

City of St. Petersburg

ORGANIZATIONAL CULTURE ASSESSMENT



PREPARED BY





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Executive Summary

In order to achieve its strategic objectives, the City of St. Petersburg engaged Inclusivity, LLC, to conduct an Organizational Culture Assessment. Inclusivity conducted a similar assessment in 2021, but because this took place as the City and its employees navigated the COVID-19 pandemic, participation was low.

Mayor Welch's Administration took office in 2022, and reviewed the 2021 data provided by Inclusivity. In December of 2022, the City re-engaged Inclusivity to conduct this most recent assessment of the organization's culture. The goal was to understand what it is like to be an employee of the City; how to move forward to create a positive workplace culture for every member of its large workforce; and to ensure that its Principles for Accountable and Responsive Government are being realized throughout the organization.

There were three primary components to the analysis:

1. A demographic analysis to determine how well the City's workforce reflects the population it serves, and to identify patterns in personnel activities such as new hires, separations, disciplinary action, resignations, etc.
2. A series of focus group conversations that invited employees from all levels, administrations and departments within the City to participate in anonymous conversations about the City as an employer.
3. An organizational survey that provided an additional or alternative means for all employees to share their opinions on the culture within their workplace.

This Executive Summary presents highlights from the assessment.

Demographic Analysis

The demographic analysis of all employees, fulltime and part-time, shows that compared to the City of St. Petersburg as a whole, the City employs a lower proportion of Hispanics or Latinos of Any Race, Non-Hispanic Whites, and Asians. The lower proportion of Hispanics or Latinos of Any Race may be explained by the fact that this population tends to be younger. Many members of this ethnic group may therefore not be of an age to join the workforce. On the other hand, the City employs a higher proportion of Non-Hispanic Blacks or African Americans.

There are significant differences between the Administrations, and between the departments within the Administrations, in terms of gender, ethnic and racial diversity. Administrations and departments also differ when it comes to generations.

Based upon an analysis of the direct reporting structure, Upper Management (anyone who either directly reported to the mayor, or who directly reported to one of the mayor's direct reports) and Upper Middle Management (anyone who reported to upper management) is overwhelmingly non-Hispanic white. However, Middle Management (anyone who supervised more than 7 other employees) more closely reflects the ethnic and racial composition of the workforce as a whole.

In an analysis of management level by gender, men outnumber women in Upper Management and Middle Management; the gender balance is almost even, however, at the Upper Middle Management level.

Looking at the workforce through the lens of generational cohorts, Gen Z and Gen Y comprise approximately half of the City's current workforce, though there is significant variation when analyzed by administration. Gen Z does not yet have a strong presence at management levels, though Gen Y is meeting or exceeding the retiring Boomer generation.

In an analysis of personnel actions (with 50 or more instances during the 2022 calendar year), demotion and discipline appear to affect a higher percentage of non-Hispanic Blacks or African-Americans than the percentage of this group in the City's workforce. This analysis also revealed that non-Hispanic Blacks or African-Americans are re-hired at a higher rate. The percentage of racial and ethnic groups for all other personnel actions (new hires, promotion, resignation and retirements) reflects the City's workforce. By gender, disciplinary actions appear to affect men more heavily, and re-hires affect women more heavily.

Focus Groups

Inclusivity conducted 15 focus group sessions with employees at all levels of the City of St. Petersburg—three leadership groups, three managers groups and nine staff groups. Sessions were broken down by leadership level, taking care to keep direct reports from participating in the same group as their leaders. Focus group sessions were facilitated by trained Inclusivity focus group moderators.

The research team collaborated closely with the City to promote awareness of the groups and to facilitate anonymous registration. To accommodate various availability, sessions were offered both in-person and virtually, at various times of day and days of the week.

All groups followed a common discussion guide of questions and topics, including an icebreaker on what motivates employees to get up in the morning and do what they do for the City of St. Petersburg; a series of questions about community perceptions of the City; the organizational culture of the City; current organizational strengths; current organizational challenges; their perceptions of the meaning of diversity, equity and inclusion; and participants' reasons for working for the City.

Conversations opened with groups sharing the sense of purpose that they gain from their work with the City and the overwhelmingly positive communities they have built with coworkers.

Main themes were extracted from the comments shared during the focus groups. These themes included the value placed on anonymity; significant supervisor discretion over recognitions, rewards, open opportunities and professional development opportunities; desire for "soft skill" management training; top-down dissemination support for the City's Pillars and Six I's; a disconnect between pay structure and performance; strengthened lines of communication between administration leadership and employees; and engaging an increasingly diverse, multi-generational and geographically dispersed workforce.

