree that they have opportunities for professional development, growth, and/or advancement.

- **Team Dynamics.** Eighty-nine percent (88.7%) of employees surveyed agreed (ratings of 4 or 3 on a 4-point scale) that they can depend on the other members of their team and 80.1% agree that they feel valued as part of their department's team.
- **Department Leadership.** Sixty-eight percent (67.6%) of employees surveyed agreed (ratings of 4 or 3 on a 4-point scale) that they feel their department's leadership team cares about them as a person. Sixty-four percent (64.4%) of employees surveyed agreed (ratings of 4 or 3 on a 4-point scale) that they feel their department's leadership team cares about their personal and professional development and 64.0% agree that they have confidence in their department's leadership team to lead the department to future success.
- **Diversity and Inclusion.** Eighty-nine percent (89.0%) of employees surveyed agreed (ratings of 4 or 3 on a 4-point scale) that the City's culture welcomes employees of diverse backgrounds and provides a sense of belonging and inclusiveness. Eighty-six percent (85.8%) of employees surveyed agreed (ratings of 4 or 3 on a 4-point scale) that they are satisfied with the City's efforts to bring employees together and foster a team environment and 82.6% agree that they feel like they belong at the City and are valued as part of the City's team.
- **Strategic Direction.** Ninety-one percent (91.2%) of employees surveyed agreed (ratings of 4 or 3 on a 4-point scale) that the work they do keeps them interested and engaged. Ninety-one percent (91.0%) of employees surveyed agreed (ratings of 4 or 3 on a 4-point scale) that they understand how their job fits into the City's vision, mission and values and 86.4% agree that the City is on the right track to carrying out the Vision 2030 vision, mission and values. Employees were least likely to agree that the City has demonstrated its commitment to investing in, retaining, and developing high performing staff (70.0%) and that when employees contribute to their department's or the city's success they feel recognized (67.7%).

Overall, the City of Coconut Creek performed very well in key areas impacting employee satisfaction. When compared to the U.S. Average, Coconut Creek is performing exceptionally well and should focus on the Gap Analysis when determining next steps.

Open Ended Responses

The following page summarizes the open-ended responses reviewed by ETC Institute. Out of 334 total survey respondents, only 119 gave open-ended responses (35.6%), with 68 (57.1%) coming from Police Department employees. Given the predominance of responses from Police Department employees, ETC Institute has prepared a specific summary tailored to their input while combining responses from all other departments into a single summary. It's essential to highlight that only 35.6% of the survey respondents opted to provide open-ended responses, and open-ended responses generally lean towards offering more critical insights and concerns.

Other Departments Summary

The open-ended responses from various employees across the organization reveal a diverse spectrum of perspectives. Many employees have expressed appreciation for the positive work culture, the benefits offered, and the City's commitment to fostering employee engagement. Alongside these positive sentiments, there are constructive suggestions for improvement. These include addressing concerns about the high deductible health insurance plan, enhancing communication channels, addressing issues related to supervisors, and exploring options for more competitive compensation relative to other cities.

Additionally, some comments touched on areas where leadership and management practices could be refined. This encompassed mentions of favoritism, concerns about decision-making processes among managers, and recommendations for better alignment between leadership actions and the department's overarching vision. Some constructive feedback is offered as well. Suggestions include creating a survey format that accommodates smaller departments and instituting a roundtable approach for year-round problem-solving.

In summary, employees exhibit a blend of positive feelings toward their workplace, an eagerness to contribute suggestions for improvement, and valid concerns about leadership and management practices. It's evident that employees value their work environment and are keen to address areas that matter to them.

Police Department Summary

The open-ended responses from employees in the Police Department were overwhelmingly negative. Employees expressed frustration and dissatisfaction with various aspects of the department, including leadership, communication, safety, training, performance evaluation, and compensation. Employees highlighted issues such as lack of proper equipment, poor morale, favoritism in promotions, and concerns about the department's ability to respond to critical incidents. Many employees criticized the department's leadership, particularly the chief and captains, for what they perceived as a failure to focus on law enforcement priorities. Overall, the comments reveal a strong sentiment of discontent and a desire for significant changes in the department. These issues seem to be department specific based on the analysis of the other comments provided.

Next Steps

To maximize the effectiveness of the information gathered through the survey, ETC Institute recommends that City leaders do the following:

- Share the survey results openly with employees. There should not be any penalties or repercussions from the results of the survey.
- Develop strategies and take action to address the tangible items from the Gap Analysis which should have a positive impact on the intangible items.

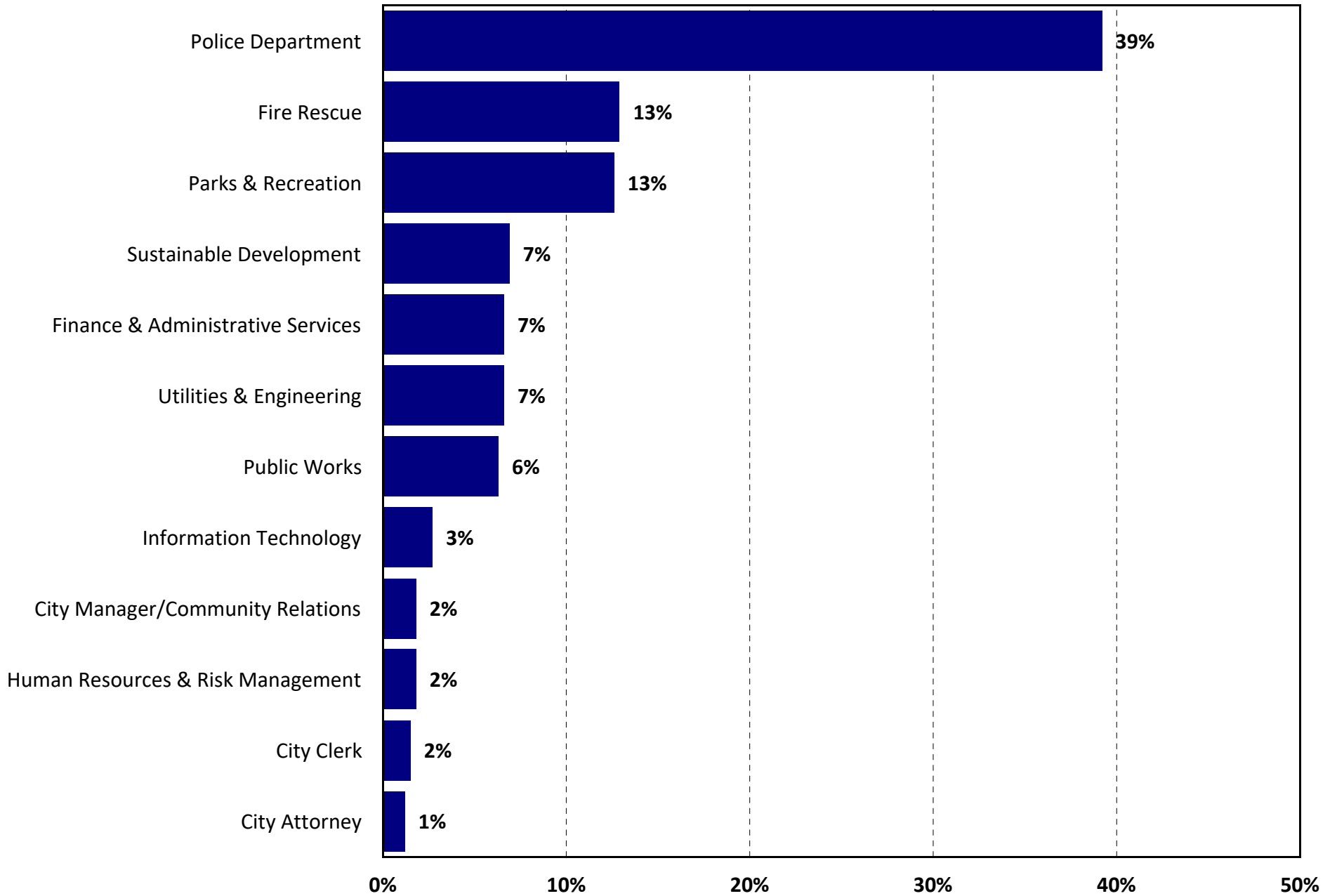
- Begin discussions with employees on how to better meet their health care needs as this was the only item where the City performed below the U.S. Average.
- Continually remind employees of how the results of this survey are being used by decision-makers to make positive impacts on the everyday lives of employees throughout the organizations.
- Conduct another survey in 2025 and hold managers and employees at all levels accountable for improvements in key areas.



