

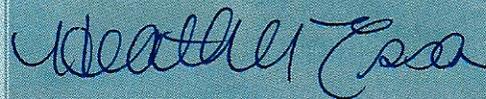
Audit Project #12-02B:

# 2012 Risk Assessment Employee Survey Results

Detailed Report

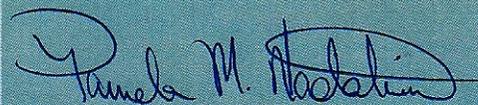
Office of the City Auditor and Clerk  
Internal Audit

Prepared by:



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Manager, Internal Audit

Reviewed and Approved by:



Pamela M. Nadalini  
City Auditor and Clerk

Report Issued: February 14, 2012

You can obtain copies of this report by contacting us at:

**Office of the City Auditor and Clerk**

1565 1<sup>st</sup> Street  
Sarasota, FL 34236

(941) 954-4135

Or download and view an electronic copy by visiting:

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**OFFICE OF THE CITY AUDITOR AND CLERK**  
**Internal Audit Division**

**Date:** February 14, 2012

**To:** Mayor Suzanne Atwell, Vice Mayor Terry Turner, Commissioner Paul Caragiulo, Commissioner Willie Shaw, and Commissioner Shannon Snyder

**From:** Pamela M. Nadalini, City Auditor and Clerk

**Subject:** Audit Project #12-02B: 2012 Risk Assessment Employee Survey Results

---

Attached for your information and review is a copy of the above-mentioned detailed report.

If you have any questions, please do not hesitate to contact me at (941) 954-4169.

Attachment(s):

Detailed Audit Project #12-02B

c: Terry Lewis, Interim City Manager  
Robert Fournier, City Attorney  
Heather Essa, MPA, CIA, CGAP, Manager, Internal Audit  
File



**OFFICE OF THE CITY AUDITOR AND CLERK**  
**Internal Audit Division**

**Date:** February 14, 2012  
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Attachment(s):

Detailed Audit Project #12-02B

c: Robert Fournier, City Attorney  
Marlon Brown, Deputy City Manager  
Christopher Lyons, CPA, CGFO, CPFO, Director, Financial Administration  
Heather Essa, MPA, CIA, CGAP, Manager, Internal Audit  
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## BACKGROUND

Risk assessment is based on a set of complementary operational, financial reporting and compliance objectives linked across all levels of the organization. The process is designed to identify and analyze internal and external risks affecting achievement of objectives at both the activity and the entity level. The overall goal of the enterprise risk assessment process is to provide management with the knowledge necessary to effectively manage risk.

The City of Sarasota undergoes an annual risk assessment process during which all areas of the City are considered and evaluated on the basis of their potential risk exposures. Annual updates to the risk assessment are necessary to take into account changes in the operating environment, new personnel, new or revised information technology, increases in transaction volumes, new activities, and revised organizational structure. The Institute of Internal Auditors' (IIA) International Standards for the Professional Practice of Internal Auditing (Standards) require Internal Audit to develop a risk-based audit schedule, which is updated annually.

Additionally, Internal Audit incorporates all City employees into the risk assessment process by distributing a survey for which input is solicited regarding various areas/ activities relating to employees' divisions, departments, and the overall organization.

This report details the results of the 2012 Risk Assessment Employee Survey. Information reported includes: survey methodology, a summary of key results and opportunities, and a brief overview outlining areas of perceived effectiveness. Detailed responses to all survey statements and the open-ended question are included as appendices.

Tables included in the text of this report highlight selected relevant survey findings and are expressed in percentages. All decimals have been rounded to the nearest whole number percentage, resulting in some total percentage amounts that reflect slightly over 100% for some statements.

## SURVEY OBJECTIVE

The primary goal of conducting this survey was to identify, based on employee responses, the City of Sarasota's strengths and weaknesses as they relate to COSO's<sup>1</sup> five components of internal control: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring.

## METHODOLOGY

A risk assessment survey was distributed to each full- and part-time employee with their payroll stub on January 6, 2012. An extended series of statements were presented to obtain information relating to the organization's control environment, risk identification processes, informational flows, monitoring, and potential for fraud/ theft. For each statement, respondents were asked to rate the extent to which he/ she agreed with the statement (i.e., strongly agree, agree, don't know, disagree, or strongly disagree). The survey included one open-ended question. Respondents were given the opportunity to identify their City department and/or division, but were not required to disclose this information.

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<sup>1</sup> Committee of Sponsoring Organizations of the Treadway Commission (COSO) is a voluntary private sector organization sponsored and funded by the five main professional accounting associations and institutes in the United States. COSO has established a uniform internal control model against which most organizations assess their control systems and develop and provide guidance on internal control.

Three different versions of the survey were distributed and, while some survey statements were similar across all versions, others varied according to type of employee:

- General Employees
- Supervisors/ Managers<sup>2</sup>
- Department Directors, Charter Officials, City Commissioners (also referred to in this report as “senior management”)

The survey was conducted January 6 through January 27, 2012, during which two reminder e-mails were sent to the entire City employee population in an effort to increase response rate<sup>3</sup>.

| Survey Version (by employee type)                           | Percentage Rate of Return |
|---|---------------------------|
| General Employees   | 26.3%                     |
| Supervisors, Managers                                       | 38.5%                     |
| Department Directors, Charter Officials, City Commissioners | 31.3%                     |
| <b>Overall Response Rate: 28.3%</b>                         |                           |

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<sup>2</sup> The supervisor/ manager survey version was only distributed to individuals who actually supervise employees. There are several individuals with the word “supervisor” or “manager” in their job titles who do not manage other employees.

<sup>3</sup> The results of this survey are accurate at the 95% confidence level plus or minus 5.9 percentage points.

## EXECUTIVE SUMMARY

The report of the 2012 City of Sarasota Risk Assessment Employee Survey results provides the opinions of city employees as divided into three employee groups: General Employees; Supervisors/ Managers; and Department Directors, Charter Officials, City Commissioners. Survey results reflect the attitudes of employees on topics including control environment, risk identification, information and communication, monitoring, and potential for fraud/ theft across their divisions, departments, as well as the citywide organization.

Distribution of the Risk Assessment Employee Survey offered staff and elected officials the opportunity to identify perceived strengths and weaknesses in the organization, which can encourage future improvements and identify areas of exposure.

A variety of statements were posed to the three employee groups, some of which were identical or similar across the three survey versions. Other statements were different or unique to the employee group surveyed, as different information was desired of the various employee types. One identical open-ended question was posed to all three employee groups, which asked respondents to identify the biggest issues faced by the City of Sarasota.

Results of the 2012 Risk Assessment Employee Survey were strikingly similar to the results received from the same survey distributed in 2010. Therefore, many of the same issues and opportunities for improvement have been identified for management's consideration.

In response to the open-ended question, City of Sarasota employees responded with four main recurring themes as the biggest issues facing the organization. The four issues were: poor leadership/ distrust of management, budget/ finances/ economy, low employee morale, and shortage of staff levels.

Most respondents responded favorably that the City of Sarasota employs Charter Officials, supervisors, and general employees who exhibit high ethical standards; however, there are still factions of employee groups who do not believe this to be the case, especially in light of comments received in response to the open-ended survey question. This presents an opportunity for the City to adopt a formal Code of Ethics to establish conduct expectations and to further introduce annual ethics training sessions to complement the policy.

While respondents generally indicated that they knew how to report a suspected wrongdoing in the City, they were less confident that they would be protected from retaliation or that the action would stop, if they reported it. The main reason for not reporting suspected wrongdoing was the belief that nothing would be done to the individual.

In addition to changing employee perceptions of how management handles instances of wrongdoing, opportunities exist to incorporate employee input and suggestions into organizational goal-setting and to reiterate Human Resource policies and procedures across all employee groups to remind them of the importance of fair and consistent administration of disciplinary actions.

Full detail regarding responses received for each survey question and a detailed list of all responses to the open-ended survey question are included in the appendices of the report.

# SUMMARY OF KEY RESULTS AND OPPORTUNITIES

This report section highlights five key results observed through analysis of survey response data. A breakdown of all survey responses by employee type is included in [Appendix A](#).