Participation rates in this round of focus groups were significantly higher—nearly twice the response levels from the last groups facilitated in 2020/2021.

Organizational Survey

The organizational survey provided a platform for employees who were unable or did not want to participate in the focus groups, as well as employees who did participate, but wished to voice additional feedback on their views about the culture of the City.

The research team collaborated closely with the City to promote awareness of the survey, to reiterate anonymity, to provide reminders via a variety of employee platforms throughout the duration that the survey was open, and to promote a variety of locations where employees could use kiosks to participate if they did not have a designated City email address, computer terminal, and/or preferred to participate at a location other than their designated computer terminal. The survey was available in Spanish and in English.

Survey participants responded to questions that addressed the business case for diversity; internal culture of the City; the organizational climate of the City; awareness of current programs and services; and personal awareness.

Responses indicate that the City's workforce values working for an organization that emphasizes getting to know people from different backgrounds; establishing a commitment to a diverse workforce; being representative at all levels; working with communities whose cultures are different from their own; and sees diversity as being vital to the City's success.

While some respondents expressed concerns regarding a lack of diversity in select administrations and departments, others named accountability, competence and ability as more crucial. Additional areas of opportunity voiced by employees include salary compression, training, mentorship, decision-making transparency and an inclusive policy review.

The City is to be commended for effectively communicating the importance of the organizational survey for its future success to all constituents, and for making sure that those who are not likely to have access to a computer as part of their job duties were given the opportunity to complete the survey. The response rate in this organizational survey was significantly higher—nearly four times the response levels from the last organizational survey facilitated in 2020/2021.

Recommendations

The following suggestions outline a series of Inclusivity's recommendations. Some of the recommendations carry over from the original assessment* and others respond to newly identified opportunities. Additional details will be provided as Inclusivity continues to collaborate with the city's leadership teams.

Strategy Development with Chief Equity Officer

- Define the value of diversity and develop a definitive plan for creating a diversity-based organization.
 - What does Diversity, Equity, Belonging and Inclusion mean?*
 - Help leadership across the organization understand what it looks like for their respective administration/department to integrate the Pillars and Six I's
 - Review policies through the lens of equity, especially St. Petersburg-residency requirements, observed holidays, differences in office and field attendance policies, hair policies, sick leave policies, etc.
- Develop S.M.A.R.T.I.E. (Specific, Measurable, Achievable, Relevant, Time-bound, Inclusive and Equitable) goals to measure the progress and impact of diversity program investments.*
- Drive Departmental Collaboration
 - Develop interdepartmental communication protocols to create greater access to and awareness of Professional Development Resources, policies and procedures, and material accessibility
 - Support HR in range of talent management, recruitment and retention efforts, including: Job postings, Recruitment efforts, Onboarding, Performance Evaluations, Policy review (areas of supervisor discretion)
 - IT—Establishing an accessible “Home” for relevant materials

Learning and Development*

- Complete cultural competence curriculum for entire organization which includes but may not be limited to the following educational and professional development workshops/content.
 - Inclusivity begins with I
 - Cultural Competence: The Case for Community Impact
 - Generations in the Workplace
 - Blind Spots: Unconscious Bias
 - Courageous Conversations
 - Allies, Actors and Accomplices: Engaging in Turbulent Times
 - Emotional Intelligence
 - Cultural Competence: High Performing Teams
 - Inclusive Recruitment

Talent Empowerment

- Identify Professional Development opportunities to mitigate real or perceived gaps in workforce capacity
- Hold regular peer roundtables, separately for administration, department heads, supervisors and newly promoted supervisors to foster safe space idea sharing and best practices
- Increase accessibility by hosting a town hall that points out the training, professional development opportunities, job postings, portals for recognition, and access to HR with the goal of making professional development available to all
- Increase frequency of mayoral meetings with staff via visits or scheduled coffee/breakfast/brown bag lunches

Talent Management

- KPIs*
 - Utilize employee data system to monitor talent pipeline and set reasonable S.M.A.R.T.I.E goals
 - Conduct ongoing analyses to determine if any interactions exist between race/ethnicity, gender and age that are contributing to professional obstacles/barriers at all phases of the employee lifecycle
- Drive daily DEB&I engagement, by integrating it with all staff
 - Re-boot a diversity council to support all employees and drive cultural change
 - Incorporate DEB&I through all phases of the employee lifecycle





Introduction

To help it achieve its strategic objectives, the City of St. Petersburg (henceforth, the City) has contracted with Inclusivity, LLC, to conduct an Organizational Culture Assessment. Inclusivity conducted a similar assessment in 2021, but because this took place as the City and its employees navigated the COVID-19 pandemic, participation was low.