Charts and Graphs

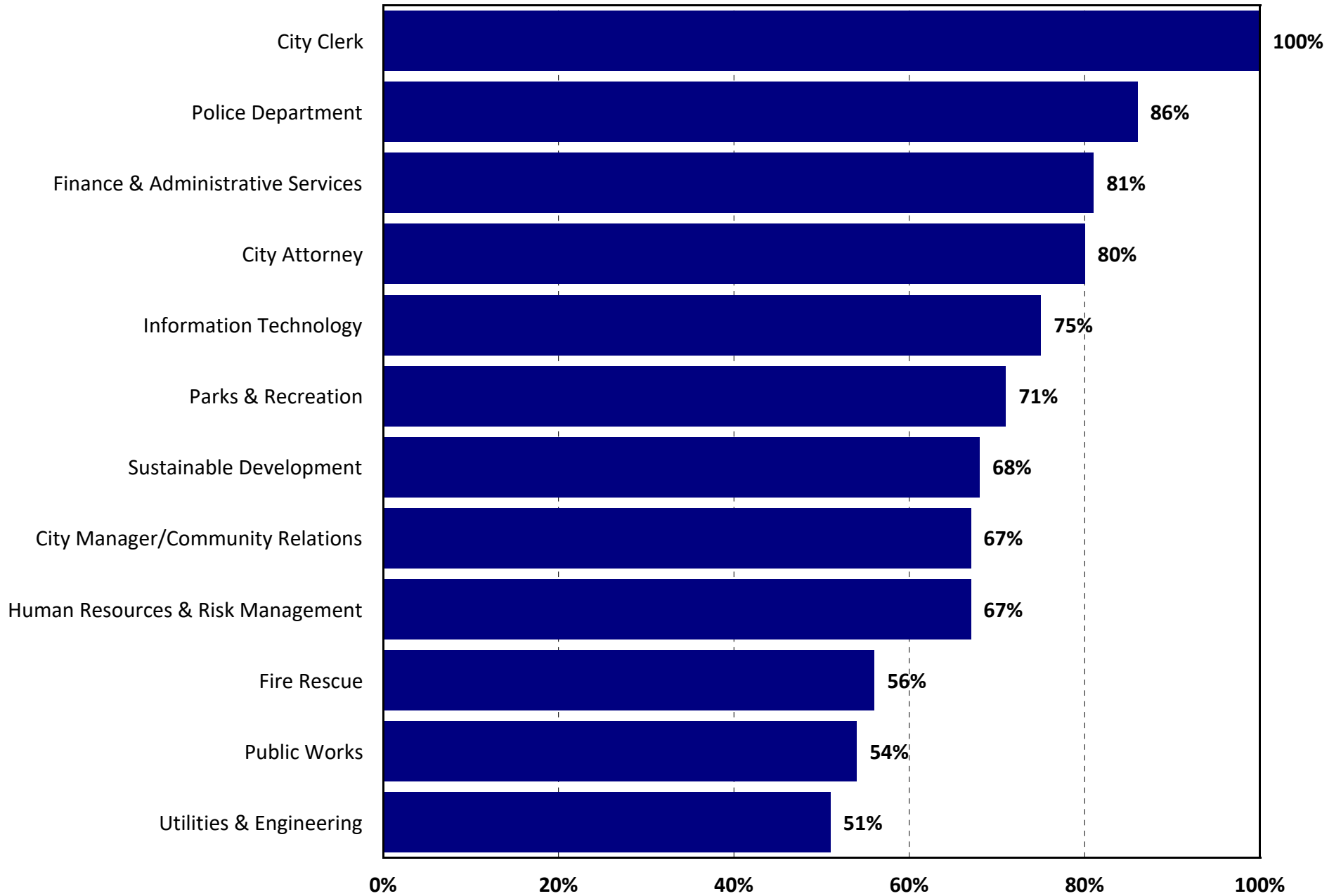
Q1. Responses by Department

by percentage of respondents



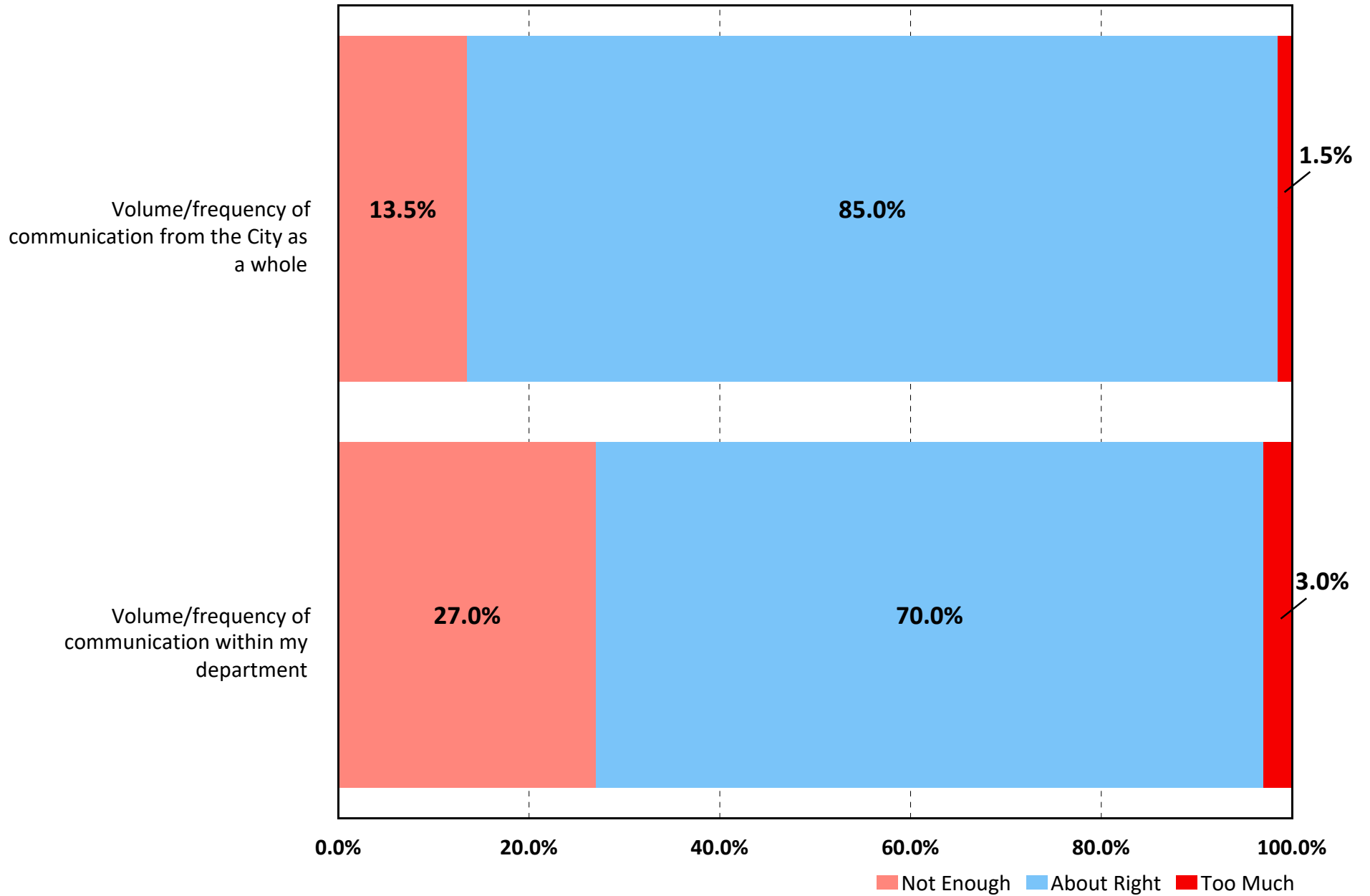
Q1. Response Rate by Department

by percentage of respondents within each department



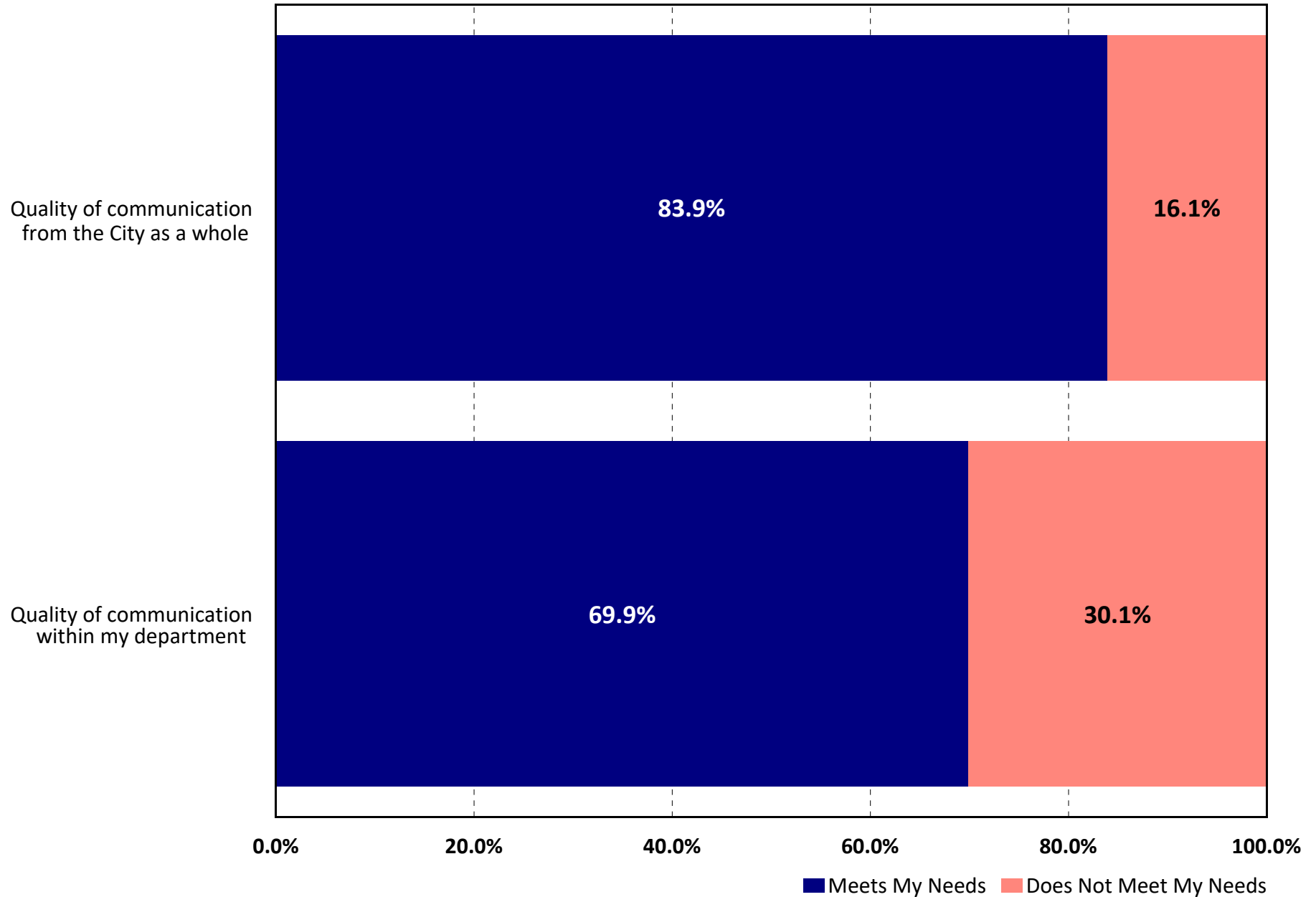
Q2. Communication - Volume/Frequency

by percentage of respondents (excluding "no answer")



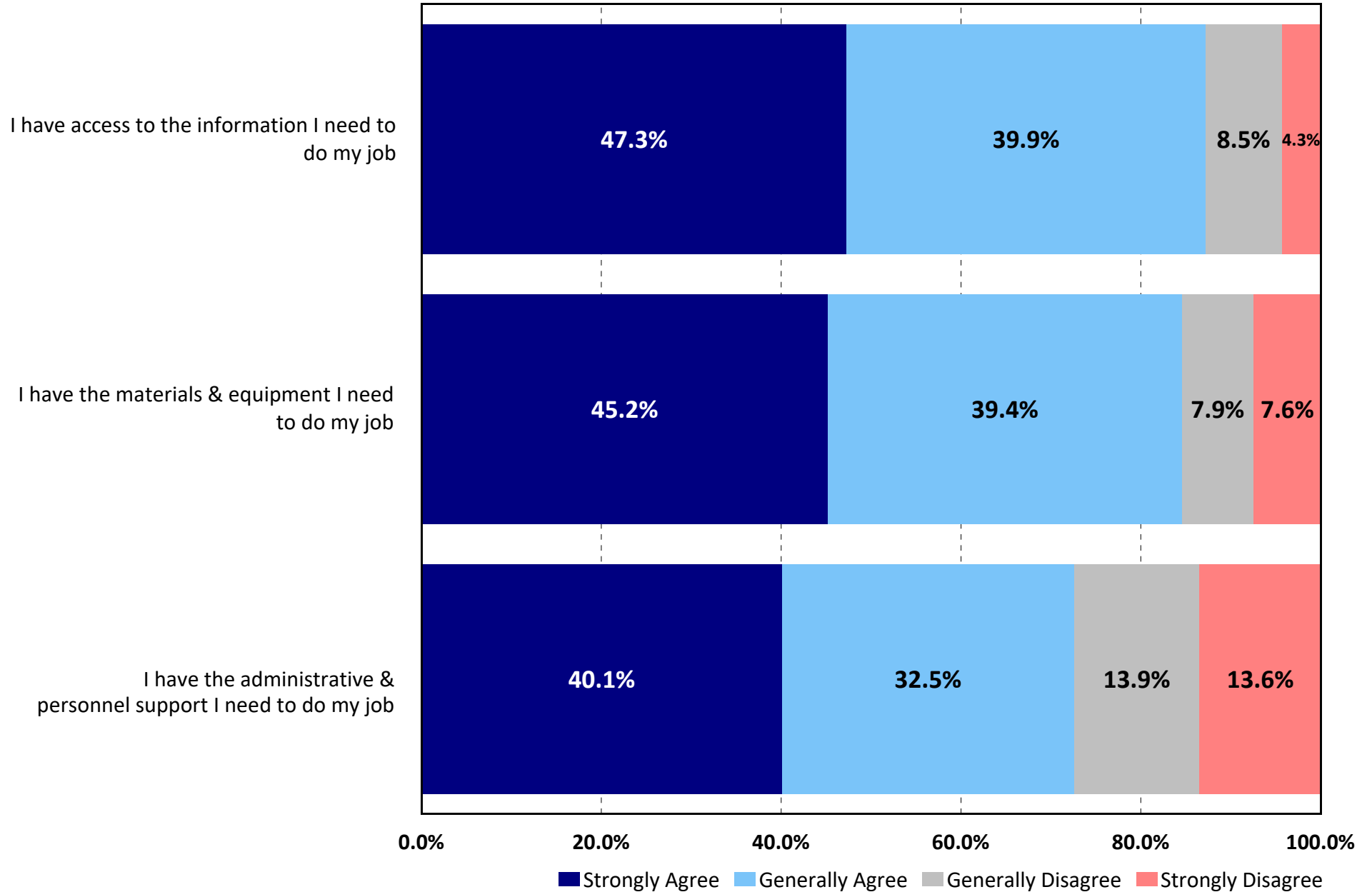
Q2. Communication - Quality

by percentage of respondents (excluding "no answer")