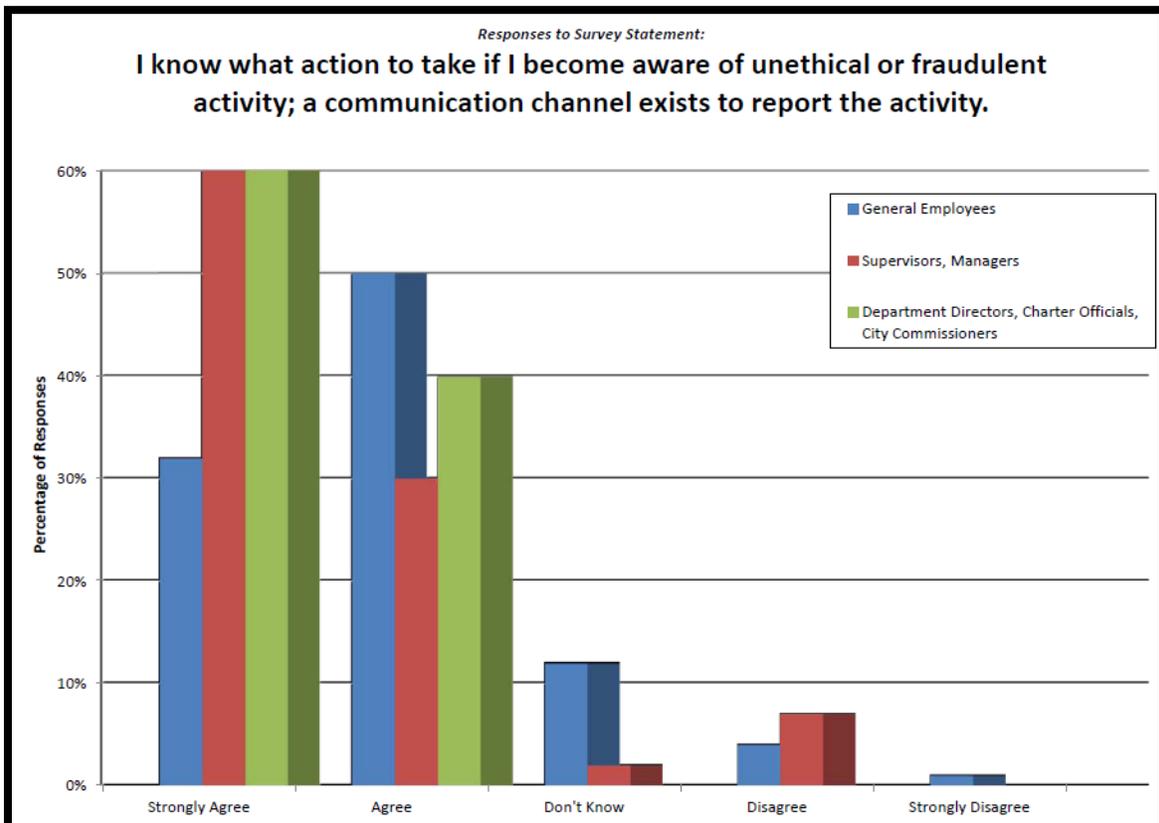
## 1. CITY EMPLOYEES KNOW WHAT ACTIONS TO TAKE TO REPORT WRONGDOING, BUT ARE LESS CONFIDENT AS TO WHETHER THEY WOULD BE PROTECTED FROM RETALIATION OR WHETHER ANYTHING WOULD BE DONE TO STOP THE WRONGDOING.

Similar to the Risk Assessment Employee Survey administered in 2010, employees across all three employee types indicated they were aware of what actions to take to report a wrongdoing. However, they were less aware of whether they would be protected from retaliation or whether those actions would stop, if reported. General employees expressed less confidence than management employees that any individual, no matter their position, would be subject to appropriate consequences if caught stealing or breaking laws.

### Survey Statement and Responses:

**“I know what action to take if I become aware of unethical or fraudulent activity; a communication channel exists to report the activity.”**

|   | Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|---|----------------|-------|------------|----------|-------------------|
| General Employees   | 32%            | 50%   | 12%        | 4%       | 1%                |
| Supervisors, Managers                                       | 60%            | 30%   | 2%         | 7%       | -                 |
| Department Directors, Charter Officials, City Commissioners | 60%            | 40%   | -          | -        | -                 |



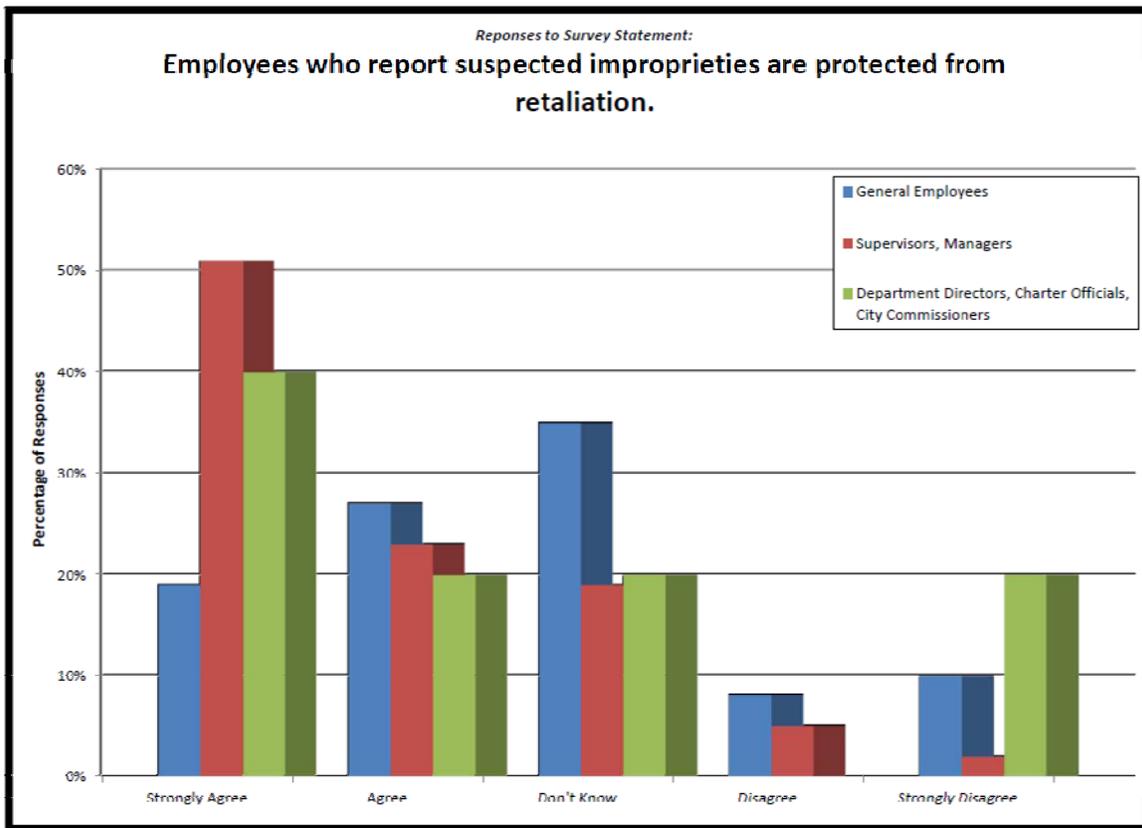
A large percentage of respondents from both the general employee and senior management employee groups responded that they didn't know whether employees are protected from retaliation after reporting suspected improprieties. A combined 53% of respondents from the general employee group indicated they either didn't know or didn't agree that they would be protected from retaliation if they reported a suspected wrongdoing. This percentage reflects a 3% increase from the 2010 survey results and implies that more than half of general employees surveyed would be uncomfortable, and possibly less likely, to report suspected improprieties.

Currently, the City's Policy and Procedures for Reporting and Handling Fraud appropriately allows an individual to report anonymous claims through the City's Fraud Hotline<sup>4</sup> to the Office of the City Auditor and Clerk, who works to keep individuals' identities confidential. This confidentiality is important in order to promote a safe reporting environment for those looking out for the City's best interests and may decrease instances of unreported and undiscovered wrongdoings. It is important that employees be made aware of this policy so that the City may better decrease its risk of fraud.

**Survey Statement and Responses:**

**“Employees who report suspected improprieties are protected from retaliation.”**

|  | <b>Strongly Agree</b> | <b>Agree</b> | <b>Don't Know</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|--|-----------------------|--------------|-------------------|-----------------|--------------------------|
| <b>General Employees</b>   | 19%                   | 27%          | 35%               | 8%              | 10%                      |
| <b>Supervisors, Managers</b>                                       | 51%                   | 23%          | 19%               | 5%              | 2%                       |
| <b>Department Directors, Charter Officials, City Commissioners</b> | 40%                   | 20%          | 20%               | -               | 20%                      |



<sup>4</sup> The telephone number for the City's Fraud Hotline is (941) 954-2664.

Management respondents expressed more confidence than general employees that if they reported a wrongdoing, it would stop. This information coupled with the observations on the previous pages suggests that while employees may know the proper channel for reporting a wrongdoing, they may not be likely to do so as the improper act is not likely to cease and the reporting employee may be punished for reporting the suspicion.

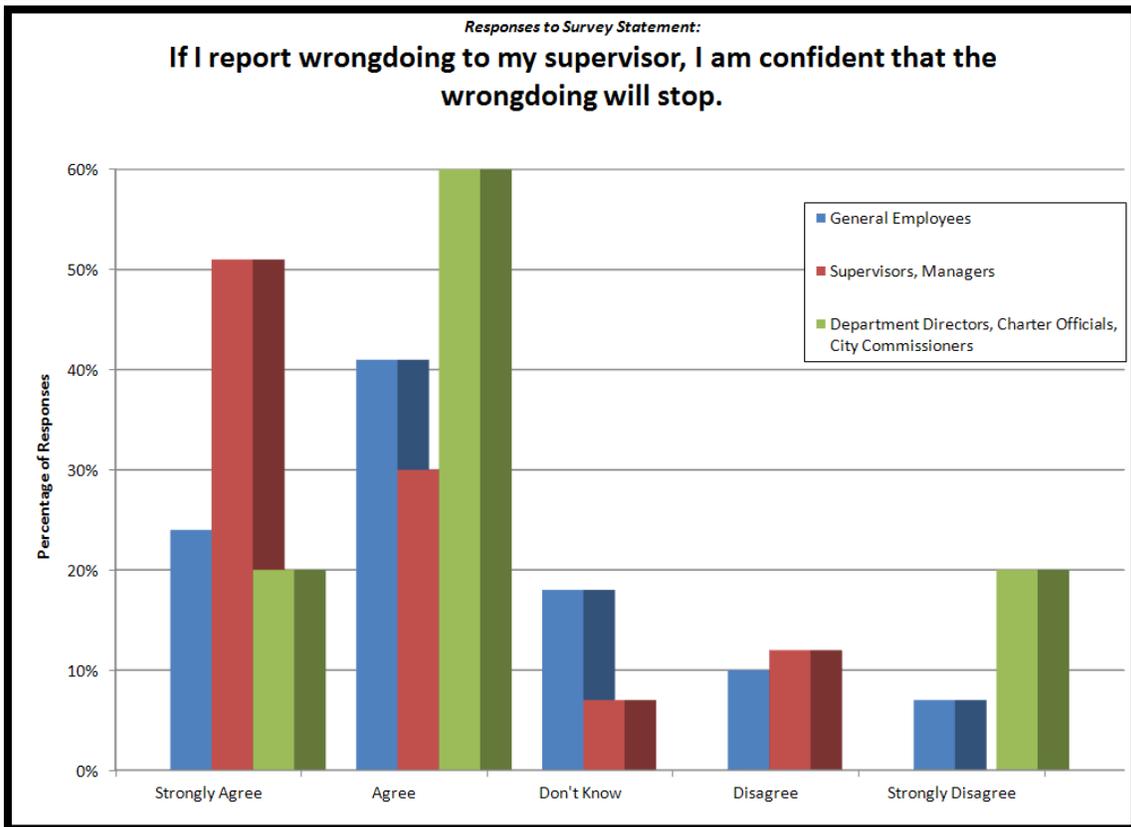
**Survey Statement and Responses:**

**General Employees-** “If I report wrongdoing to my supervisor, I am confident that the wrongdoing will stop.”

**Supervisors, Managers-** “If I report wrongdoing to my department director, I am confident that the wrongdoing will stop.”