Mayor Welch's Administration took office in 2022, and reviewed the 2021 data with Inclusivity. In December of 2022, the City engaged Inclusivity to conduct this most recent assessment of the organization's culture. The goal was to understand what it is like to be an employee of the City, how to move forward to create a positive workplace culture for every member of its large workforce, and to ensure that its Principles for Accountable and Responsive Government (shown below) were being felt and distilled throughout the organization.

PRINCIPLES FOR ACCOUNTABLE AND RESPONSIVE GOVERNMENT

IN-TOUCH

Our approach will be hands-on, active in the community, and collaborative with constituents.

IMPACTFUL

We will ask the question: "Will it improve the quality of life for the people of St. Petersburg?"

INCLUSIVE

Everyone will have a seat at the table, every constituent will be heard, and every employee will be valued.

INNOVATIVE

We will embrace new technologies, new ideas, and creative partnerships to implement effective solutions and improve constituent services.

INTENTIONAL

We will incorporate equity into all policies, to ensure that our growth benefits our entire community.

INFORMED

We will be guided by best practices, facts, science, and our city's history.

Inclusivity's approach involved three different measures, namely:

- A demographic analysis to determine how well the City's workforce reflects the population it serves, as well as to determine whether there are any equity issues with respect to the City's workforce.
- Focus groups, which invited individuals from all levels, administrations and departments within the City to participate in conversations about the City as an employer.
- An organizational survey, that provides an additional or alternative means for all employees of the City to give their opinions on these matters. It was important to the Administration that the survey also help them understand whether employees are knowledgeable of and willing to use the means available to them to report behaviors by supervisors or coworkers that are contrary to the Principles for Accountable and Responsible Government, when appropriate and/or necessary.

There were significant efforts to ensure equitable access to the process (focus groups and survey) and to make it as convenient as possible for employees to engage in any way comfortable. Employees were notified of a series of computer kiosks available for use. They were open to employees who wished to use a terminal other than their own to participate as well as for employees without a designated terminal and/or assigned City email address:

- Municipal Services Center – 4 on the 4th floor in the Employment Office (Open M-F 8 a – 5 p)
- Sanitation – 1 in the Administration Building (Open M-F 8 a – 5 p – employees may have access earlier)
- Fleet – 6 located in the Fleet Training Room (Open M-F 7 a – 3p)
- Libraries – All 6 community libraries have computers available to the public. The library locations and hours of operation can be found on www.splibraries.org
- Parks and Recreation Administration Building – 3 (Open M-F 8 a – 5 p)
- Water Resources Operations Building - 2-3 in the muster area (Available to employees with building access)

Inclusivity collaborated with the City to broaden communication of the assessment and accessibility, to maximize opportunities to engage:

- A kickoff message, video, and later a reminder video to participate, went out from Mayor Welch to all staff emails
- Reminder emails came from HR, and notifications through Oracle reached staff throughout the study period
- Talking points were distributed to Directors and Managers to encourage dissemination
- A QR code linking to the survey was developed to share in digital and print form for employees who do not have assigned City emails
- Printed collateral, hangtags for fleet vehicles and posters for time clocks with QR codes were all placed, linking to focus group signups and the survey link
- Raspberry Pi screens included participation reminders in the rotation of ads
- The organizational survey was translated into Spanish

Inclusivity made a series of commitments to the City and its employees in exchange for peace of mind in participation. The team upheld these promises throughout the data collection, analysis and through the publishing of this report. They are as follows:

- Participants remained anonymous throughout the survey—there was not a login requirement tied to any element of the research process
- The survey used a common link meaning there was no tracking of clicks
- All demographic questions were optional
- The minimum response required for analysis by Administration, Department or demographic characteristic was 25 responses