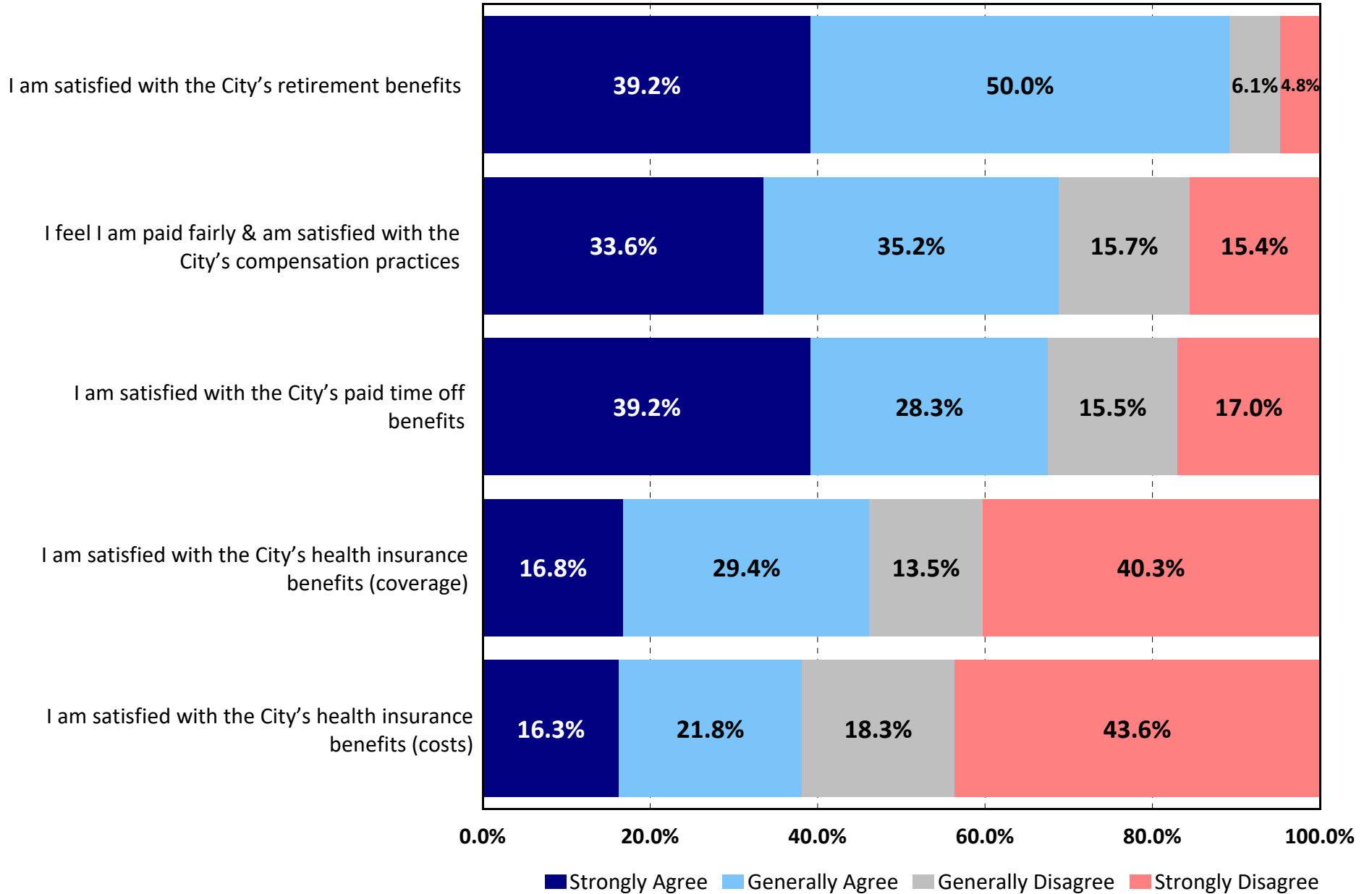
Q3. Resources

by percentage of respondents (excluding "N/A-prefer not to answer")



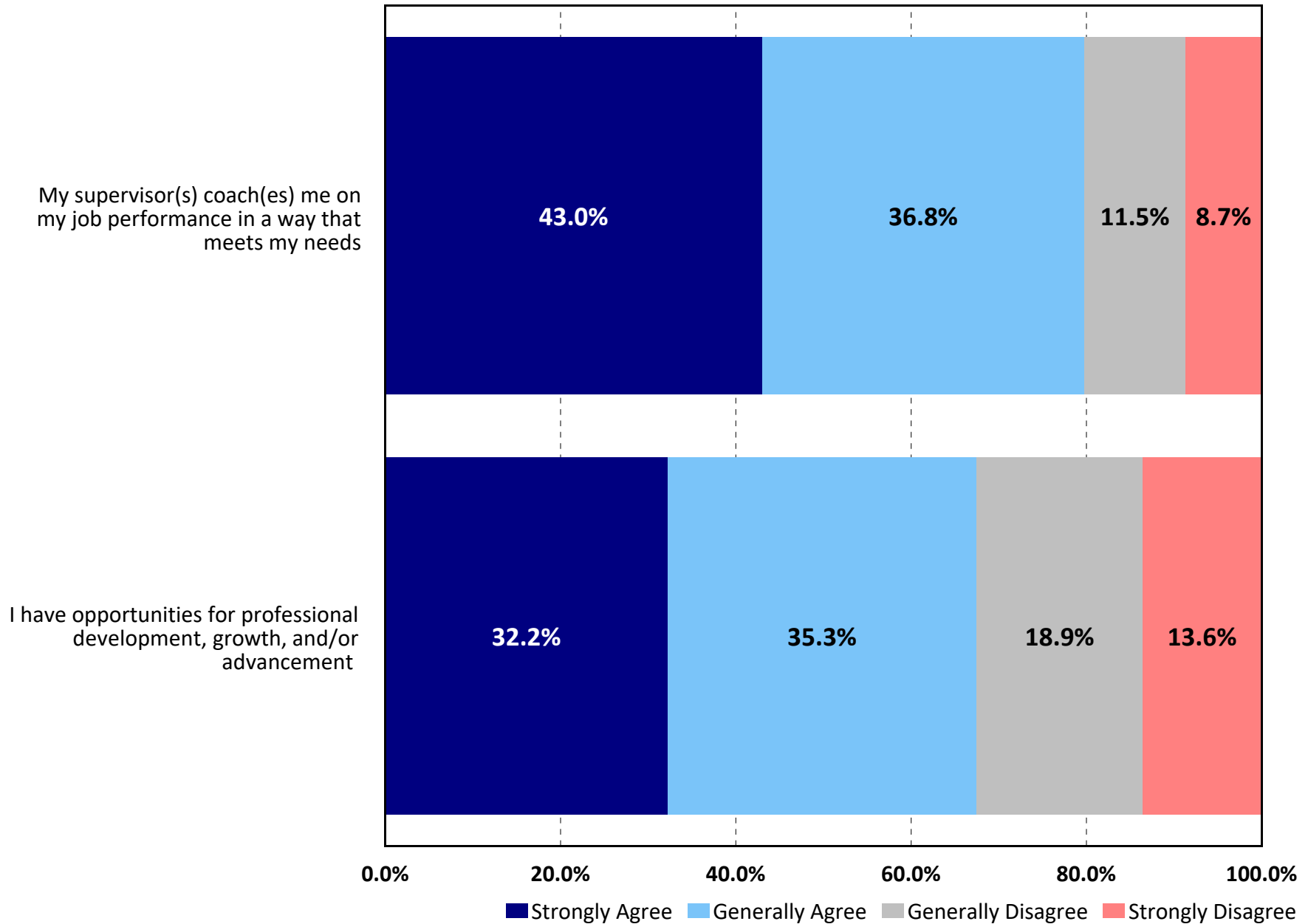
Q4. Compensation and Benefits

by percentage of respondents (excluding "N/A-prefer not to answer")



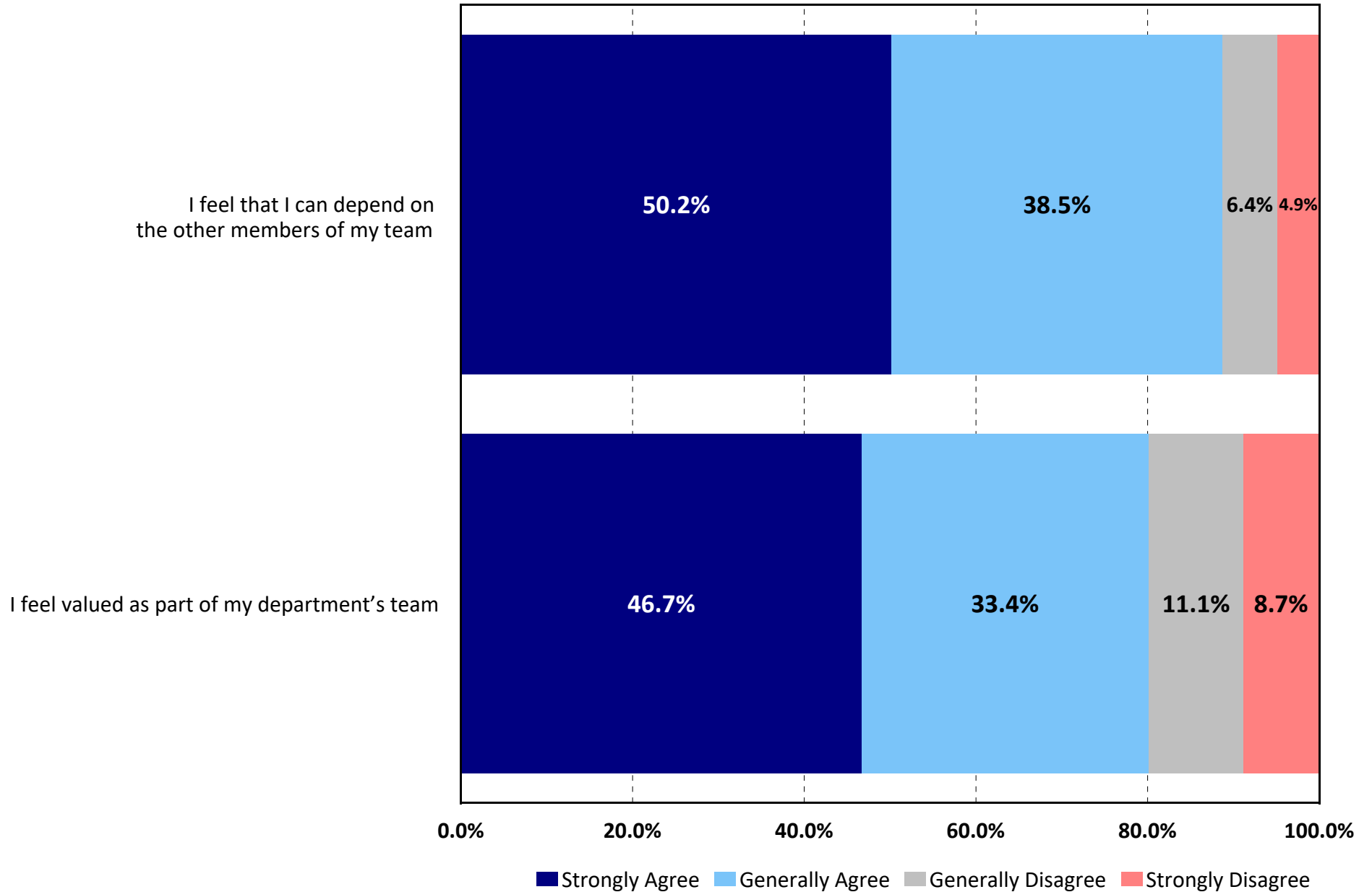
Q5. Career Growth and Development

by percentage of respondents (excluding "N/A-prefer not to answer")