**Department Directors, Charter Officials, City Commissioners-** “If I report wrongdoing, I am confident that the wrongdoing will stop.”

|   | Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|---|----------------|-------|------------|----------|-------------------|
| General Employees   | 24%            | 41%   | 18%        | 10%      | 7%                |
| Supervisors, Managers                                       | 51%            | 30%   | 7%         | 12%      | -                 |
| Department Directors, Charter Officials, City Commissioners | 20%            | 60%   | -          | -        | 20%               |



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RECOMMENDED IMPROVEMENT: PROMOTE THE CITY'S FRAUD POLICY AND WHISTLEBLOWER RIGHTS

**Encourage employees to report suspicions of fraud, waste and abuse through the City's Fraud Hotline, and protect employees who do so in accordance with the State's Whistle-blower's Act<sup>5</sup> as well as the City's Policy and Procedures for Reporting and Handling Fraud<sup>6</sup>.**

It may also be appropriate for the **Charter Officials** to collectively **review the current fraud policy**, as it has not had an update in at least 3 years, and suggest modifications, if necessary.

**Charter Officials may further consider exploring whistle-blower incentives<sup>7</sup>** as part of the City's anti-fraud efforts. Under such a program, rewards might be granted to whistle-blowers whose reported suspicions successfully lead to restitution or discovery of significant fraud/ theft.

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<sup>5</sup> Consult [Sections 112.3187-112.31895, Florida Statutes](#), for information regarding the Whistle-blower's Act.

<sup>6</sup> The City's Fraud Policy is outlined in [Administrative Regulation No. 037.A010.0808](#).

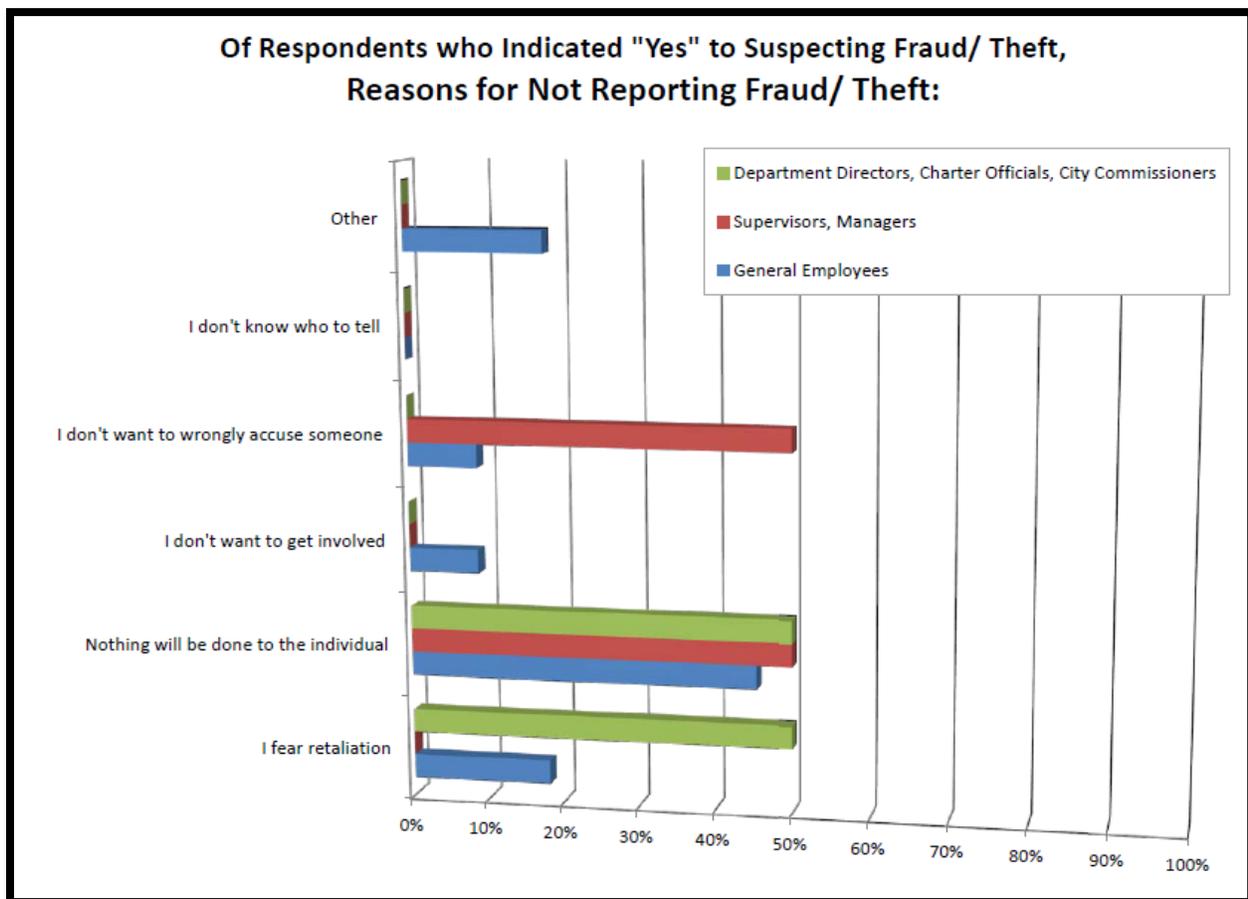
<sup>7</sup> For an example of one Whistle-blower program that has incorporated incentives, please refer to the [website for the U.S. Securities and Exchange Commission's Office of the Whistleblower](#).

**2. EMPLOYEES' TOP REASON FOR NOT REPORTING A SUSPECTED WRONGDOING IS THAT IT IS EXPECTED THAT NOTHING WOULD BE DONE TO THE SUSPECTED INDIVIDUAL.**

Of the employees who gave a reason for not reporting fraud/ theft in the organization, the majority indicated they believed nothing would be done to the individual. This response is the same as the top response given in 2010 for not reporting suspicions. A fear of retaliation and a fear of accusing the wrong individual were other leading reasons indicated for not reporting suspected wrongdoing.

Respondents who indicated "other" were asked to provide further information or another reason for not reporting the suspected wrongdoing. Among the reasons respondents supplied for "other" were:

- "Employees are simply afraid to get involved"
- "Nothing gets done"
- "Malfeasance"
- "If you're liked by management you get a slap on the hand, if you're not liked, bye-bye"



**3. WHERE SIMILAR QUESTIONS WERE POSED, RESPONSES OF GENERAL EMPLOYEES TENDED TO REFLECT DIFFERENT PERCEPTIONS THAN THOSE OF SUPERVISORS.**

A continued trend from the 2010 Risk Assessment Employee Survey is that of supervisors responding differently than general employees to the same statements. In instances where the same or complementing statements were presented to both general employees and supervisors, supervisors tended to respond more positively than general employees. Two examples of this are noted in this section.

General employees were less confident than supervisors that discipline is administered consistently across both their divisions and departments. These responses are consistent with those received concerning whether employees felt that Human Resources policies and procedures were communicated to them.