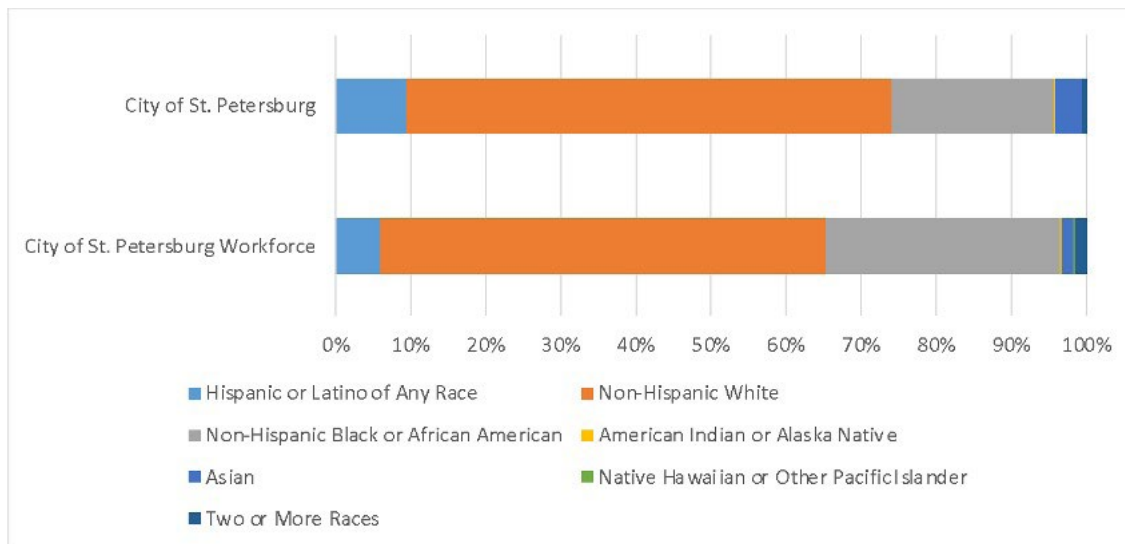
This report presents the results of Inclusivity's assessment. We report our observations about the perceptions of the City's employees separately.



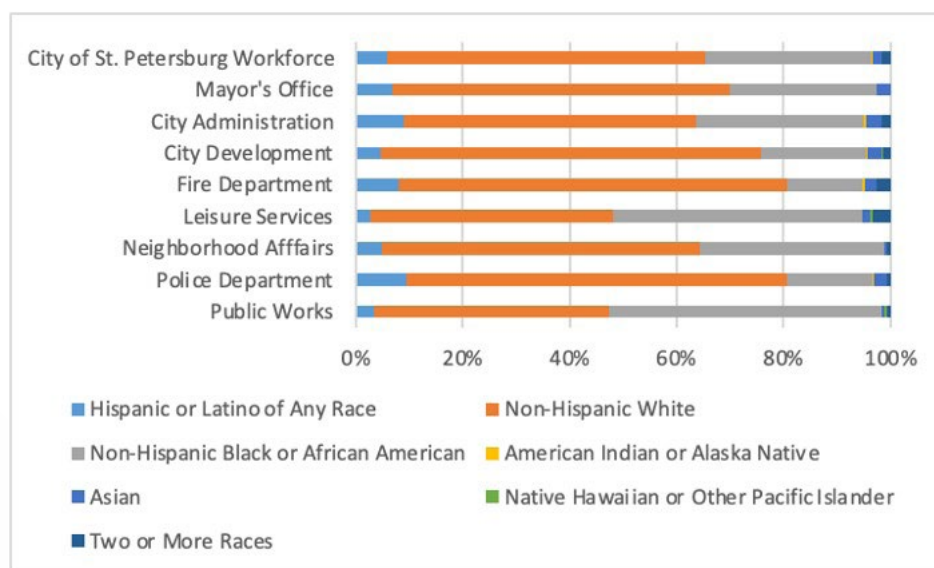
Demographic Analysis

To determine the extent to which the workforce of the City of St. Petersburg reflects the population it serves, we conducted a demographic analysis.

As the following chart shows, the City's workforce does not quite mirror the population of the City. It has a lower proportion of Hispanics or Latinos of Any Race (5.89% for the City's workforce versus 9.41% for the City), Non-Hispanic Whites (59.35% for the City's workforce versus 64.58% for the City), and Asians (1.73% for the workforce versus 3.61% for the City). On the other hand, the City employs a higher proportion of Non-Hispanic Blacks or African Americans (31.11% of the City's workforce versus 21.56% for the City). The lower proportion of Hispanics or Latinos of Any Race may be explained by the fact that this population tends to be younger. Many members of this ethnic group may therefore not be of an age to join the workforce.