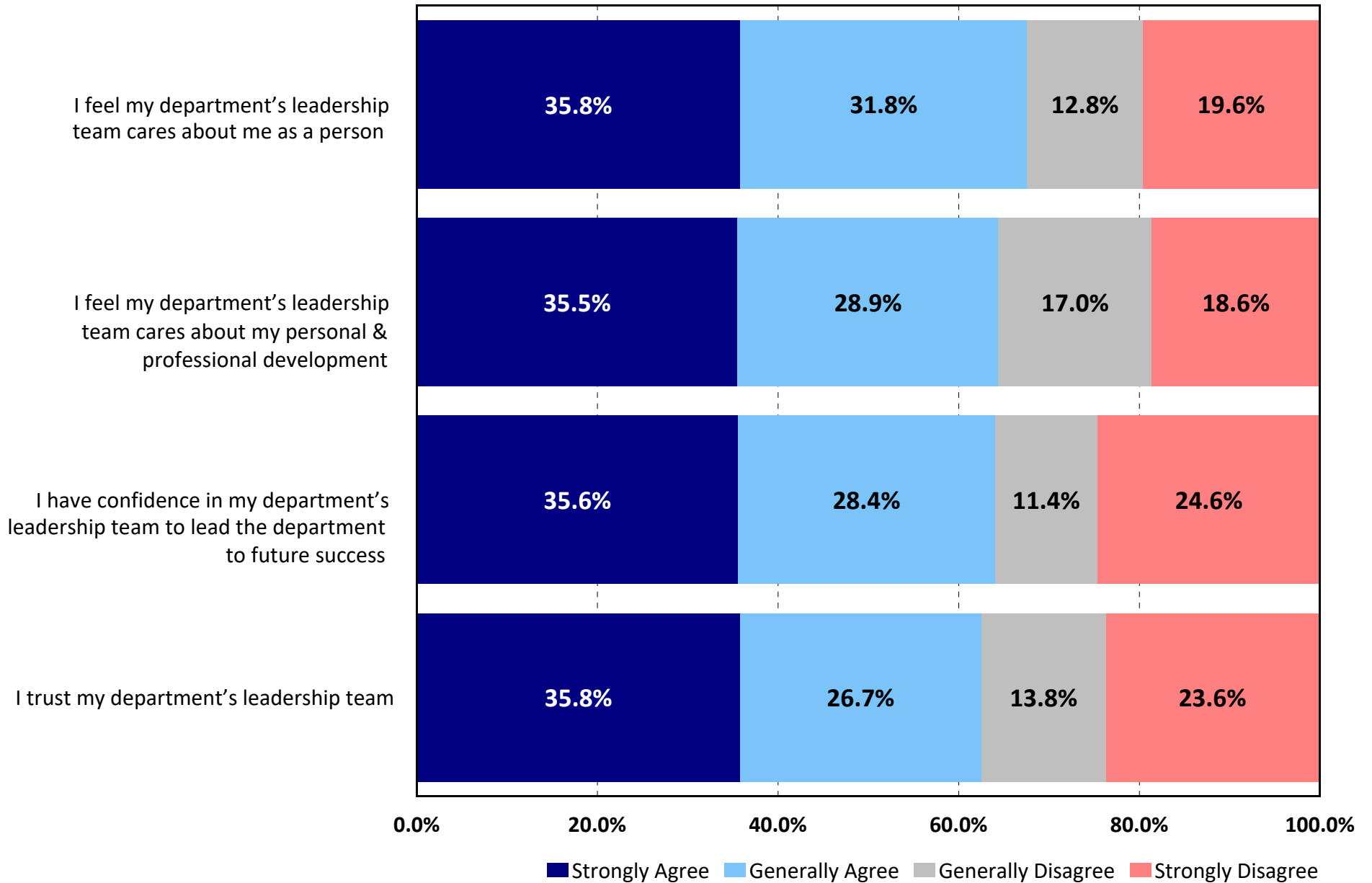
Q6. Team Dynamics

by percentage of respondents (excluding "N/A-prefer not to answer")



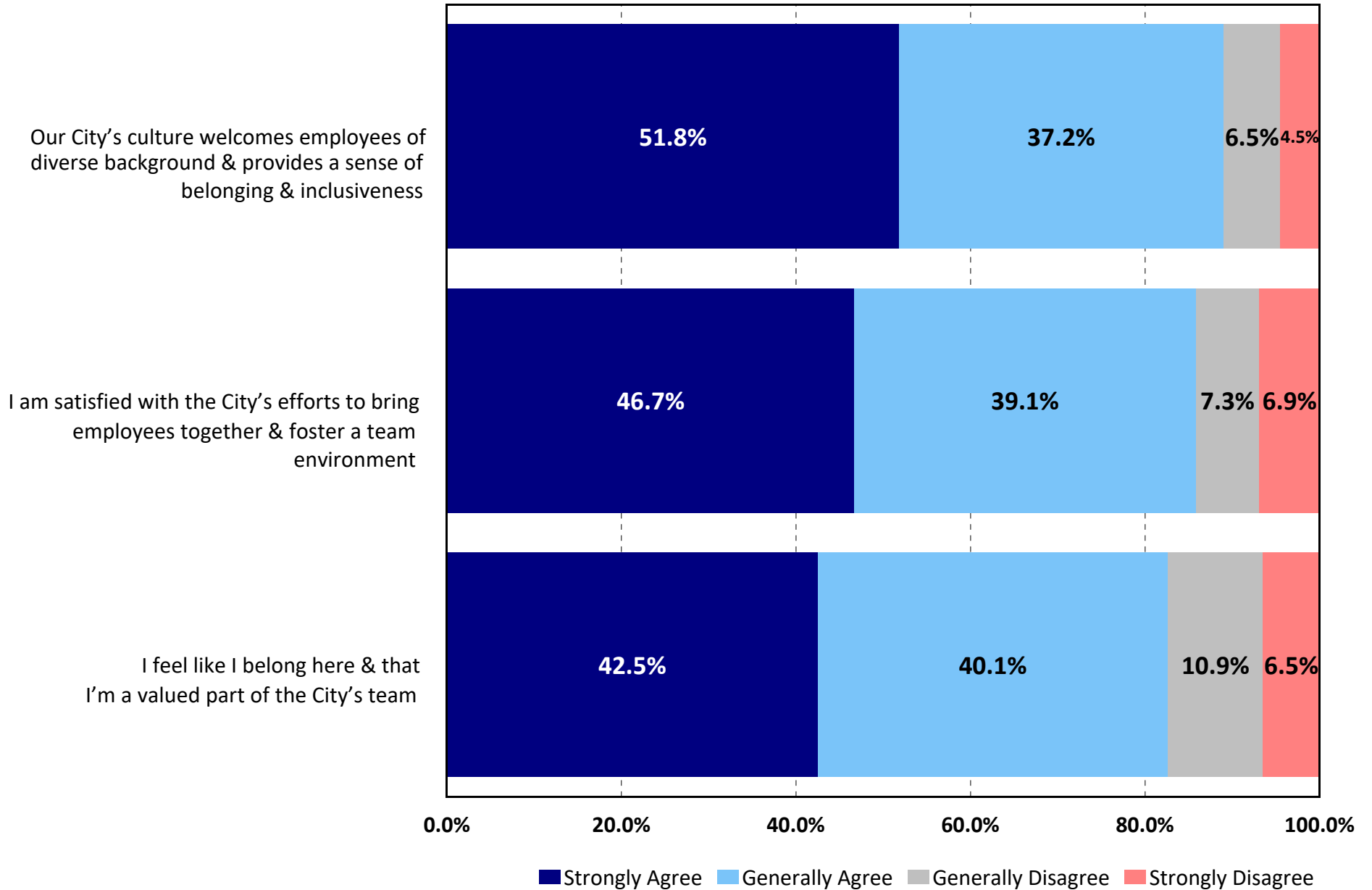
Q7. Department Leadership

by percentage of respondents (excluding "N/A-prefer not to answer")



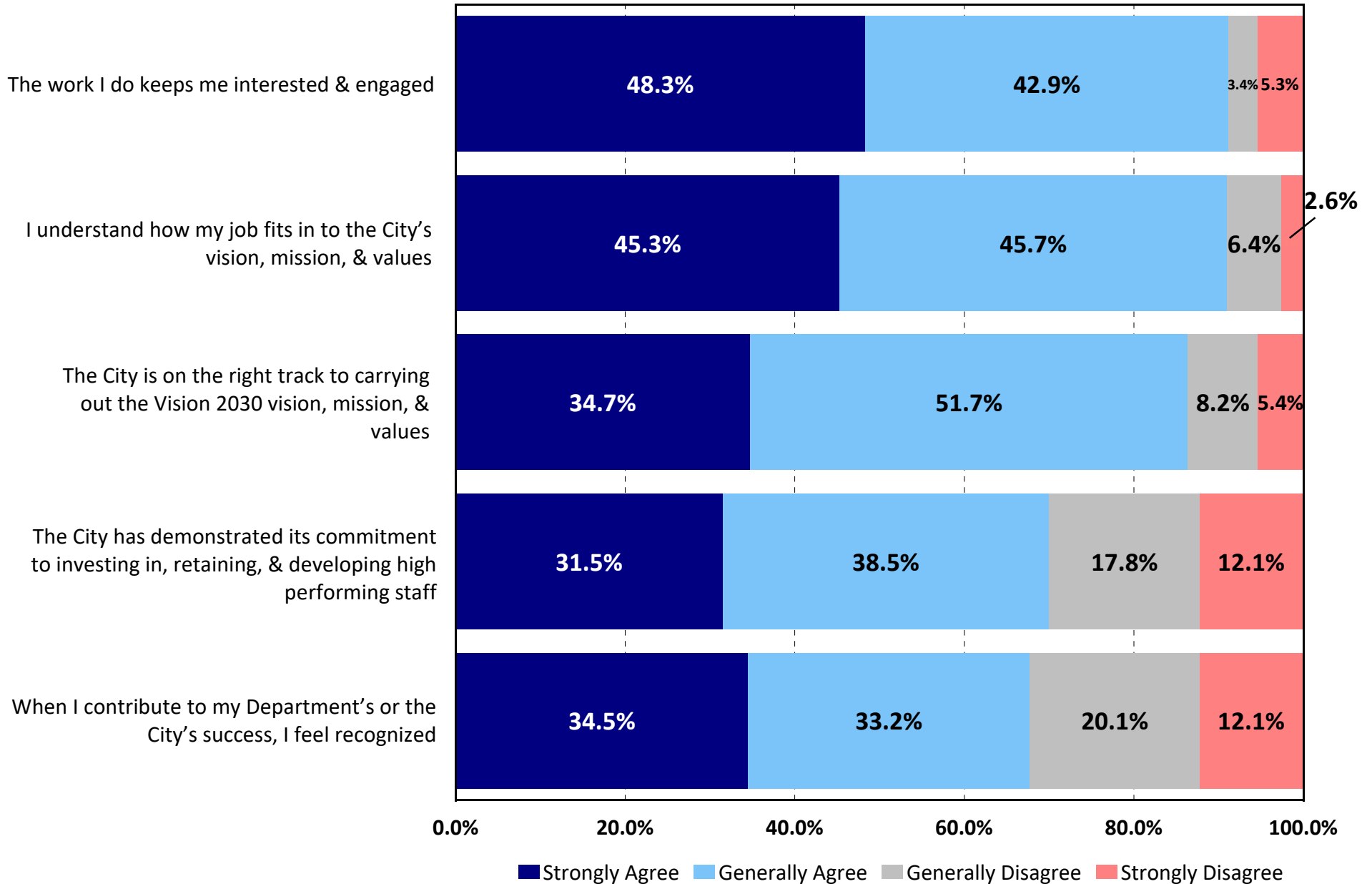
Q8. Diversity and Inclusion

by percentage of respondents (excluding "N/A-prefer not to answer")