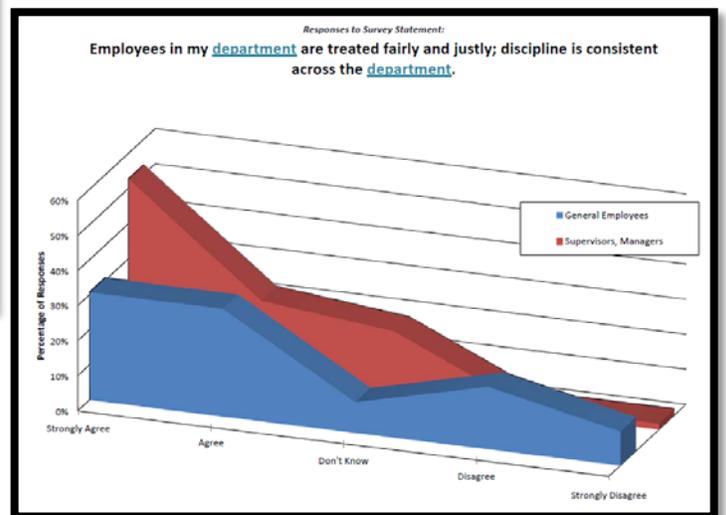
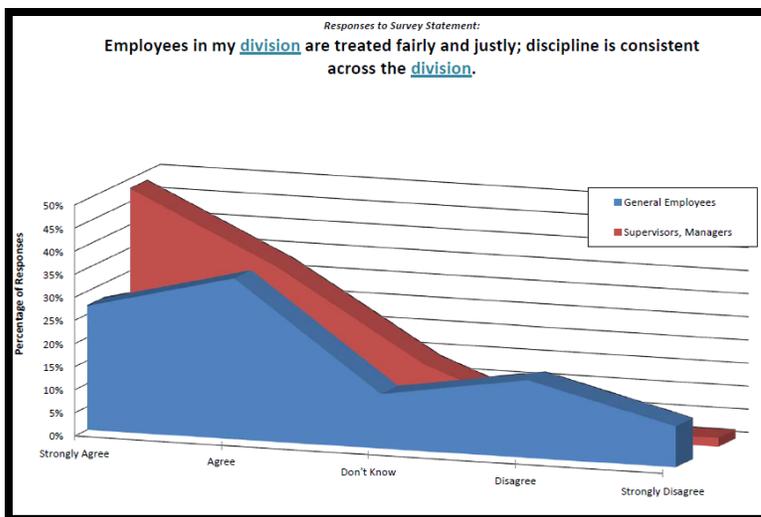
**Survey Statement and Responses:**

**“Employees in my division are treated fairly and justly; discipline is consistent across the division.”**

|                       | Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|-----------------------|----------------|-------|------------|----------|-------------------|
| General Employees     | 27%            | 35%   | 12%        | 17%      | 9%                |
| Supervisors, Managers | 48%            | 33%   | 14%        | 2%       | 2%                |

**“Employees in my department are treated fairly and justly; discipline is consistent across the department.”**

|                       | Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|-----------------------|----------------|-------|------------|----------|-------------------|
| General Employees     | 31%            | 31%   | 9%         | 18%      | 10%               |
| Supervisors, Managers | 53%            | 23%   | 19%        | 2%       | 2%                |



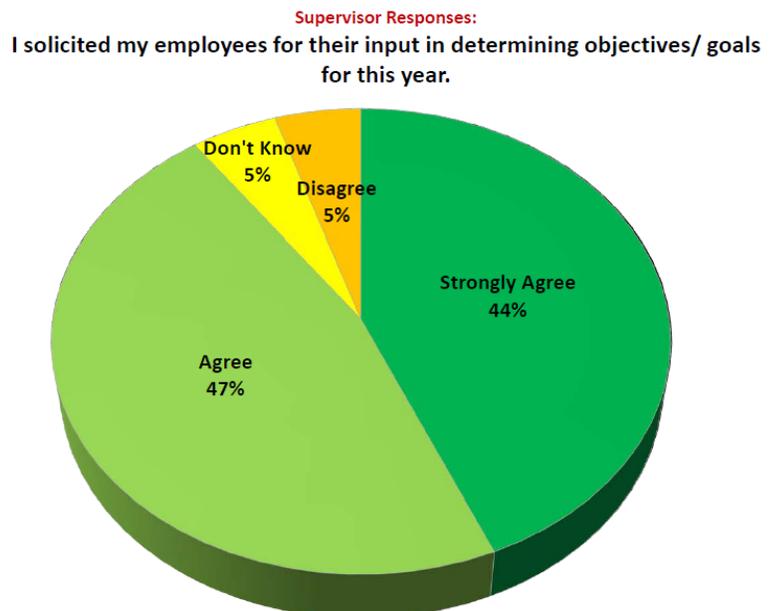
A combined 44% of respondents in the general employee group indicated that they either didn't know or didn't agree that employees were solicited for input in determining goals for their divisional units. Supervisors, on the other hand, responded that they felt they did solicit employees for their input during goal-setting activities.

These responses are consistent with those regarding whether employees feel empowered to provide recommendations for improvements both in their divisional units and departments. Both statements received responses of mostly "strongly agree" or "agree" from supervisors, while at least 25% of general employees either didn't know or disagreed that their input into improvements was encouraged for either their divisions or their departments.

**Survey Statements and Responses:**

**General Employees-** "My input was solicited in determining my division's goals."

**Department Directors, Charter Officials, City Commissioners-** "I solicited my employees for their input in determining objectives/ goals for this year."



**RECOMMENDED IMPROVEMENTS: GOAL-SETTING AND HUMAN RESOURCES POLICIES**

**Encourage employees to be involved in annual goal-setting activities.** Involving employees in such discussions may result in creative problem-solving and development of strategies/ ideas for revenue enhancement and expenditure reduction from individuals who directly provide City services that wouldn't otherwise have been considered. The benefits of including employees in these discussions may include increased employee morale and renewed sense of ownership and accomplishment.

**Re-communicate Human Resources policies and procedures to all employees, including supervisors who have responsibility for administering the rules.** Applying rules consistently across all employee groups may assist in changing employee perceptions of fickle discipline administration.

**4. WHILE MOST CITY EMPLOYEES BELIEVE THEIR COLLEAGUES EXHIBIT HIGH ETHICAL STANDARDS, THERE IS AN OPPORTUNITY TO FURTHER REDUCE THE PERCENTAGE OF EMPLOYEES THAT DISAGREE WITH THIS STATEMENT.**

The majority of each of the employee groups responded that they felt City employees at various levels in the organization exhibit high ethical standards. However, at least 16% of general employee respondents disagreed to some extent as to the conduct exhibited by managers and 20% of senior management disagreed that Charter Officials, one of the City’s highest leadership groups, exhibited high ethical standards; 5% of supervisors were concerned with general employee ethics. These results, in addition to the responses to the open-ended survey question, indicate that there is still some work to be done to improve these perceptions and re-build trust across the organization.

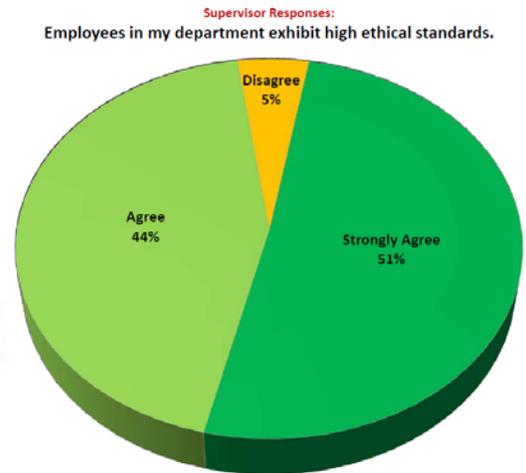
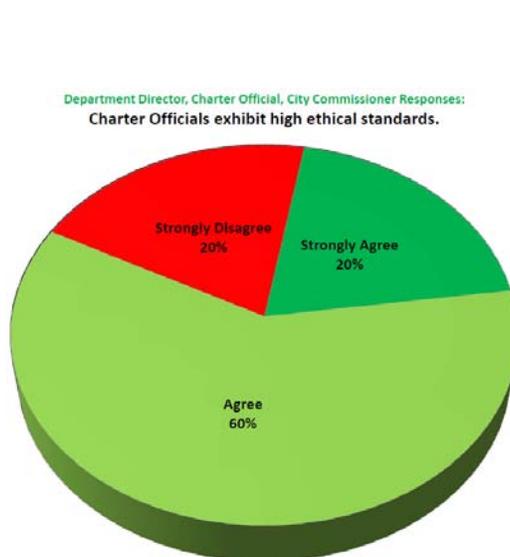
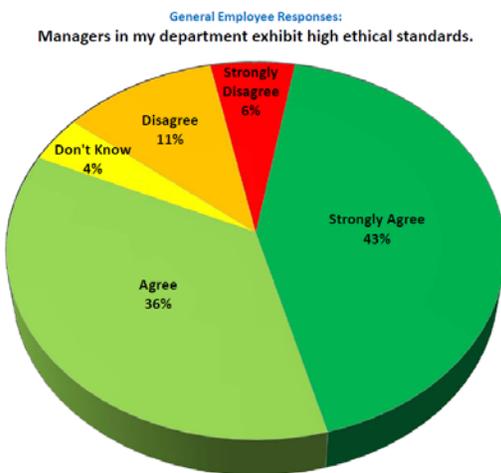
A variety of statements were posed to respondents relating to the topic of ethical characteristics; three of those statements and the respective responses are illustrated in charts below.

**Survey Statements and Responses:**

*General Employees-* “Managers in my department exhibit high ethical standards.”

*Supervisors, Managers-* “Employees in my department exhibit high ethical standards.”

*Department Directors, Charter Officials, City Commissioners-* “Charter Officials exhibit high ethical standards.”



**RECOMMENDED IMPROVEMENT: CODE OF ETHICS**

**Adopt a Code of Ethics for City of Sarasota employees and require employees to participate in ethics training on at least an annual basis.** The City of Sarasota does not currently have a Code of Ethics for its employees, nor does it require any type of annual ethics training or refresher courses.

The Code of Ethics should establish a framework for professional behavior and responsibilities, describe the principles of the organization, and lay out requirements for conduct as well as behavioral expectations for all of the City’s employees. A Code of Ethics will enable the City to hold its members accountable for their behavior and demonstrates to all employees and citizens that the City strives to uphold high standards for its service and conduct. As all employees will be expected to uphold standards described in the Code, employees at various organizational levels should be solicited for input during the drafting process.

**5. EMPLOYEES INDICATED THAT THE CITY OF SARASOTA’S BIGGEST ISSUES ARE DISTRUST OF MANAGEMENT, LACK OF FINANCES, LOW EMPLOYEE MORALE, AND INSUFFICIENT STAFFING LEVELS.**

All three versions of the risk assessment survey had only one open-ended question, which was worded the same across the three versions. Again, the survey was conducted **January 6 through January 27, 2012** and responses reflect attitudes of the employee base during that time period.