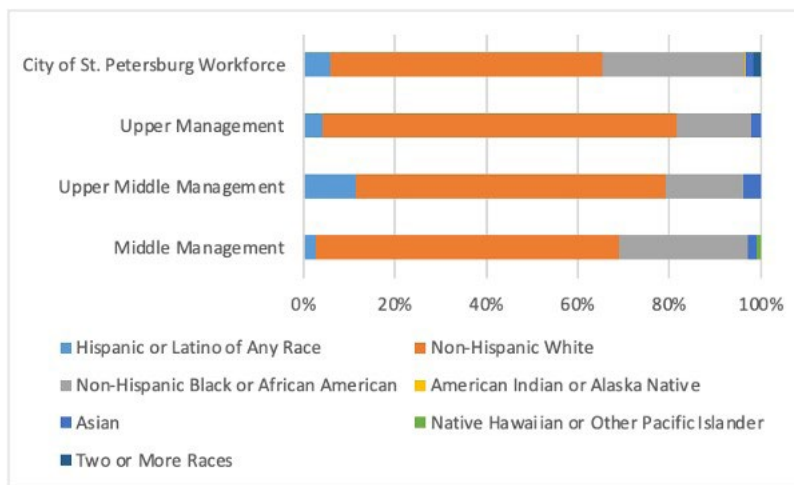
However, there are significant differences between the various administrations as the following chart shows:



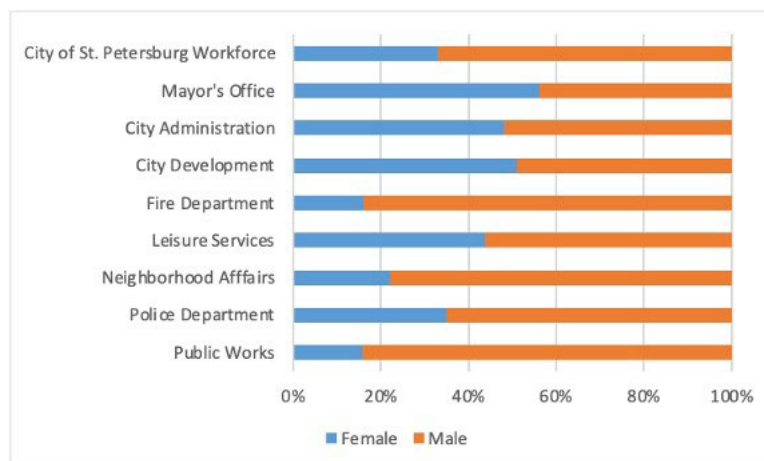
Thus, the Fire Department and the Police Department employ a larger percentage of Non-Hispanic Whites, whereas Leisure Services and Public Works employ a larger percentage of non-Hispanic Blacks or African Americans.

In addition to trying to determine whether there were differences by administration, we also looked at levels within the organization. We classified anybody who either directly reported to the mayor, or who directly reported to one of the mayor's direct reports, as upper management (except if they themselves did not have any reports). We classified anybody who reported to upper management as middle upper management, and we classified anybody who supervised more than 7 other employees as middle management.

As the chart below shows, Upper Management and Upper Middle Management is overwhelmingly non-Hispanic white. However, Middle Management more closely reflects the ethnic and racial composition of the workforce as a whole.



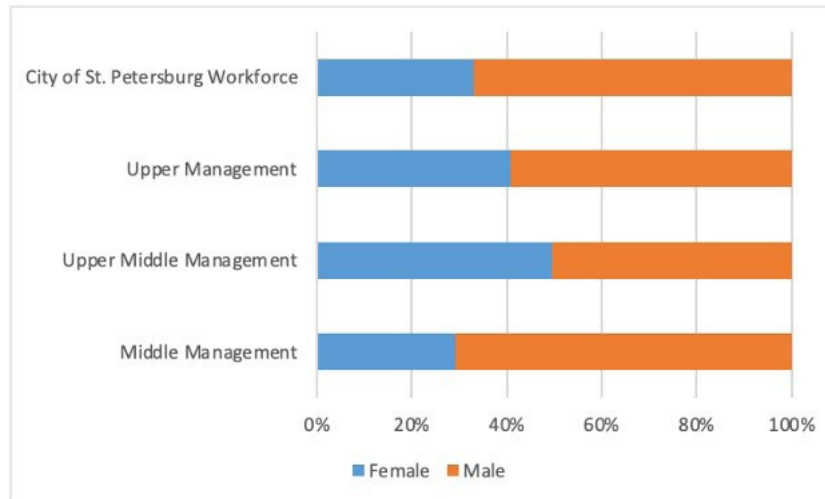
We also see significant differences between administrations when we look at gender identity.¹



Less than half of the City's employees are female. There is, however, gender balance for some administrations (Mayor's Office, City Administration and City Development). Employees skew heavily towards males for others (Fire Department, Neighborhood Affairs, Public Works).