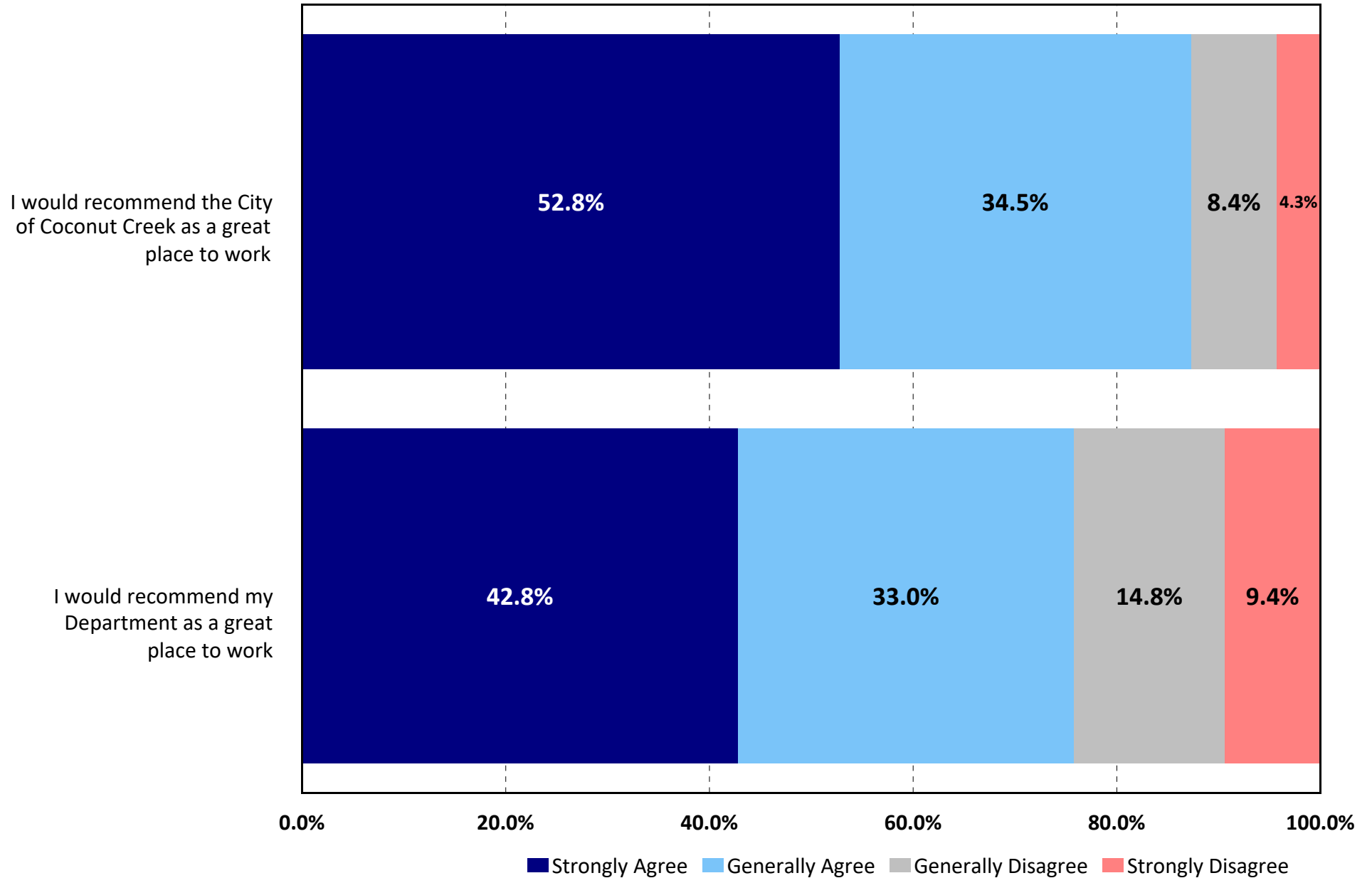
Q9. Strategic Direction

by percentage of respondents (excluding "N/A-prefer not to answer")



Q10. Overall Opinions

by percentage of respondents (excluding "N/A-prefer not to answer")



2

Gap Analysis

Gap Analysis

2023 Coconut Creek Employee Survey

Overview

ETC Institute developed Gap Analysis as a means of identifying factors that have the most impact on overall satisfaction among employees. The analysis was performed by comparing the mean rating for questions on the survey between employees who agreed (rating of a 4 on a four-point scale) with Question 10a. I would recommend my Department as a great place to work and Question 10b. I would recommend the City as a great place to work and those who disagreed (rating of 1 on a four-point scale). Items with the largest difference (or gap) between the mean rating given by employees who agreed and those who disagreed are likely to have the most impact on overall satisfaction among employees.

To further define and assist the City of Coconut Creek in addressing priorities that are meaningful and likely to have an impact on the actual behavior and perceptions of employees, ETC Institute designated variables that are ‘tangible’ and those that are ‘intangible.’ The analysis suggests that if the City can make improvements to the tangible areas identified by the analysis, positive impacts may be seen in the intangible items as well.

By taking actions to address the items with the greatest gaps, City leaders may be able to minimize disparities in the organization which could increase overall satisfaction among employees over time. Because we know different departments may be experiencing things differently, ETC Institute has also provided the Gap Analysis for departments with 40 or more responses which includes: the Fire Department, Parks and Recreation, the Police Department, and a group of responses called All Other Departments which included all departments who had fewer than 40 responses. The department-level Gap Analysis can be compared to the City-wide analysis to develop specific strategies for department leaders that may deviate slightly from the rest of the organization.

The Gap Analysis tables for the 2023 City of Coconut Creek Employee Survey can be found on the following pages.

Gap Analysis: Q10a. I would recommend my Department as a great place to work

Question Type:	Question:	Mean Rating for Employees who gave "Strongly Agree" rating	Mean Rating for Employees who gave "Strongly Disagree" rating	Gap
Tangibles	Q3c. I have the administrative & personnel support I need to do my job	3.64	1.43	2.21
Tangibles	Q5a. I have opportunities for professional development, growth, and/or advancement	3.66	1.48	2.18
Tangibles	Q3b. I have the materials & equipment I need to do my job	3.76	1.93	1.83
Tangibles	Q3a. I have access to the information I need to do my job	3.80	2.03	1.77
Tangibles	Q5b. My supervisor(s) coach(es) me on my job performance in a way that meets my needs	3.74	2.00	1.74
Tangibles	Q4c. I am satisfied with the City's health insurance benefits (costs)	3.81	2.33	1.48
Tangibles	Q4d. I am satisfied with the City's health insurance benefits (coverage)	3.63	2.23	1.40
Tangibles	Q4e. I am satisfied with the City's paid time off benefits	2.73	1.37	1.36
Tangibles	Q4a. I feel I am paid fairly & am satisfied with the City's compensation practices	3.78	2.59	1.19
Tangibles	Q4b. I am satisfied with the City's retirement benefits	3.62	2.68	0.94
Intangibles	Q7d. I trust my department's leadership team	3.72	1.07	2.65
Intangibles	Q7c. I have confidence in my department's leadership team to lead the department to future success	3.75	1.10	2.65
Intangibles	Q7b. I feel my department's leadership team cares about my personal & professional development	3.70	1.07	2.63
Intangibles	Q7a. I feel my department's leadership team cares about me as a person	3.76	1.14	2.62
Intangibles	Q9b. The City has demonstrated its commitment to investing in, retaining, & developing high performing staff	3.85	1.68	2.17
Intangibles	Q9e. When I contribute to my Department's or the City's success, I feel recognized	3.59	1.59	2.00
Intangibles	Q6b. I feel valued as part of my department's team	3.87	1.89	1.98
Intangibles	Q8c. I feel like I belong here & that I'm a valued part of the City's team	3.62	1.66	1.96
Intangibles	Q9a. The City is on the right track to carrying out the Vision 2030 vision, mission, & values	3.80	2.39	1.41
Intangibles	Q8b. I am satisfied with the City's efforts to bring employees together & foster a team environment	3.77	2.42	1.35
Intangibles	Q9d. The work I do keeps me interested & engaged	2.83	1.50	1.33
Intangibles	Q6a. I feel that I can depend on the other members of my team	3.44	2.23	1.21
Intangibles	Q8a. Our City's culture welcomes employees of diverse background & provides a sense of belonging & inclusiveness	3.44	2.23	1.21
Intangibles	Q9c. I understand how my job fits in to the City's vision, mission, & values	3.84	2.68	1.16

Gap Analysis: Q10b. I would recommend the City of Coconut Creek as a great place to work

Question Type:	Question:	Mean Rating for Employees who gave "Strongly Agree" rating	Mean Rating for Employees who gave "Strongly Disagree" rating	Gap
Tangibles	Q3c. I have the administrative & personnel support I need to do my job	3.65	1.46	2.19
Tangibles	Q5a. I have opportunities for professional development, growth, and/or advancement	3.57	1.69	1.88
Tangibles	Q3a. I have access to the information I need to do my job	3.72	2.00	1.72
Tangibles	Q3b. I have the materials & equipment I need to do my job	3.78	2.08	1.70
Tangibles	Q5b. My supervisor(s) coach(es) me on my job performance in a way that meets my needs	3.38	1.71	1.67
Tangibles	Q4e. I am satisfied with the City's paid time off benefits	3.68	2.07	1.61
Tangibles	Q4d. I am satisfied with the City's health insurance benefits (coverage)	2.75	1.29	1.46
Tangibles	Q4c. I am satisfied with the City's health insurance benefits (costs)	3.66	2.36	1.30
Tangibles	Q4a. I feel I am paid fairly & am satisfied with the City's compensation practices	3.33	2.14	1.19
Tangibles	Q4b. I am satisfied with the City's retirement benefits	3.59	2.46	1.13
Intangibles	Q7c. I have confidence in my department's leadership team to lead the department to future success	3.43	1.07	2.36
Intangibles	Q7d. I trust my department's leadership team	3.49	1.15	2.34
Intangibles	Q7b. I feel my department's leadership team cares about my personal & professional development	3.71	1.46	2.25
Intangibles	Q9b. The City has demonstrated its commitment to investing in, retaining, & developing high performing staff	3.45	1.21	2.24
Intangibles	Q7a. I feel my department's leadership team cares about me as a person	3.47	1.27	2.20
Intangibles	Q9a. The City is on the right track to carrying out the Vision 2030 vision, mission, & values	3.50	1.31	2.19
Intangibles	Q8c. I feel like I belong here & that I'm a valued part of the City's team	3.51	1.38	2.13
Intangibles	Q8b. I am satisfied with the City's efforts to bring employees together & foster a team environment	3.45	1.38	2.07
Intangibles	Q6b. I feel valued as part of my department's team	3.46	1.50	1.96
Intangibles	Q9e. When I contribute to my Department's or the City's success, I feel recognized	3.57	1.70	1.87
Intangibles	Q8a. Our City's culture welcomes employees of diverse background & provides a sense of belonging & inclusiveness	3.64	2.00	1.64
Intangibles	Q6a. I feel that I can depend on the other members of my team	2.66	1.21	1.45
Intangibles	Q9d. The work I do keeps me interested & engaged	3.62	2.21	1.41
Intangibles	Q9c. I understand how my job fits in to the City's vision, mission, & values	3.68	2.40	1.28