**Open-ended Survey Question: “In your opinion, what are the biggest issues facing the City of Sarasota?”**

Four responses were noted as the top recurring answers:

- Poor leadership/ distrust of management
- Budget/ finances/ economy
- Low employee morale
- Staffing shortages/ lack of manpower

Verbatim responses to the open-ended survey question are located in [Appendix B](#) of this report.

# WHERE DO WE BELIEVE WE ARE EFFECTIVE?

This report section highlights two areas of the survey where responses were generally positive across different employee groups surveyed. Responses reflect that City of Sarasota employees believe they are successful in that they have the knowledge and training to perform their jobs and they take into account feedback from customers.

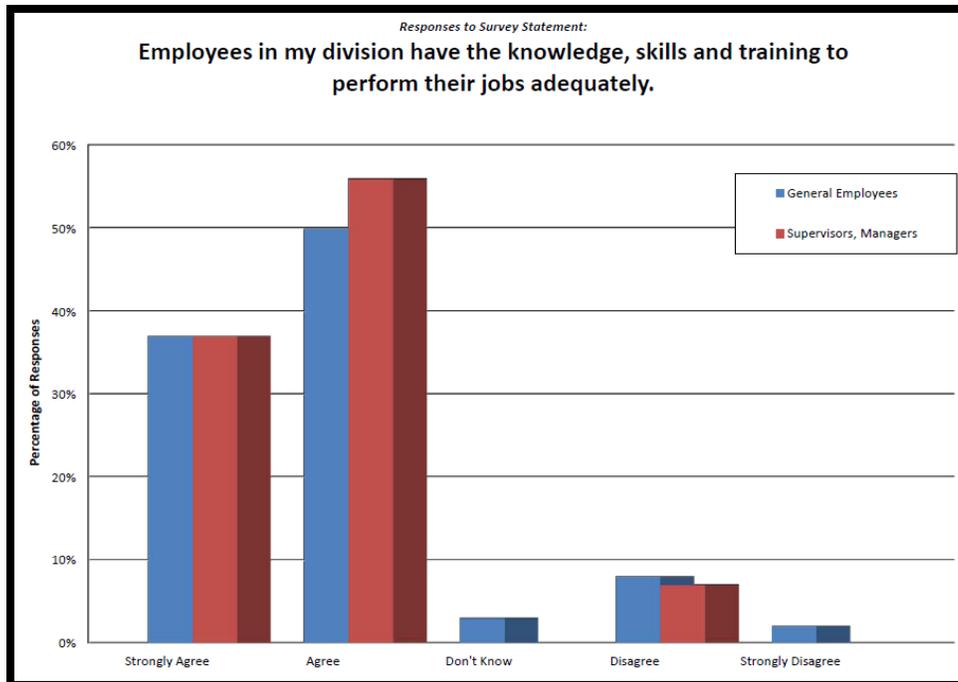
## EMPLOYEES BELIEVE THEIR COLLEAGUES POSSESS KNOWLEDGE, SKILLS AND TRAINING TO PERFORM THEIR JOB DUTIES.

A majority of supervisors and general employees responded that they felt employees were equipped with the knowledge, skills and training to perform job tasks. Along the same lines, similar results were noted for another survey statement where general employees, supervisors, and senior management all reported they felt they had sufficient information to perform their jobs.

### Survey Statements and Responses:

**“Employees in my division have the knowledge, skills and training to perform their jobs adequately.”**

|                       | Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|-----------------------|----------------|-------|------------|----------|-------------------|
| General Employees     | 37%            | 50%   | 3%         | 8%       | 2%                |
| Supervisors, Managers | 37%            | 56%   | -          | 7%       | -                 |



**THE MAJORITY OF ALL EMPLOYEES BELIEVE THAT CITY DEPARTMENTS AND DIVISIONS ADEQUATELY CONSIDER CUSTOMER FEEDBACK.**

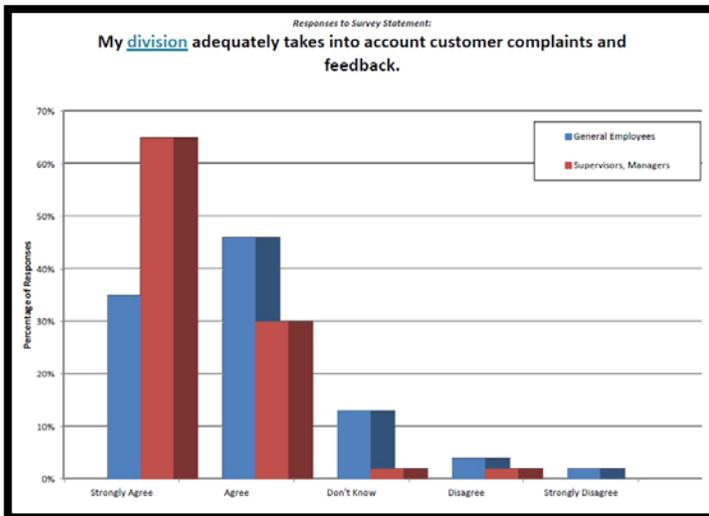
The majority of each of the employee groups agreed that the City adequately considers customer input. This is complemented by overwhelming positive responses to statements that appeared on the supervisor survey regarding the timeliness with which staff follows up on both internal and external feedback. Survey statements and the respective responses are illustrated below.

**Survey Statements and Responses:**

**General Employees and Supervisors, Managers- “My division adequately takes into account customer complaints and feedback.”**

**Department Directors, Charter Officials, City Commissioners- “City departments adequately take into account customer complaints and feedback.”**

|   | Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|---|----------------|-------|------------|----------|-------------------|
| General Employees   | 35%            | 46%   | 13%        | 4%       | 2%                |
| Supervisors, Managers                                       | 65%            | 30%   | 2%         | 2%       | -                 |
| Department Directors, Charter Officials, City Commissioners | 40%            | 40%   | -          | -        | 20%               |



## APPENDIX A: DETAILED SURVEY RESULTS

# DEPARTMENT DIRECTOR, CHARTER OFFICIAL, CITY COMMISSIONER SURVEY RESULTS

## 2012 Risk Assessment Survey Results

31.3% Response Rate- Department Directors, Charter Officials, City Commissioners

28.3% Response Rate- Overall City Employees

Check one

| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|----------------|-------|------------|----------|-------------------|
|----------------|-------|------------|----------|-------------------|

### Section I: Control Environment

|    |   |     |      |     |     |     |
|----|---|-----|------|-----|-----|-----|
| 1  | City Commissioners exhibit high ethical standards.  | 0%  | 80%  | 0%  | 0%  | 20% |
| 2  | Charter Officials exhibit high ethical standards.   | 20% | 60%  | 0%  | 0%  | 20% |
| 3  | Department Directors exhibit high ethical standards.  | 20% | 60%  | 0%  | 0%  | 20% |
| 4  | Performance targets for Charter Officials are realistic and achievable.   | 0%  | 60%  | 40% | 0%  | 0%  |
| 5  | Performance targets for Department Directors are realistic and achievable.  | 0%  | 100% | 0%  | 0%  | 0%  |
| 6  | Charter Officials have the knowledge, skills and training to adequately perform their jobs.   | 20% | 60%  | 20% | 0%  | 0%  |
| 7  | Department Directors have the knowledge, skills and training to adequately perform their jobs.  | 0%  | 100% | 0%  | 0%  | 0%  |
| 8  | Charter Officials have the ultimate responsibility over implementing controls and making sure they work.  | 40% | 40%  | 0%  | 20% | 0%  |
| 9  | Employees who steal (physical property, money, information, time) or break laws and regulations will be discovered.   | 25% | 50%  | 0%  | 0%  | 25% |
| 10 | Employees who steal or break laws and regulations and are discovered will be subject to appropriate consequences, no matter their position in the organization. | 60% | 20%  | 0%  | 0%  | 20% |

### Section II: Risk Assessment

|    |  |   |      |     |     |    |
|----|--|---|------|-----|-----|----|
| 11 | Charter Officials are accountable for defined, measurable objectives.  | 0%  | 80%  | 20% | 0%  | 0% |
| 12 | Department Directors are accountable for defined, measurable objectives.   | 0%  | 100% | 0%  | 0%  | 0% |
| 13 | Staff members at various levels were solicited for their input in determining the city's objectives/goals for this year. | 0%  | 60%  | 40% | 0%  | 0% |
| 14 | I have sufficient resources, tools and time to accomplish my objectives.   | 0%  | 80%  | 0%  | 20% | 0% |
| 15 | In your opinion, what are the biggest issues facing the City of Sarasota?  | See Appendix B for a full list of responses received. |      |     |     |    |

# DEPARTMENT DIRECTOR, CHARTER OFFICIAL, CITY COMMISSIONER SURVEY RESULTS (CONTINUED)

*Check one*

|                |       |            |          |                   |
|----------------|-------|------------|----------|-------------------|
| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|----------------|-------|------------|----------|-------------------|

### Section III: Information and Communication

| #  | Statement   | Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|----|---|----------------|-------|------------|----------|-------------------|
| 16 | City employees are encouraged to provide recommendations/suggestions for improvements to any area.  | 40%            | 40%   | 0%         | 0%       | 20%               |
| 17 | I have sufficient information to do my job.   | 20%            | 80%   | 0%         | 0%       | 0%                |
| 18 | Information relevant to my job is provided to me on a timely basis.   | 20%            | 80%   | 0%         | 0%       | 0%                |
| 19 | City departments adequately take into account customer complaints and feedback.   | 40%            | 40%   | 0%         | 0%       | 20%               |
| 20 | A communication channel exists for me and city staff to report suspected improprieties; I know what action to take if I become aware of unethical or fraudulent activity. | 60%            | 40%   | 0%         | 0%       | 0%                |
| 21 | Employees who report suspected improprieties are protected from retaliation.  | 40%            | 20%   | 20%        | 0%       | 20%               |
| 22 | If I report wrongdoing, I am confident that the wrongdoing will stop.   | 20%            | 60%   | 0%         | 0%       | 20%               |