¹ The City only uses two gender identities.

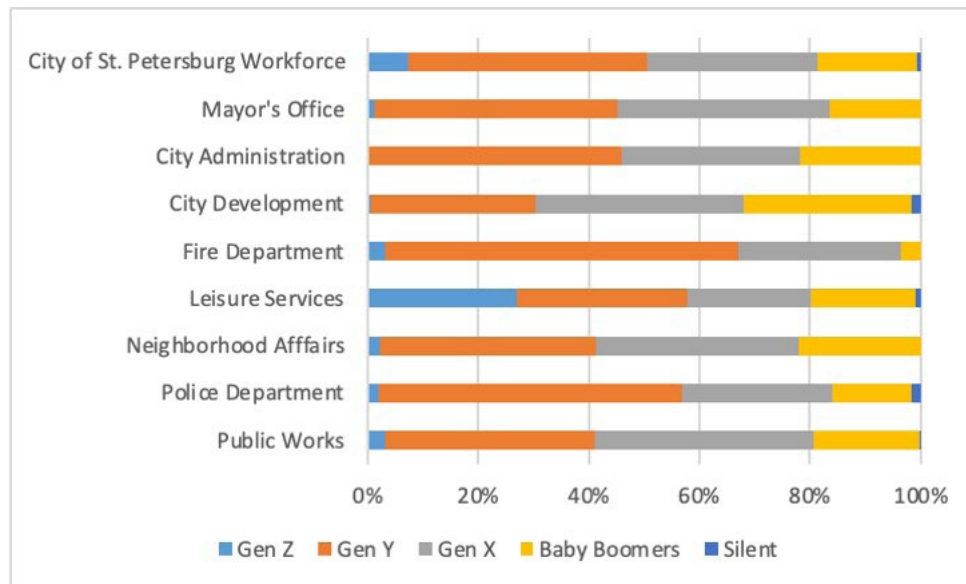
As the following chart shows, when we look at gender identity by management level, we see that while males somewhat outnumber females in Upper Management, the gender balance is almost even at the Upper Middle Management level. However, at the middle management level, males again significantly outnumber females. This may be because in the administrations that have a more hierarchical organization and therefore have a larger number of middle managers as defined in this document, males significantly outnumber females. The Police Department is one example.



Finally, we compared the different administrations and management levels in terms of generations. We used the following definitions to define the generations:

- Gen Z: Born after 1998.
- Gen Y: Born between 1980 and 1998.
- Gen X: Born between 1965 and 1979.
- Baby Boomer: Born between 1946 and 1964.
- Silent Generation: Born before 1946.

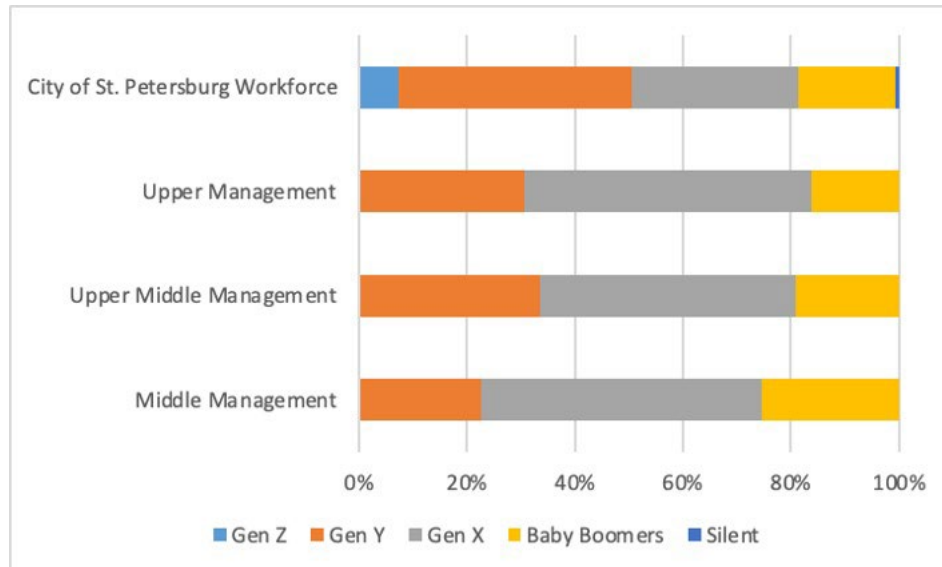
The following chart show the breakdown by generation for the different administrations:



The Fire Department and the Police Department tend to have more members of the younger generations. However, it is noticeable that almost 25% of the employees in Leisure Services are Gen Z. Many of these employees are part-time and work either as Recreation Attendants, or as Youth Development Workers in the various recreation centers in the City. It is positive to see that the share of Baby Boomers in each administration is exceeded by the share of Gen Y and Z, as Boomers edge into retirement. Appealing to the Gen Z workforce and continually building on the existing Gen Y base, will be crucial to sustaining the hiring pipeline.