Gap Analysis: Q10a. I would recommend my Department as a great place to work											
Question Type	Question:	Citywide Gap	Citywide Rank	Fire Department Gap	Fire Department Rank	Parks and Recreation Gap	Parks and Recreation Rank	Police Department Gap	Police Department Rank	All Other Departments Gap	All Other Departments Rank
Tangibles	Q3c. I have the administrative & personnel support I need to do my job	2.21	5	1.38	13	2.77	9	2.49	5	1.57	12
Tangibles	Q5a. I have opportunities for professional development, growth, and/or advancement	2.18	6	1.64	10	2.62	11	2.29	6	1.98	9
Tangibles	Q3b. I have the materials & equipment I need to do my job	1.83	11	2.41	1	1.85	16	2.01	9	0.79	23
Tangibles	Q3a. I have access to the information I need to do my job	1.77	12	1.68	8	2.77	8	1.85	11	1.42	14
Tangibles	Q5b. My supervisor(s) coach(es) me on my job performance in a way that meets my needs	1.74	13	1.35	15	2.77	10	1.70	13	2.13	5
Tangibles	Q4c. I am satisfied with the City's health insurance benefits (costs)	1.48	14	1.07	18	2.50	12	0.70	23	0.92	21
Tangibles	Q4d. I am satisfied with the City's health insurance benefits (coverage)	1.40	16	1.30	16	0.58	23	0.68	24	0.95	19
Tangibles	Q4e. I am satisfied with the City's paid time off benefits	1.36	17	1.41	12	0.85	19	1.08	20	0.91	22
Tangibles	Q4a. I feel I am paid fairly & am satisfied with the City's compensation practices	1.19	22	0.94	20	0.58	24	1.01	22	1.78	11
Tangibles	Q4b. I am satisfied with the City's retirement benefits	0.94	24	0.52	23	0.77	22	1.05	21	0.93	20
Intangibles	Q7d. I trust my department's leadership team	2.65	1	1.76	7	3.00	3	2.60	2	2.78	1
Intangibles	Q7c. I have confidence in my department's leadership team to lead the department to future success	2.65	2	2.09	3	3.00	1	2.57	4	2.60	4
Intangibles	Q7b. I feel my department's leadership team cares about my personal & professional development	2.63	3	1.95	4	3.00	2	2.59	3	2.69	2
Intangibles	Q7a. I feel my department's leadership team cares about me as a person	2.62	4	2.32	2	2.00	13	2.61	1	2.60	3
Intangibles	Q9b. The City has demonstrated its commitment to investing in, retaining, & developing high performing staff	2.17	7	1.94	5	2.77	7	2.15	8	1.20	16
Intangibles	Q9e. When I contribute to my Department's or the City's success, I feel recognized	2.00	8	1.17	17	3.00	4	1.71	12	1.89	10
Intangibles	Q6b. I feel valued as part of my department's team	1.98	9	1.82	6	2.92	5	2.17	7	2.06	7
Intangibles	Q8c. I feel like I belong here & that I'm a valued part of the City's team	1.96	10	1.53	11	1.92	14	1.97	10	2.06	6
Intangibles	Q9a. The City is on the right track to carrying out the Vision 2030 vision, mission, & values	1.41	15	1.65	9	1.77	18	1.44	15	0.74	24
Intangibles	Q8b. I am satisfied with the City's efforts to bring employees together & foster a team environment	1.35	18	1.38	14	1.92	15	1.23	16	1.53	13
Intangibles	Q9d. The work I do keeps me interested & engaged	1.33	19	0.49	24	0.85	20	1.19	17	2.01	8
Intangibles	Q8a. Our City's culture welcomes employees of diverse background & provides a sense of belonging & inclusiveness	1.21	20	0.70	22	1.85	17	1.15	18	1.08	18
Intangibles	Q6a. I feel that I can depend on the other members of my team	1.21	21	0.77	21	2.92	6	1.54	14	1.37	15
Intangibles	Q9c. I understand how my job fits in to the City's vision, mission, & values	1.16	23	0.97	19	0.77	21	1.14	19	1.16	17

Gap Analysis: Q10b. I would recommend the City as a great place to work											
Question Type	Question:	Citywide Gap	Citywide Rank	Fire Department Gap	Fire Department Rank	Parks and Recreation Gap	Parks and Recreation Rank	Police Department Gap	Police Department Rank	All Other Departments Gap	All Other Departments Rank
TANGIBLES	Q3c. I have the administrative & personnel support I need to do my job	2.19	6	2.36	1	0.55	21	2.09	3	2.14	5
TANGIBLES	Q5a. I have opportunities for professional development, growth, and/or advancement	1.88	11	1.17	15	0.52	22	2.08	4	2.04	6
TANGIBLES	Q3b. I have access to the information I need to do my job	1.72	13	2.08	6	0.59	19	1.69	14	0.79	18
TANGIBLES	Q3a. I have the materials & equipment I need to do my job	1.70	14	2.33	3	0.68	16	1.64	16	0.78	21
TANGIBLES	Q5b. My supervisor(s) coach(es) me on my job performance in a way that meets my needs	1.67	15	1.13	16	1.55	14	2.00	10	0.69	23
TANGIBLES	Q4e. I am satisfied with the City's paid time off benefits	1.61	17	1.33	13	2.59	5	1.47	21	0.75	22
TANGIBLES	Q4d. I am satisfied with the City's health insurance benefits (coverage)	1.46	18	1.29	14	2.47	9	0.72	23	0.68	24
TANGIBLES	Q4c. I am satisfied with the City's health insurance benefits (costs)	1.30	20	0.88	18	2.42	10	0.62	24	1.54	15
TANGIBLES	Q4a. I feel I am paid fairly & am satisfied with the City's compensation practices	1.19	23	0.42	24	2.19	11	1.19	22	0.92	17
TANGIBLES	Q4b. I am satisfied with the City's retirement benefits	1.13	24	0.52	23	0.67	17	1.24	20	1.09	16
INTANGIBLES	Q7c. I have confidence in my department's leadership team to lead the department to future success	2.36	1	2.08	5	2.59	3	2.00	9	2.23	4
INTANGIBLES	Q7d. I trust my department's leadership team	2.34	2	1.58	10	2.59	4	2.02	5	1.75	8
INTANGIBLES	Q7b. I feel my department's leadership team cares about my personal & professional development	2.25	3	1.38	12	2.64	1	2.01	7	1.70	11
INTANGIBLES	Q9b. The City has demonstrated its commitment to investing in, retaining, & developing high performing staff	2.24	4	1.88	7	1.59	13	2.19	2	1.61	14
INTANGIBLES	Q7a. I feel my department's leadership team cares about me as a person	2.20	5	2.25	4	2.55	6	2.01	8	2.25	3
INTANGIBLES	Q9a. The City is on the right track to carrying out the Vision 2030 vision, mission, & values	2.19	7	1.83	8	0.64	18	1.89	12	1.71	10
INTANGIBLES	Q8c. I feel like I belong here & that I'm a valued part of the City's team	2.13	8	1.79	9	2.60	2	2.28	1	1.81	7
INTANGIBLES	Q8b. I am satisfied with the City's efforts to bring employees together & foster a team environment	2.07	9	0.68	22	0.77	15	1.88	13	2.27	2
INTANGIBLES	Q6b. I feel valued as part of my department's team	1.96	10	2.33	2	2.50	8	2.01	6	1.74	9
INTANGIBLES	Q9e. When I contribute to my Department's or the City's success, I feel recognized	1.87	12	1.52	11	2.55	7	1.89	11	1.62	13
INTANGIBLES	Q8a. Our City's culture welcomes employees of diverse background & provides a sense of belonging & inclusiveness	1.64	16	0.71	20	1.77	12	1.69	15	2.34	1
INTANGIBLES	Q6a. I feel that I can depend on the other members of my team	1.45	19	0.79	19	0.45	23	1.56	17	1.64	12
INTANGIBLES	Q9d. The work I do keeps me interested & engaged	1.41	21	0.79	21	0.55	20	1.49	19	0.75	20
INTANGIBLES	Q9c. I understand how my job fits in to the City's vision, mission, & values	1.28	22	1.13	17	0.36	24	1.51	18	0.79	19



3

Tabular Data

Q1. Number of Responses by Department:

<u>Q1. Department</u>	<u>Number of Responses</u>	<u>Percent</u>
City Attorney	4	1.2 %
City Clerk	5	1.5 %
City Manager/Community Relations	6	1.8 %
Finance & Administrative Services	22	6.6 %
Fire Rescue	43	12.9 %
Human Resources & Risk Management	6	1.8 %
Information Technology	9	2.7 %
Parks & Recreation	42	12.6 %
Police Department	131	39.2 %
Public Works	21	6.3 %
Sustainable Development	23	6.9 %
Utilities & Engineering	22	6.6 %
Total	334	100.0 %

Q2a & Q2c. COMMUNICATION: Please indicate what you think of Communication level within your department.

(N=334)

	Not enough	About right	Too much	No answer
Q2a. Volume/frequency of communication within my department	26.6%	69.2%	3.0%	1.2%
Q2b. Volume/frequency of communication from the City as a whole	13.5%	84.7%	1.5%	0.3%

WITHOUT "NO ANSWER"

Q2a & Q2c. COMMUNICATION: Please indicate what you think of Communication level within your department. (without "no answer")

(N=334)

	Not enough	About right	Too much
Q2a. Volume/frequency of communication within my department	27.0%	70.0%	3.0%
Q2b. Volume/frequency of communication from the City as a whole	13.5%	85.0%	1.5%

Q2b & Q2d. COMMUNICATION: Please indicate how well your needs are currently being met within your department.

(N=334)

	Meets my needs	Does not meet my needs	No answer
Q2b. Quality of communication within my department	67.4%	29.0%	3.6%
Q2d. Quality of communication from the City as a whole	80.8%	15.6%	3.6%

WITHOUT "NO ANSWER"

Q2b & Q2d. COMMUNICATION: Please indicate how well your needs are currently being met within your department. (without "no answer")

(N=334)

	Meets my needs	Does not meet my needs
Q2b. Quality of communication within my department	69.9%	30.1%
Q2d. Quality of communication from the City as a whole	83.9%	16.1%

Q3a-c. RESOURCES: Please rate your level of agreement with each of the following statements.

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree	N/A-prefer not to answer
Q3a. I have access to the information I need to do my job	46.4%	39.2%	8.4%	4.2%	1.8%
Q3b. I have the materials & equipment I need to do my job	44.6%	38.9%	7.8%	7.5%	1.2%
Q3c. I have the administrative & personnel support I need to do my job	38.0%	30.8%	13.2%	12.9%	5.1%

WITHOUT "N/A-prefer not to answer"**Q3a-c. RESOURCES: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")**

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree
Q3a. I have access to the information I need to do my job	47.3%	39.9%	8.5%	4.3%
Q3b. I have the materials & equipment I need to do my job	45.2%	39.4%	7.9%	7.6%
Q3c. I have the administrative & personnel support I need to do my job	40.1%	32.5%	13.9%	13.6%

Q4a-e. COMPENSATION AND BENEFITS: Please rate your level of agreement with each of the following statements.

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree	N/A-prefer not to answer
Q4a. I feel I am paid fairly & am satisfied with the City's compensation practices	32.6%	34.1%	15.3%	15.0%	3.0%
Q4b. I am satisfied with the City's retirement benefits	36.8%	47.0%	5.7%	4.5%	6.0%
Q4c. I am satisfied with the City's health insurance benefits	15.3%	20.4%	17.1%	40.7%	6.6%
Q4d. I am satisfied with the City's health insurance benefits	15.6%	27.2%	12.6%	37.4%	7.2%
Q4e. I am satisfied with the City's paid time off benefits	38.6%	27.8%	15.3%	16.8%	1.5%

WITHOUT "N/A-prefer not to answer"**Q4a-e. COMPENSATION AND BENEFITS: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")**

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree
Q4a. I feel I am paid fairly & am satisfied with the City's compensation practices	33.6%	35.2%	15.7%	15.4%
Q4b. I am satisfied with the City's retirement benefits	39.2%	50.0%	6.1%	4.8%
Q4c. I am satisfied with the City's health insurance benefits	16.3%	21.8%	18.3%	43.6%
Q4d. I am satisfied with the City's health insurance benefits	16.8%	29.4%	13.5%	40.3%
Q4e. I am satisfied with the City's paid time off benefits	39.2%	28.3%	15.5%	17.0%

Q5a-b. CAREER GROWTH AND DEVELOPMENT: Please rate your level of agreement with each of the following statements.

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree	N/A-prefer not to answer
Q5a. I have opportunities for professional development, growth, and/or advancement	31.1%	34.1%	18.3%	13.2%	3.3%
Q5b. My supervisor(s) coach(es) me on my job performance in a way that meets my needs	41.3%	35.3%	11.1%	8.4%	3.9%

WITHOUT "N/A-prefer not to answer"

Q5a-b. CAREER GROWTH AND DEVELOPMENT: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree
Q5a. I have opportunities for professional development, growth, and/or advancement	32.2%	35.3%	18.9%	13.6%
Q5b. My supervisor(s) coach(es) me on my job performance in a way that meets my needs	43.0%	36.8%	11.5%	8.7%

Q6a-b. TEAM DYNAMICS: Please rate your level of agreement with each of the following statements.