*Check one*

|                |       |            |          |                   |
|----------------|-------|------------|----------|-------------------|
| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|----------------|-------|------------|----------|-------------------|

### Section IV: Monitoring

| #  | Statement   | Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|----|---|----------------|-------|------------|----------|-------------------|
| 23 | I believe that information reported to me reflects the actual results of operations.                            | 20%            | 80%   | 0%         | 0%       | 0%                |
| 24 | Staff members are notified when there are gaps in performance.  | 20%            | 80%   | 0%         | 0%       | 0%                |
| 25 | Staff is empowered/ expected to take corrective action when mistakes are made or gaps in performance are noted. | 20%            | 80%   | 0%         | 0%       | 0%                |
| 26 | Staff members receive documented performance evaluations annually.  | 20%            | 60%   | 20%        | 0%       | 0%                |
| 27 | Fraud/theft <u>does not</u> occur in my workplace.  | 20%            | 40%   | 20%        | 0%       | 20%               |

|    |   |                         |   |                                   |   |                               |            |
|----|---|-------------------------|---|-----------------------------------|---|-------------------------------|------------|
| 28 | If you suspect fraud or theft in your workplace, have you reported it? (circle one) | Yes<br>40%              | No<br>0%                                    | N/A<br>60%                        |   |                               |            |
| 29 | If you answered "no" to the above question, why not? (circle one)                   | I fear retaliation<br>1 | Nothing will be done to the individual<br>1 | I don't want to get involved<br>0 | I don't want to wrongly accuse someone<br>0 | I don't know who to tell<br>0 | Other<br>0 |
|    | <b>Total # of respondents who selected each of the following:</b>                   | 1                       | 1   | 0                                 | 0   | 0                             | 0          |

# SUPERVISOR, MANAGER SURVEY RESULTS

## 2012 Risk Assessment Survey Results

38.5% Response Rate- Supervisors, Managers

28.3% Response Rate- Overall City Employees

*Check one*

|                |       |            |          |                   |
|----------------|-------|------------|----------|-------------------|
| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|----------------|-------|------------|----------|-------------------|

### Section I: Control Environment

#### My Division

| <sup>1</sup> Employees in my division exhibit high ethical standards.  | 44% | 47% | 2%  | 7% | 0% |
|--|-----|-----|-----|----|----|
| <sup>2</sup> Performance targets that I am supposed to meet are realistic and achievable.                          | 40% | 56% | 0%  | 5% | 0% |
| <sup>3</sup> Employees in my division have the knowledge, skills and training to perform their jobs adequately.    | 37% | 56% | 0%  | 7% | 0% |
| <sup>4</sup> Employees in my division are treated fairly and justly; discipline is consistent across the division. | 48% | 33% | 14% | 2% | 2% |
| <sup>5</sup> The policies and procedures in my division aid my employees in performing their jobs.                 | 42% | 49% | 2%  | 7% | 0% |

#### My Department

|   |     |     |     |    |    |
|---|-----|-----|-----|----|----|
| <sup>6</sup> Employees in my department exhibit high ethical standards.   | 51% | 44% | 0%  | 5% | 0% |
| <sup>7</sup> In my department, actual performance results are reported even if it is not what management wants to hear. | 44% | 42% | 9%  | 5% | 0% |
| <sup>8</sup> Employees in my department are treated fairly and justly; discipline is consistent across the department.  | 53% | 23% | 19% | 2% | 2% |
| <sup>9</sup> The organizational structure in my department is clearly defined.  | 53% | 44% | 0%  | 2% | 0% |

#### General

|   |     |     |     |    |    |
|---|-----|-----|-----|----|----|
| <sup>10</sup> Human Resources policies and procedures have been communicated to me.   | 31% | 60% | 5%  | 5% | 0% |
| <sup>11</sup> I have communicated Human Resources policies and procedures to my staff.  | 38% | 52% | 10% | 0% | 0% |
| <sup>12</sup> Employees who steal (physical property, money, information, time) or break laws and regulations will be discovered.   | 42% | 40% | 9%  | 7% | 2% |
| <sup>13</sup> Employees who steal or break laws and regulations and are discovered will be subject to appropriate consequences, no matter their position in the organization. | 49% | 26% | 9%  | 9% | 7% |

### Section II: Risk Assessment

|   |     |     |    |     |    |
|---|-----|-----|----|-----|----|
| <sup>14</sup> For the coming year I am accountable for defined, measurable objectives.  | 44% | 51% | 2% | 2%  | 0% |
| <sup>15</sup> For the coming year my employees are accountable for defined, measurable objectives.                                | 33% | 63% | 2% | 2%  | 0% |
| <sup>16</sup> I solicited my employees for their input in determining objectives/goals for this year.                             | 44% | 47% | 5% | 5%  | 0% |
| <sup>17</sup> I have sufficient resources and tools to accomplish my objectives.  | 29% | 57% | 2% | 10% | 2% |
| <sup>18</sup> My employees have sufficient resources and tools to accomplish their objectives.                                    | 30% | 56% | 5% | 7%  | 2% |
| <sup>19</sup> I work with my employees to identify barriers and obstacles and issues that could impact achievement of objectives. | 51% | 49% | 0% | 0%  | 0% |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <sup>20</sup> In your opinion, what are the biggest issues facing the City of Sarasota? |  |  |  |  |  |
| <p><b>See Appendix B for a full list of responses received.</b></p>                     |  |  |  |  |  |

## SUPERVISOR, MANAGER SURVEY RESULTS (CONTINUED)

Check one

|                |       |            |          |                   |
|----------------|-------|------------|----------|-------------------|
| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|----------------|-------|------------|----------|-------------------|

### Section III: Information and Communication

| 21 | I encourage my employees to provide recommendations for improvements within my division.                            | 60% | 40% | 0%  | 0%  |
|----|---|-----|-----|-----|-----|
| 22 | I am encouraged to provide recommendations for improvements within my department.                                   | 51% | 47% | 2%  | 0%  |
| 23 | I hold regular staff meetings with employees in my division and encourage their feedback.                           | 51% | 46% | 0%  | 2%  |
| 24 | I communicate with managers in other departments so that my staff can effectively do their jobs.                    | 51% | 46% | 2%  | 0%  |
| 25 | I communicate with managers in other divisions within my department so that my staff can effectively do their jobs. | 50% | 45% | 5%  | 0%  |
| 26 | I have sufficient information to do my job.   | 43% | 45% | 7%  | 5%  |
| 27 | Information relevant to my job is provided to me on a timely basis.   | 28% | 58% | 2%  | 12% |
| 28 | The department director over my division is informed and aware of my division's actual performance.                 | 63% | 29% | 7%  | 0%  |
| 29 | A communication channel exists for me and my employees to report suspected improprieties.                           | 60% | 30% | 2%  | 7%  |
| 30 | Employees who report suspected improprieties are protected from retaliation.  | 51% | 23% | 19% | 5%  |
| 31 | If I report wrongdoing to my department director, I am confident that the wrongdoing will stop.                     | 51% | 30% | 7%  | 12% |
| 32 | My division adequately takes into account customer complaints and feedback.   | 65% | 30% | 2%  | 2%  |

Check one

|                |       |            |          |                   |
|----------------|-------|------------|----------|-------------------|
| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|----------------|-------|------------|----------|-------------------|

### Section IV: Monitoring

|    |  |     |     |     |     |    |
|----|--|-----|-----|-----|-----|----|
| 33 | Our information technology systems help me stay informed of my division's performance.   | 24% | 37% | 22% | 15% | 2% |
| 34 | Information reported to my department director reflects the actual results of operations in my division.                           | 32% | 51% | 12% | 5%  | 0% |
| 35 | External customer feedback and complaints are followed up on in a timely and effective manner.                                     | 62% | 36% | 2%  | 0%  | 0% |
| 36 | Internal customer feedback and complaints are followed up on in a timely and effective manner.                                     | 52% | 43% | 2%  | 2%  | 0% |
| 37 | I monitor the performance of my employees.   | 62% | 38% | 0%  | 0%  | 0% |
| 38 | I notify my employees when there are gaps in performance.  | 60% | 40% | 0%  | 0%  | 0% |
| 39 | I take corrective action or expect my employees to take corrective action when mistakes are made or gaps in performance are noted. | 64% | 36% | 0%  | 0%  | 0% |
| 40 | I provide all of my employees with documented performance evaluations annually.  | 55% | 36% | 5%  | 5%  | 0% |
| 41 | My supervisor reviews my performance with me at appropriate intervals.   | 45% | 48% | 0%  | 7%  | 0% |
| 42 | I know what action to take if I become aware of unethical or fraudulent activity.  | 67% | 26% | 5%  | 0%  | 2% |
| 43 | Fraud/theft does not occur in my workplace.  | 48% | 24% | 14% | 7%  | 7% |

|    |   |                         |   |                                   |   |                               |            |
|----|---|-------------------------|---|-----------------------------------|---|-------------------------------|------------|
| 44 | If you suspect fraud or theft in your workplace, have you reported it? (circle one) | Yes<br>28%              | No<br>5%                                    | N/A<br>67%                        |   |                               |            |
| 45 | If you answered "no" to the above question, why not? (circle one)                   | I fear retaliation<br>0 | Nothing will be done to the individual<br>1 | I don't want to get involved<br>0 | I don't want to wrongly accuse someone<br>1 | I don't know who to tell<br>0 | Other<br>0 |
|    | Total # of respondents who selected each of the following:                          | 0                       | 1   | 0                                 | 1   | 0                             | 0          |