When we look at the generational breakdown by management levels, we see that the percentage of the younger generations (Gen Z and Gen Y) is below that of the City as a whole.

Given the age and thus related tenure and experience among these cohorts, it is unsurprising to see lower representation in Upper and Upper Middle Management. It is somewhat surprising, however, that the percentage is also very low among Middle Management. This potentially is an issue as one would expect employees at this level to eventually be promoted to the higher levels of management. The fact that there are relatively few younger middle managers may identify a threat to the future pipeline into Upper and Upper Middle Management.





Personnel Action Analysis

We also analyzed 3,237 personnel actions (new hires, separations, etc) between January 1, 2021, and December 31, 2022. We excluded 17 changes due to the employee being deceased and 310 cases in which an employee came to the end of their temporary employment, leaving us with a total of 2,910 personnel actions. The following table describes the different actions:

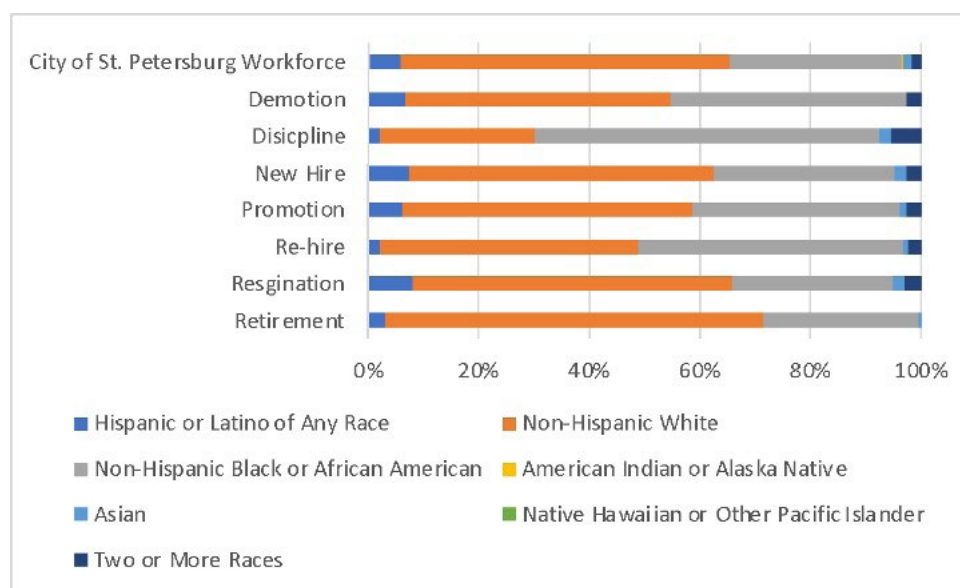
Demotion	75
Discipline	53
Layoff	4
Military	1
New Hire	1,024
Promotion	494
Re Hire	302
Reclassification	12
Resignation	641
Retirement	209
Separated	21
Separation Retiree	12
Title Change	3
Transfer	43
Unable to Perform Duties	16

In order to protect privacy and confidentiality, we only analyzed those personnel actions of which there were more than 50, i.e. demotion, discipline, new hires, promotions, re-hires, resignations, and retirements, both by gender identity and by race and ethnicity.