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree	N/A-prefer not to answer
Q6a. I feel that I can depend on the other members of my team	49.1%	37.7%	6.3%	4.8%	2.1%
Q6b. I feel valued as part of my department's team	45.2%	32.3%	10.8%	8.4%	3.3%

WITHOUT "N/A-prefer not to answer"**Q6a-b. TEAM DYNAMICS: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")**

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree
Q6a. I feel that I can depend on the other members of my team	50.2%	38.5%	6.4%	4.9%
Q6b. I feel valued as part of my department's team	46.7%	33.4%	11.1%	8.7%

Q7a-d. DEPARTMENT LEADERSHIP: Please rate your level of agreement with each of the following statements.

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree	N/A-prefer not to answer
Q7a. I feel my department's leadership team cares about me as a person	34.4%	30.5%	12.3%	18.9%	3.9%
Q7b. I feel my department's leadership team cares about my personal & professional development	33.8%	27.5%	16.2%	17.7%	4.8%
Q7c. I have confidence in my department's leadership team to lead the department to future success	33.8%	26.9%	10.8%	23.4%	5.1%
Q7d. I trust my department's leadership team	34.1%	25.4%	13.2%	22.5%	4.8%

WITHOUT "N/A-prefer not to answer"**Q7a-d. DEPARTMENT LEADERSHIP: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")**

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree
Q7a. I feel my department's leadership team cares about me as a person	35.8%	31.8%	12.8%	19.6%
Q7b. I feel my department's leadership team cares about my personal & professional development	35.5%	28.9%	17.0%	18.6%
Q7c. I have confidence in my department's leadership team to lead the department to future success	35.6%	28.4%	11.4%	24.6%
Q7d. I trust my department's leadership team	35.8%	26.7%	13.8%	23.6%

Q8a-c. DIVERSITY AND INCLUSION: Please rate your level of agreement with each of the following statements.

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree	N/A-prefer not to answer
Q8a. Our City's culture welcomes employees of diverse background & provides a sense of belonging & inclusiveness	47.9%	34.4%	6.0%	4.2%	7.5%
Q8b. I am satisfied with the City's efforts to bring employees together & foster a team environment	44.3%	37.1%	6.9%	6.6%	5.1%
Q8c. I feel like I belong here & that I'm a valued part of the City's team	41.0%	38.6%	10.5%	6.3%	3.6%

WITHOUT "N/A-prefer not to answer"**Q8a-c. DIVERSITY AND INCLUSION: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")**

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree
Q8a. Our City's culture welcomes employees of diverse background & provides a sense of belonging & inclusiveness	51.8%	37.2%	6.5%	4.5%
Q8b. I am satisfied with the City's efforts to bring employees together & foster a team environment	46.7%	39.1%	7.3%	6.9%
Q8c. I feel like I belong here & that I'm a valued part of the City's team	42.5%	40.1%	10.9%	6.5%

Q9a-e. STRATEGIC DIRECTION: Please rate your level of agreement with each of the following statements.

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree	N/A-prefer not to answer
Q9a. The City is on the right track to carrying out the Vision 2030 vision, mission, & values	30.5%	45.5%	7.2%	4.8%	12.0%
Q9b. The City has demonstrated its commitment to investing in, retaining, & developing high performing staff	29.6%	36.2%	16.8%	11.4%	6.0%
Q9c. I understand how my job fits in to the City's vision, mission, & values	42.2%	42.5%	6.0%	2.4%	6.9%
Q9d. The work I do keeps me interested & engaged	46.1%	41.0%	3.3%	5.1%	4.5%
Q9e. When I contribute to my Department's or the City's success, I feel recognized	32.3%	31.1%	18.9%	11.4%	6.3%

WITHOUT "N/A-prefer not to answer"

Q9a-e. STRATEGIC DIRECTION: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree
Q9a. The City is on the right track to carrying out the Vision 2030 vision, mission, & values	34.7%	51.7%	8.2%	5.4%
Q9b. The City has demonstrated its commitment to investing in, retaining, & developing high performing staff	31.5%	38.5%	17.8%	12.1%
Q9c. I understand how my job fits in to the City's vision, mission, & values	45.3%	45.7%	6.4%	2.6%
Q9d. The work I do keeps me interested & engaged	48.3%	42.9%	3.4%	5.3%
Q9e. When I contribute to my Department's or the City's success, I feel recognized	34.5%	33.2%	20.1%	12.1%

Q10a-b. OVERALL: Please rate your level of agreement with each of the following statements.

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree	N/A-prefer not to answer
Q10a. I would recommend my Department as a great place to work	40.7%	31.4%	14.1%	9.0%	4.8%
Q10b. I would recommend the City of Coconut Creek as a great place to work	50.9%	33.2%	8.1%	4.2%	3.6%

WITHOUT "N/A-prefer not to answer"**Q10a-b. OVERALL: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")**

(N=334)

	Strongly agree	Generally agree	Generally disagree	Strongly disagree
Q10a. I would recommend my Department as a great place to work	42.8%	33.0%	14.8%	9.4%
Q10b. I would recommend the City of Coconut Creek as a great place to work	52.8%	34.5%	8.4%	4.3%



4

Cross-Tabular Data

Significant differences in this section are those where the total change in responses is 10 percentage points or more.

The table below shows the frequency distribution of departments, the tables on the following pages show the ratings from each department compared to the aggregate "Total" column.

Q1. Department Crosstabulations:

Q1. Department	Number of Responses	Percent
Fire Rescue	43	12.9%
Parks & Recreation	42	12.6%
Police Department	131	39.2%
All Other Departments	118	35.3%
All Other Departments Includes:		
City Attorney	4	1.2%
City Clerk	5	1.5%
City Manager/Community Relations	6	1.8%
Finance & Administrative Services	22	6.6%
Human Resources & Risk Management	6	1.8%
Information Technology	9	2.7%
Public Works	21	6.3%
Sustainable Development	23	6.9%
Utilities & Engineering	22	6.6%
Total	334	100.00%

Q2a & Q2c. COMMUNICATION: Please indicate what you think of Communication level within your department.

N=334	Q1. Department				Total
	Fire Rescue	Parks & Recreation	Police Department	All Other Departments	

Q2a. Volume/frequency of communication within my department

Not enough	28.6%	31.0%	41.9%	8.5%	27.0%
About right	71.4%	66.7%	55.0%	87.2%	70.0%
Too much	0.0%	2.4%	3.1%	4.3%	3.0%

Q2c. Volume/frequency of communication from the City as a whole

Not enough	23.8%	23.8%	13.7%	5.9%	13.5%
About right	76.2%	76.2%	83.2%	93.2%	85.0%
Too much	0.0%	0.0%	3.1%	0.8%	1.5%

Q2b & Q2d. COMMUNICATION: Please indicate how well your needs are currently being met within your department.

N=334

	Q1. Department				Total
	Fire Rescue	Parks & Recreation	Police Department	All Other Departments	

Q2b. Quality of communication within my department

Meets my needs	61.9%	70.0%	53.9%	91.1%	69.9%
Does not meet my needs	38.1%	30.0%	46.1%	8.9%	30.1%

Q2d. Quality of communication from the City as a whole

Meets my needs	68.3%	78.0%	81.9%	93.8%	83.9%
Does not meet my needs	31.7%	22.0%	18.1%	6.2%	16.1%

Q3a-c. RESOURCES: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

N=334	Q1. Department				Total
	Fire Rescue	Parks & Recreation	Police Department	All Other Departments	
<u>Q3a. I have access to the information I need to do my job</u>					
Strongly agree	41.9%	39.0%	34.6%	66.7%	47.3%
Generally agree	41.9%	53.7%	45.4%	28.1%	39.9%
Generally disagree	11.6%	2.4%	13.1%	4.4%	8.5%
Strongly disagree	4.7%	4.9%	6.9%	0.9%	4.3%
<u>Q3b. I have the materials & equipment I need to do my job</u>					
Strongly agree	25.6%	45.2%	33.1%	66.1%	45.2%
Generally agree	41.9%	47.6%	43.1%	31.3%	39.4%
Generally disagree	14.0%	7.1%	11.5%	1.7%	7.9%
Strongly disagree	18.6%	0.0%	12.3%	0.9%	7.6%
<u>Q3c. I have the administrative & personnel support I need to do my job</u>					
Strongly agree	35.9%	40.0%	27.2%	55.8%	40.1%
Generally agree	30.8%	45.0%	28.8%	32.7%	32.5%
Generally disagree	20.5%	10.0%	19.2%	7.1%	13.9%
Strongly disagree	12.8%	5.0%	24.8%	4.4%	13.6%

Q4a-e. COMPENSATION AND BENEFITS: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

N=334	Q1. Department				Total
	Fire Rescue	Parks & Recreation	Police Department	All Other Departments	
<u>Q4a. I feel I am paid fairly & am satisfied with the City's compensation practices</u>					
Strongly agree	41.9%	32.5%	23.4%	42.5%	33.6%
Generally agree	39.5%	27.5%	37.5%	33.6%	35.2%
Generally disagree	14.0%	27.5%	16.4%	11.5%	15.7%
Strongly disagree	4.7%	12.5%	22.7%	12.4%	15.4%
<u>Q4b. I am satisfied with the City's retirement benefits</u>					
Strongly agree	40.0%	48.7%	28.2%	47.7%	39.2%
Generally agree	57.5%	46.2%	55.6%	42.3%	50.0%
Generally disagree	2.5%	5.1%	7.3%	6.3%	6.1%
Strongly disagree	0.0%	0.0%	8.9%	3.6%	4.8%
<u>Q4c. I am satisfied with the City's health insurance benefits (cost)</u>					
Strongly agree	12.5%	36.1%	1.6%	28.2%	16.3%
Generally agree	15.0%	47.2%	6.3%	33.6%	21.8%
Generally disagree	17.5%	5.6%	17.5%	23.6%	18.3%
Strongly disagree	55.0%	11.1%	74.6%	14.5%	43.6%

Q4a-e. COMPENSATION AND BENEFITS: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

N=334

Q1. Department					Total
Fire Rescue	Parks & Recreation	Police Department	All Other Departments		

Q4d. I am satisfied with the City’s health insurance benefits (coverage)

Strongly agree	10.0%	44.1%	1.6%	28.2%	16.8%
Generally agree	20.0%	44.1%	13.5%	46.4%	29.4%
Generally disagree	15.0%	2.9%	15.1%	14.5%	13.5%
Strongly disagree	55.0%	8.8%	69.8%	10.9%	40.3%

Q4e. I am satisfied with the City’s paid time off benefits

Strongly agree	16.3%	47.5%	22.5%	63.2%	39.2%
Generally agree	9.3%	32.5%	32.6%	29.1%	28.3%
Generally disagree	16.3%	17.5%	23.3%	6.0%	15.5%
Strongly disagree	58.1%	2.5%	21.7%	1.7%	17.0%

Q5a-b. CAREER GROWTH AND DEVELOPMENT: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

N=334	Q1. Department				Total
	Fire Rescue	Parks & Recreation	Police Department	All Other Departments	

Q5a. I have opportunities for professional development, growth, and/or advancement

Strongly agree	39.5%	26.8%	17.1%	49.1%	32.2%
Generally agree	46.5%	43.9%	37.2%	25.5%	35.3%
Generally disagree	7.0%	12.2%	26.4%	17.3%	18.9%
Strongly disagree	7.0%	17.1%	19.4%	8.2%	13.6%

Q5b. My supervisor(s) coach(es) me on my job performance in a way that meets my needs

Strongly agree	48.8%	43.6%	26.4%	60.0%	43.0%
Generally agree	37.2%	33.3%	45.0%	28.2%	36.8%
Generally disagree	11.6%	17.9%	12.4%	8.2%	11.5%
Strongly disagree	2.3%	5.1%	16.3%	3.6%	8.7%