# GENERAL EMPLOYEE SURVEY RESULTS

## 2012 Risk Assessment Survey Results

26.3% Response Rate- General Employees

28.3% Response Rate- Overall City Employees

Check one

| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|----------------|-------|------------|----------|-------------------|
|----------------|-------|------------|----------|-------------------|

### Section I: Control Environment

#### My Division

|   |   |     |     |     |     |    |
|---|---|-----|-----|-----|-----|----|
| 1 | Managers in my division exhibit high ethical standards.   | 43% | 34% | 6%  | 11% | 5% |
| 2 | The performance targets for my division are realistic and achievable.                                 | 31% | 45% | 12% | 9%  | 3% |
| 3 | Employees in my division have the knowledge, skill and training to perform their jobs adequately.     | 37% | 50% | 3%  | 8%  | 2% |
| 4 | Employees in my division are treated fairly and justly; discipline is consistent across the division. | 27% | 35% | 12% | 17% | 9% |
| 5 | The policies and procedures in my division allow me to do my job effectively.                         | 31% | 48% | 7%  | 10% | 4% |

#### My Department

|   |   |     |     |    |     |     |
|---|---|-----|-----|----|-----|-----|
| 6 | Managers in my department exhibit high ethical standards.   | 43% | 36% | 4% | 11% | 6%  |
| 7 | Employees in my department are treated fairly and justly; discipline is consistent across the department. | 31% | 31% | 9% | 18% | 10% |
| 8 | The organizational structure in my department is clearly defined.   | 37% | 46% | 3% | 10% | 4%  |

#### General

|    |   |     |     |     |     |    |
|----|---|-----|-----|-----|-----|----|
| 9  | Human Resources policies and procedures have been communicated to me.   | 24% | 52% | 12% | 8%  | 4% |
| 10 | Employees who steal (physical property, money, information, time) or break laws and regulations will be discovered.   | 32% | 41% | 18% | 6%  | 3% |
| 11 | Employees who steal or break laws and regulations and are discovered will be subject to appropriate consequences, no matter their position in the organization. | 27% | 34% | 20% | 10% | 8% |

### Section II: Risk Assessment

|    |  |     |     |     |     |    |
|----|--|-----|-----|-----|-----|----|
| 12 | For the coming year I am accountable for defined, measurable goals.  | 32% | 48% | 12% | 6%  | 2% |
| 13 | My input was solicited in determining my division's goals.   | 22% | 34% | 13% | 26% | 5% |
| 14 | I have sufficient resources, tools and time to accomplish my objectives.                                   | 20% | 52% | 8%  | 15% | 5% |
| 15 | In my division, we identify barriers and obstacles and issues that could impact achievement of objectives. | 24% | 46% | 12% | 12% | 6% |

16 In your opinion, what are the biggest issues facing the City of Sarasota?

See Appendix B for a full list of responses received.

# GENERAL EMPLOYEE SURVEY RESULTS (CONTINUED)

Check one

|                |       |            |          |                   |
|----------------|-------|------------|----------|-------------------|
| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|----------------|-------|------------|----------|-------------------|

### Section III: Information and Communication

|    |  |     |     |     |     |     |
|----|--|-----|-----|-----|-----|-----|
| 17 | I am encouraged to provide recommendations for improvements within my <b>division</b> .  | 27% | 46% | 6%  | 18% | 3%  |
| 18 | I am encouraged to provide recommendations for improvements within my <b>department</b> .  | 31% | 44% | 3%  | 18% | 4%  |
| 19 | The interaction between management and employees in my division is adequate; enables us to do our jobs effectively.                      | 31% | 40% | 9%  | 13% | 7%  |
| 20 | I have sufficient information to do my job.  | 32% | 53% | 3%  | 11% | 1%  |
| 21 | Information relevant to my job is provided to me on a <b>timely</b> basis.   | 28% | 44% | 8%  | 18% | 3%  |
| 22 | Management is informed and aware of my division's actual performance.  | 25% | 39% | 29% | 3%  | 3%  |
| 23 | I know what action to take if I become aware of unethical or fraudulent activity; a communication channel exists to report the activity. | 32% | 50% | 12% | 4%  | 1%  |
| 24 | Employees who report suspected improprieties are protected from retaliation.   | 19% | 27% | 35% | 8%  | 10% |
| 25 | If I report wrongdoing to my supervisor, I am confident that the wrongdoing will stop.   | 24% | 41% | 18% | 10% | 7%  |
| 26 | My division adequately takes into account customer complaints and feedback.  | 35% | 46% | 13% | 4%  | 2%  |

### Section IV: Monitoring

|    |  |     |     |     |     |    |
|----|--|-----|-----|-----|-----|----|
| 27 | Information reported to the City Commission reflects the actual results of operations in my division.                  | 16% | 31% | 38% | 9%  | 5% |
| 28 | Employees in my division know what actions to take when they find mistakes or gaps in performance.                     | 21% | 51% | 19% | 6%  | 3% |
| 29 | My supervisor reviews my performance with me at appropriate intervals.   | 33% | 43% | 9%  | 11% | 5% |
| 30 | When my performance is inadequate, my supervisor offers suggestions on how I can improve to meet his/her expectations. | 29% | 48% | 10% | 7%  | 5% |
| 31 | Fraud/theft does not occur in my workplace.  | 32% | 24% | 34% | 6%  | 5% |

|    |   |                    |  |                              |  |                          |       |
|----|---|--------------------|--|------------------------------|--|--------------------------|-------|
| 32 | If you suspect fraud or theft in your workplace, have you reported it? (circle one) | Yes                | No                                     | N/A                          |  |                          |       |
|    |   | 21%                | 5%                                     | 75%                          |  |                          |       |
| 33 | If you answered "no" to the above question, why not? (circle one)                   | I fear retaliation | Nothing will be done to the individual | I don't want to get involved | I don't want to wrongly accuse someone | I don't know who to tell | Other |
|    | <b>Total # of respondents who selected each of the following:</b>                   | 2                  | 5                                      | 1                            | 1                                      | 0                        | 2     |

## APPENDIX B: RESPONSES TO OPEN-ENDED SURVEY QUESTION

All survey responses to the open-ended survey question are noted in this appendix. Responses were copied verbatim from respondent forms, inclusive of spelling and/ or grammatical errors. The survey period was January 6 through January 27, 2012 and responses reflect attitudes of the employee base during that time period.

### Open-ended Survey Question: What are the biggest issues facing the City of Sarasota?

- Politics
- Right now, public opinion.
- Finances
- Morale seems pretty low, which is a big issue.
- Moving to 4 day work week to benefit works and citizens. Will be open more hours to serve the public.
- Communication, nobody talks to anyone about projects and/or daily duties.
- On 12<sup>th</sup> St. our biggest issues at the Utility a lack of clear communication and generally a very low morale.
- People are busy serving person agendas rather than the “common” good of the city and citizens. (This is more common now than 5 yrs ago)
- “Too” many managers are truly out of touch with the day to day operations and what it takes to accomplish a task.
- Individual’s skill are not utilized for optimal results.
- Distrust from employees of management (within Division/ Department) all the way to City Mgr. (being directly lied to...)
- Division/ Power struggles between mgmt leads to division among employees which results in “just putting my time in” rather investing in the future. Very poor morale and work ethic becomes more prevalent on a regular basis.
- The channel is known- it just is not effective. [Auditor note: This refers to question #23 on the general employee survey which speaks of channels to report wrongdoing.]
- Management- too much work put on certain employees with no promotions granted. You are just expected to do the work. Management seems to be promoted and money allotted for them. No incentive, just demands.
- Not enough staff
- Management/ discrimination/ rules and regulations within the department changes constantly. Managers do something employees do other. No respect for employees by manager yelling and not getting to the root of the problem. There has been aggressive physical contact by a manager to an employee nothing has been done about it.
- Lack of staff
- Budget
- Need integrated software
- Deletion of e-mails, if found to be true, in Bartolotta’s office; monies improperly spent according to articles in the paper; parking meters/ parking on Main St! I won’t shop downtown, even if I could afford to because of this situation.
- Computers are very old. I am not able to do my job with the equipment we use.
- There is neither consistency nor standard operating procedure methodology of conducting business in the IT Department. It’s a “Do as I say, not as I do” approach from management to technicians. Again no defined and/or measureable goals communicated from management on skill development and/or growth for technicians across the board. Technicians are asked to absorb additional responsibilities without the proper training.