Q6a-b. TEAM DYNAMICS: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

N=334	Q1. Department				Total
	Fire Rescue	Parks & Recreation	Police Department	All Other Departments	

Q6a. I feel that I can depend on the other members of my team

Strongly agree	69.0%	41.5%	39.8%	57.8%	50.2%
Generally agree	23.8%	43.9%	45.3%	34.5%	38.5%
Generally disagree	4.8%	12.2%	5.5%	6.0%	6.4%
Strongly disagree	2.4%	2.4%	9.4%	1.7%	4.9%

Q6b. I feel valued as part of my department's team

Strongly agree	62.8%	47.5%	25.2%	64.6%	46.7%
Generally agree	25.6%	25.0%	44.9%	26.5%	33.4%
Generally disagree	4.7%	15.0%	15.7%	7.1%	11.1%
Strongly disagree	7.0%	12.5%	14.2%	1.8%	8.7%

Q7a-d. DEPARTMENT LEADERSHIP: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

N=334

	Q1. Department				Total
	Fire Rescue	Parks & Recreation	Police Department	All Other Departments	

Q7a. I feel my department’s leadership team cares about me as a person

Strongly agree	23.8%	36.6%	16.1%	61.4%	35.8%
Generally agree	38.1%	34.1%	33.9%	26.3%	31.8%
Generally disagree	16.7%	12.2%	16.9%	7.0%	12.8%
Strongly disagree	21.4%	17.1%	33.1%	5.3%	19.6%

Q7b. I feel my department’s leadership team cares about my personal & professional development

Strongly agree	31.0%	39.0%	15.6%	57.5%	35.5%
Generally agree	28.6%	34.1%	27.9%	28.3%	28.9%
Generally disagree	21.4%	14.6%	26.2%	6.2%	17.0%
Strongly disagree	19.0%	12.2%	30.3%	8.0%	18.6%

Q7a-d. DEPARTMENT LEADERSHIP: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

N=334

Q1. Department				Total
Fire Rescue	Parks & Recreation	Police Department	All Other Departments	

Q7c. I have confidence in my department’s leadership team to lead the department to future success

Strongly agree	19.0%	38.5%	16.4%	61.4%	35.6%
Generally agree	35.7%	35.9%	26.2%	25.4%	28.4%
Generally disagree	11.9%	15.4%	15.6%	5.3%	11.4%
Strongly disagree	33.3%	10.3%	41.8%	7.9%	24.6%

Q7d. I trust my department’s leadership team

Strongly agree	19.0%	35.0%	16.9%	63.4%	35.8%
Generally agree	33.3%	35.0%	25.0%	23.2%	26.7%
Generally disagree	21.4%	12.5%	19.4%	5.4%	13.8%
Strongly disagree	26.2%	17.5%	38.7%	8.0%	23.6%

Q8a-c. DIVERSITY AND INCLUSION: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

N=334	Q1. Department				Total
	Fire Rescue	Parks & Recreation	Police Department	All Other Departments	

Q8a. Our City’s culture welcomes employees of diverse background & provides a sense of belonging & inclusiveness

Strongly agree	57.5%	46.2%	36.6%	69.2%	51.8%
Generally agree	30.0%	38.5%	51.2%	23.4%	37.2%
Generally disagree	10.0%	10.3%	4.9%	5.6%	6.5%
Strongly disagree	2.5%	5.1%	7.3%	1.9%	4.5%

Q8b. I am satisfied with the City’s efforts to bring employees together & foster a team environment

Strongly agree	60.0%	43.9%	29.9%	62.4%	46.7%
Generally agree	27.5%	39.0%	52.0%	28.4%	39.1%
Generally disagree	10.0%	9.8%	6.3%	6.4%	7.3%
Strongly disagree	2.5%	7.3%	11.8%	2.8%	6.9%

Q8c. I feel like I belong here & that I’m a valued part of the City’s team

Strongly agree	55.8%	39.5%	23.4%	60.2%	42.5%
Generally agree	32.6%	36.8%	51.6%	31.0%	40.1%
Generally disagree	9.3%	13.2%	14.8%	6.2%	10.9%
Strongly disagree	2.3%	10.5%	10.2%	2.7%	6.5%

Q9a-e. STRATEGIC DIRECTION: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

N=334	Q1. Department				Total
	Fire Rescue	Parks & Recreation	Police Department	All Other Departments	

Q9a. The City is on the right track to carrying out the Vision 2030 vision, mission, & values

Strongly agree	25.6%	38.5%	16.2%	56.2%	34.7%
Generally agree	56.4%	51.3%	60.4%	41.0%	51.7%
Generally disagree	12.8%	10.3%	11.7%	1.9%	8.2%
Strongly disagree	5.1%	0.0%	11.7%	1.0%	5.4%

Q9b. The City has demonstrated its commitment to investing in, retaining, & developing high performing staff

Strongly agree	33.3%	36.6%	14.9%	47.3%	31.5%
Generally agree	35.7%	36.6%	43.8%	34.5%	38.5%
Generally disagree	21.4%	17.1%	20.7%	13.6%	17.8%
Strongly disagree	9.5%	9.8%	20.7%	4.5%	12.1%

Q9c. I understand how my job fits in to the City's vision, mission, & values

Strongly agree	41.9%	46.2%	24.6%	68.5%	45.3%
Generally agree	55.8%	46.2%	59.3%	27.0%	45.7%
Generally disagree	2.3%	7.7%	10.2%	3.6%	6.4%
Strongly disagree	0.0%	0.0%	5.9%	0.9%	2.6%

Q9a-e. STRATEGIC DIRECTION: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

N=334	Q1. Department				Total
	Fire Rescue	Parks & Recreation	Police Department	All Other Departments	

Q9d. The work I do keeps me interested & engaged

Strongly agree	65.1%	36.6%	33.3%	63.3%	48.3%
Generally agree	34.9%	53.7%	54.0%	29.4%	42.9%
Generally disagree	0.0%	4.9%	4.0%	3.7%	3.4%
Strongly disagree	0.0%	4.9%	8.7%	3.7%	5.3%

Q9e. When I contribute to my Department's or the City's success, I feel recognized

Strongly agree	38.1%	40.5%	12.4%	55.6%	34.5%
Generally agree	45.2%	23.8%	36.4%	28.7%	33.2%
Generally disagree	9.5%	21.4%	29.8%	13.0%	20.1%
Strongly disagree	7.1%	14.3%	21.5%	2.8%	12.1%

Q10a-b. OVERALL: Please rate your level of agreement with each of the following statements. (without "N/A-prefer not to answer")

N=334	Q1. Department				Total
	Fire Rescue	Parks & Recreation	Police Department	All Other Departments	

Q10a. I would recommend my Department as a great place to work

Strongly agree	52.4%	34.2%	23.6%	64.0%	42.8%
Generally agree	28.6%	42.1%	40.9%	22.5%	33.0%
Generally disagree	11.9%	21.1%	20.5%	7.2%	14.8%
Strongly disagree	7.1%	2.6%	15.0%	6.3%	9.4%

Q10b. I would recommend the City of Coconut Creek as a great place to work

Strongly agree	57.1%	55.0%	34.1%	71.1%	52.8%
Generally agree	26.2%	32.5%	47.6%	23.7%	34.5%
Generally disagree	11.9%	10.0%	11.1%	3.5%	8.4%
Strongly disagree	4.8%	2.5%	7.1%	1.8%	4.3%



5

Survey Instrument

Employee Input Survey 2023

Welcome to the 2023 City of Coconut Creek Employee Input Survey

Your input is important to fostering a positive workplace culture where our entire Creek family feels valued and engaged.

Please take a few minutes to participate in this short, anonymous survey to provide input as to what is going well, so we can build upon it, and what needs attention, so we can focus attention anywhere it's needed.

Please contact HR Director Pam Kershaw at 954-956-1472 or pkershaw@coconutcreek.net if you have any questions about the survey process.

Thank you for your commitment to the City and for helping to make this the best place to work!

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Employee Input Survey 2023

* 1. **Department** - This answer will only be used to better understand the needs of specific departments.

2. **Communication** - Please rate the volume/frequency and quality of communications within your Department and from the City as a whole.

	Volume/Frequency	Quality
Communication within my Department	<input type="text"/>	<input type="text"/>
Communication from the City as a whole	<input type="text"/>	<input type="text"/>

3. **Resources** - Please rate your level of agreement with each of the following statements.

	Strongly AGREE	Generally AGREE	Generally DISAGREE	Strongly DISAGREE	N/A - Prefer not to answer or don't have enough information/knowledge to answer.
I have access to the information I need to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the materials and equipment I need to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the administrative and personnel support I need to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Compensation and Benefits - Please rate your level of agreement with each of the following statements.

	Strongly AGREE	Generally AGREE	Generally DISAGREE	Strongly DISAGREE	N/A - Prefer not to answer or don't have enough information/knowledge to answer.
I feel I am paid fairly and am satisfied with the City's compensation practices (i.e., pay-for-performance, across-the-board wage adjustments/COLA, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the City's retirement benefits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the City's health insurance benefits (costs).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the City's health insurance benefits (coverage, selection of providers, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the City's paid time off benefits (vacation leave, sick leave, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Career Growth and Development - Please rate your level of agreement with each of the following statements.

	Strongly AGREE	Generally AGREE	Generally DISAGREE	Strongly DISAGREE	N/A - Prefer not to answer or don't have enough information/knowledge to answer.
I have opportunities for professional development, growth, and/or advancement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor(s) coach(es) me on my job performance in a way that meets my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Team Dynamics - Please rate your level of agreement with each of the following statements.

	Strongly AGREE	Generally AGREE	Generally DISAGREE	Strongly DISAGREE	N/A - Prefer not to answer or don't have enough information/knowledge to answer.
I feel that I can depend on the other members of my team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel valued as part of my department's team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Department Leadership - Please rate your level of agreement with each of the following statements.

"Department's leadership team" refers to the chain of command within your department, from your immediate supervisor up to and including your department head.

	Strongly AGREE	Generally AGREE	Generally DISAGREE	Strongly DISAGREE	N/A - Prefer not to answer or don't have enough information/knowledge to answer.
I feel my department's leadership team cares about me as a person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my department's leadership team cares about my personal and professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have confidence in my department's leadership team to lead the department to future success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust my department's leadership team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. **Diversity and Inclusion** - Please rate your level of agreement with each of the following statements.

	Strongly AGREE	Generally AGREE	Generally DISAGREE	Strongly DISAGREE	N/A - Prefer not to answer or don't have enough information/knowledge to answer.
Our City's culture welcomes employees of diverse background and provides a sense of belonging and inclusiveness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the City's efforts to bring employees together and foster a team environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BLANK	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I belong here and that I'm a valued part of the City's team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. **City's Strategic Direction and Engagement** - Please rate your level of agreement with each of the following statements.

City of Coconut Creek Vision 2030

Vision: *An innovative, inclusive, and progressive community with a small-town personal touch.*

Mission: *To provide exceptional, responsive, and sustainable services for the Coconut Creek community.*

Values: *Service Excellence, Innovation, Continuous Improvement, Ethics and Integrity, Fiscal Accountability*

	Strongly AGREE	Generally AGREE	Generally DISAGREE	Strongly DISAGREE	N/A - Prefer not to answer or don't have enough information/knowledge to answer.
The City is on the right track to carrying out the Vision 2030 vision, mission, and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The City has demonstrated its commitment to investing in, retaining, and developing high performing staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand how my job fits in to the City's vision, mission, and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work I do keeps me interested and engaged.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I contribute to my Department's or the City's success, I feel recognized.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. **Overall Opinions** - Please rate your level of agreement with each of the following statements.

	Strongly AGREE	Generally AGREE	Generally DISAGREE	Strongly DISAGREE	N/A - Prefer not to answer or don't have enough information/knowledge to answer.
I would recommend my Department as a great place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend the City of Coconut Creek as a great place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additionally, if you have any suggestions for Human Resources or the City's leadership team to help make or keep the City the best possible place to work, please enter them here.

Prev

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