## APPENDIX B: RESPONSES TO OPEN-ENDED SURVEY QUESTION (CONTINUED)

- City Management
- Tight budgets and lack of incentives necessary to keep and maintain a good workforce- - no raises in the last few years has not helped...
- How the City is going to continue to ask more of a shrinking workforce without some form of compensation when cost of living has continued to increase. There is no allowable form of compensation given to employees other than pay increase that could help an employee. Feel appreciated in these difficult financial times. We know there is no money available. Find alternates. Employee morale is important.
- Police department needs to be staffed to meet the needs of the City of Sarasota residents- more officers to spread around means less chance of burglaries, home invasions, vehicle burglaries and will allow for more community relations with public.
- The budget
- Money
- Yearly budgets
- City management and always only the dollar signs on paper that decides what should be done. Many times something may be a little more expensive but what you would actually get from it would be so much better than just looking at how cheap you can get something. Need to listen more to the general employees than just management. Decisions are all too often made by those who don't have any idea what is actually needed or what effect would be on a division by their decisions i.e. the police dept's new building.
- Leadership- accountability- morale. I don't feel as if the Police Dept has the backing of the City Manager. The City Manager seems to be pulling all of the strings in the Police Department instead of allowing the higher ups in the Police Department to do their jobs. This had had a tremendous negative effect on the P.D. morale.
- For over a decade now- MORALE. City spending- no raises for employees? How Commissioners and management supports sworn personnel, but doesn't do the same for civilians (pension, perks, promotions, work hrs). When a civilian job is lost, mgmt sees nothing wrong with filling it with a VOLUNTEER no matter how critical the position is. The CoP said Deputy CM denied his request to set work hrs. That would be fine if it applied to EVERYONE. It shouldn't be a "pick and choose". This should be across the board. Absolutely NO career development for general employees. The City allowing the top clerical position at SPD to be filled by a contract employee. The PBA, nor most City officials, would EVER allow this to occur for police officers!! Allowing civilians who work 4/10 hr days to switch their days off EVERY holiday to maximize their time off. If this is ok, the 5/8's should be able to work weekends and take two days before or after holidays off! How rules apply when it's to mgmt's benefit, but are changed when they don't. Why we keep a Manager who is systematically destroying City of Sarasota and long term City employees view of their hometown AND workplace!
- Uncertainty and use of the chain of command
- Politics
- Short falls in revenue and continued cutting of services and staff.
- The Clerk's Office attempts to create a name by being dishonest and sabotaging anyone that stands in their way.
- Declining moral among employees because of continued cuts in benefits with no salary increases.
- Money?
- Lack of raises for employees
- Money wasted on unneeded projects
- Bad leadership
- I don't have a issue with the city
- Too many people "coasting" towards their retirement not caring anymore
- Job security and wage increases, health care, pension security
- Public opinion

## APPENDIX B: RESPONSES TO OPEN-ENDED SURVEY QUESTION *(CONTINUED)*

- Lack of funding and sufficient number of employees to do the work.
- Time constraints due to workload sometimes does not allow for the best performance.
- The largest component of the City's budget is consumed by public safety. Unless the City addresses the need to consolidate this function with the County, the City's budget shortfall will not be cured.
- Budget restraints, other departments get anything they want or need outside of what is budgeted for- upper management not enforcing ordinances and procedures or not allowing staff to do so.
- City Manager
- Police doesn't have enough training.
- Manpower/ budget
- City Hall needs more checks and balance.
- Leadership lack of.
- No leadership starting from City Manager down. Employees cannot work effectively when the department entertains complaints including anonymous.
- Lack of consistency to wit: a general or rank and file employee would be placed on admin leave pending a criminal investigation. This standard does not seem to apply to management.
- Mismanagement across the board. Too many chiefs- no Indians.
- Mistrust of the City Manager.
- Lack of manpower in special units at Police Dept.
- No continuity in regards to discipline or personnel.
- City Hall (City Manager)
- Money
- Maintaining expenses in a challenging economy.
- Streamlining of data resources (continually improve).
- Need more manpower.
- Budget issues concerning in-service training and manpower. I'm beginning to see officers trusting our city officials, hopefully, this will continue in the future.
- City Manager
- Deputy City Manager
- Spending \$ on things that are not needed at this time.
- Funding
- Direction to staff
- Policy decisions being made for single interest
- You are too top heavy, you have too many positions that are non productive, and do not contribute to the overall attitude and productivity of the department, therefore putting more burden on the staff to complete their jobs. We are being forced to make promises and commitments we we will not be able to keep. Much like trying to assume plan review of the Utilities Dept. by persons unqualified, guarantee to fail.
- Morale is bad
- Lack of confidence in City Mgr. Office by community and employees. Lack of support by some Commissioners of employees. Fail to hold City Manager and Deputy accountable. Many failures, no action.

## APPENDIX B: RESPONSES TO OPEN-ENDED SURVEY QUESTION *(CONTINUED)*

- City Manager
- Communication between all levels
- Not enough jobs. Part timers not treated fairly...
- Lack of knowledge of the meaning of the words professionalism, respect.
- 1) Become more customer oriented at all city owned tourist attractions including this golf complex, this includes more flexibility in bureaucratic originated rules of operation. 2) Get downtown straightened out by widening Main Street with parallel parking, meters and the parking building done!
- In my opinion the city is penny wise and pound foolish when it comes to saving a dollar.
- Poor manager in dept.
- Economy
- Communication (top down), funding, working as a team- we are very divided
- Financial stability
- Funding and uneducated voters
- Tough economic times
- Obtaining performance efficiency by employees and forcing departments to accept transferred employees regardless of their qualification to perform duties associated with new job.
- The taking away of the current retirement, I feel is not fair. Should let it the way it is.
- Need strong consistent leadership from the City Commission. They need to make decisions that are good for the entire City and stick with them and stop catering to small vocal groups.
- 1) Reverse discrimination. 2) Performance targets are unachievable when you hit the target and management says no you need one more thing then one more then one more thing and on and on. 3) Lousy Pay! While City Managers only interest in our city is his big pay check.
- Poor leadership from the top
- Economy
- I only recently started with the City of Sarasota, so my opinions may not be very definable- based on only what I've seen thus far. All employees are respectful and very willing to help one another. The main problem I see is lack of support staff. You have a department with 3-5 main staff members who all have very busy schedules and a very demanding workload, but only one person serving as support for all of them. It is unrealistic to expect all timelines to be met. But there's no money so what can you do.
- Wasteful spending. Stop beautifying things that do not need to be fixed and use it (funds) on your employees. Cut more from the top if more money needs to be freed.
- Efforts by all levels of government to reduce funding available for local governments. Continued economic stagnation that undermines revenues increases necessary to match inflationary increases in expenses. Ever increasing benefit costs outpacing funding increases available to fund same.
- Time to quit telling everyone we can do more with less
- Accountability at all levels
- To keep city affordable for working families and of different levels of income. (Most of employees of the city live outside city limits...except "the elite")
- City IT is a joke. No faith in the Purchasing Dept. No faith in the City Manager. Lazy employees that give as little as possible, but complain about everything.
- 1) Limited collaboration across departments for City-wide initiatives. 2) Discourse among top officials and between the Commission and City officials.
- Attached on government, the public does not no what we do!
- Corruption

## APPENDIX B: RESPONSES TO OPEN-ENDED SURVEY QUESTION (CONTINUED)

- Lack of consistent supervision at all levels. Supervisors are currently allowed to “overlook” less than adequate employee performance and not document performance issues. All in the effort to try to please everyone.
- I believe there is a lack of accountability in regard to performance and behavior for some employees due to longevity of their employment within the City. The “disagree” is due to recently retired manager and supervisor who are no longer with the City; however, communication has improved greatly since then. [Auditor note: The previous sentence refers to question #9 on the general employee survey which asks whether the employee believes Human Resources policies and procedures have been communicated.] The amount of wasted time due to employee conversation is an issue I have never seen tolerated in the corporate work environment. I consistently witness some employees spending HOURS DAILY in conversation with co-workers and customers. I believe customers may feel the service they receive and require to be in business could be jeopardized if they fail to participate in conversations they ordinarily would not.
- High risk training. General training. Ethic matters from/of City Manager.
- Morale of employees! The public is angry and government is their target, and, by extension, govt employees. Strong leadership is more important than ever in this environment. The Clerk’s Office has had it, but it’s been lacking elsewhere.
- Staffing. We need more officers!
- More pay
- An honest City Manager
- Leadership!!! Need leaders we would go to war with NOT leaders you feel like you always have to watch your back with.
- City Manager has no personal skills. Hopefully the new City Manager will be better.
- Bullying
- No comment. (Emails)
- Job security- moral. Less funding.
- The continued downturn of the economy. Reductions in resources and staff.
- One of the major obstacles of the City was the City Manager. I feel that in order for the City to move forward and to boost employee morale it starts with a new open minded City Manager, Directors that are willing to listen and not dictate and beyond it all Trust. Employee should not have to work under fear. You have some employees who are strong, but suffer due to bad reviews, elimination due to a pre-plan budget process or transferred to other department. In order to process change it starts at the top, and if they aren’t willing to change the system remains the same! I know from experience!!
- Poor morale
- The following are big issue which have an impact in my area. City wide enterprise software system- offers \$ communications and information communications. New phone system.
- As the budget decreases the risks increase.
- Cutbacks in essential services, like police, fire, public works while “fluff” jobs such as the Neighborhood Partnership Office are still in existence. Why did we need an 11 million dollar “community center”? Our Commissioners need to study Economics 101, as well as city management. Otherwise, we employees are doing our best to do our jobs as well as we can in spite of serious employee cutbacks. Likewise, department supervisors deal with this also.
- Morale and severe staffing shortages.
- Clear goals; being proactive in lieu of reactive; clear defined plan of action and project goals.
- Trust!
- 1) Quality of life for all including health. 2) Economic Development
- Budget issues. City Commission lack of knowledge and experience. Lack of training for employees. Ineffective Human Resource and employee relations methods.
- IT

## APPENDIX B: RESPONSES TO OPEN-ENDED SURVEY QUESTION *(CONTINUED)*

- Budget cuts causing the Police Department not to have raises for several years, and vacant positions not being filled. There are currently 2 District Commander spots vacant leaving a large workload for only 1 Lieutenant who is currently in one of the 3 spots. CID division is short staffed creating a large caseload per Det. The biggest issue I feel is training. I do believe we should have more in service training, or any training at all. This is a very serious issue because we all need to be trained properly to protect ourselves and others.
- Budget. Unfair promotions. Inconsistent treatment of employees.