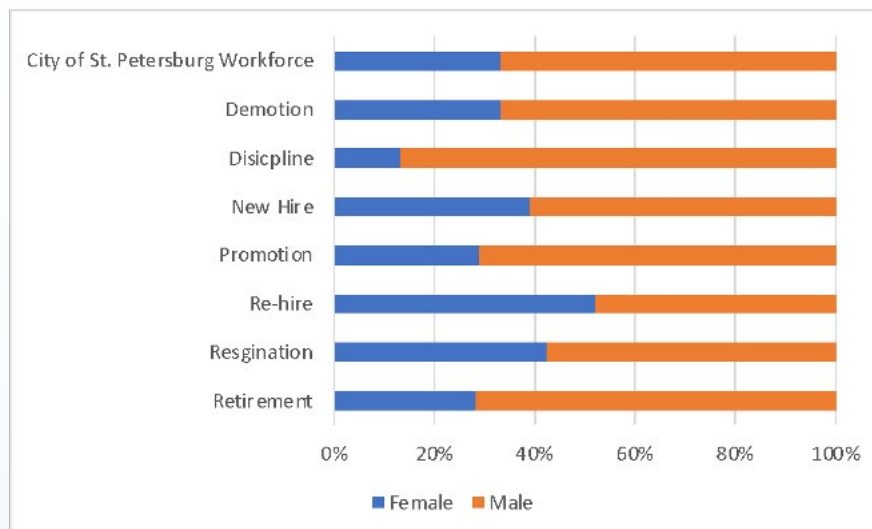
As far as race and ethnicity are concerned, we see that negative personnel actions, i.e., demotion and discipline, appear to affect a higher percentage of non-Hispanic Blacks or African-Americans than the percentage of this group in the City's workforce. On the other hand, it also is the case non-Hispanic Blacks or African-Americans are re-hired at a higher rate.

There is a slightly higher percentage of non-Hispanic whites retiring than one would expect given the percentage of this group overall in the City's workforce.

The percentage of racial and ethnic groups for all other personnel actions reflects the City's workforce.



As far as gender identity is concerned, for most personnel actions, the gender breakdown reflects the gender breakdown for the City's workforce. The only exceptions are discipline, which appears to affect men more heavily, and re-hires, which affect women more heavily.





Focus Groups

Inclusivity LLC conducted 15 focus group sessions between February 6 and March 22, 2023, with employees at all levels of the City of St. Petersburg. Sessions were broken down by leadership level, taking care to keep direct reports from participating in the same group. Focus group sessions were facilitated by trained Inclusivity focus group moderators.

A video invitation from Mayor Ken Welch included a prompt for employees to visit an Inclusivity-owned Google Form where employees selected whether they were a member of the City's leadership team, a supervisor with direct reports, or a staff member without direct reports. Based upon these selections, the participant chose from a series of dates and times for either in-person (Enoch D. Davis Center) or remote (via Zoom) participation. The form did not capture participant names and there was no sign-in or check-in process utilized to capture names either in-person or by Zoom.

To furthermore create safe spaces for employee sharing, Inclusivity does not record its focus group sessions and instead has a documenter present to take notes during each discussion.

A member of the Inclusivity team was present to share with participants what they could expect during the 90-minute discussions, to thank them for choosing to take the time to participate, and to reiterate that participation in the focus group conversation was voluntary.

Overview of Participation

116 Focus Group Participants February 6-March 22, 2023	3 Leadership Groups 3 Managers Groups 9 Staff Groups	68 In-Person Participants 48 Virtual Participants 82 “No-shows”
	8 In-Person Groups 7 Virtual Groups	12 Groups Held in 2020/21* 62 Participants in 2020/21*

**Inclusivity was engaged by the City to conduct a similar assessment in 2020 and 2021. Response rate comparisons reference participation in this prior study.*

All groups followed the same discussion guide (see Appendix A), beginning with an icebreaker question to get the group comfortable with sharing/speaking up. Participants were subsequently asked a prepared series of questions about:

1. Community perceptions of the organization
2. The organizational culture
3. Organizational strengths
4. Organizational challenges
5. Diversity, equity and inclusion (DEI)

The closing question asked participants to share their reasons for working with the organization. If time allowed, the facilitator opened the floor to the group to address topics that the group wished to revisit or any topics not discussed in the formal questions. The following sections highlight and expand upon the main themes observed.

Main Themes

Appendix A includes a breakdown of direct responses to each of the topics outlined in the Overview. The following are observations drawn by the researchers from the conversations held. Some are very commonly pinpointed in assessments of large organizations or municipalities while others are more unique. Regardless, the observations are outlined below for leadership’s awareness and acknowledgement.

Participation Level & Fear of Speaking Out: Inclusivity conducted an assessment for the City in late 2020 to early 2021 under the prior administration. During that time, COVID-19 played a role in lower than ideal participation and engagement in group discussions. For this assessment, researchers saw significantly higher participation in the group discussions, which were offered in both in-person and remote (Zoom) form. While participation was notably higher, there were still significant “no-shows” in the groups, meaning during the anonymous registration process, more people committed to attending a group than actually appeared at the designated time. This could be a result of job demands or personal events making it impossible to participate at the scheduled time, or it could reflect reticence to appear. Researchers were told by participants who did show that some of their coworkers wanted to participate but had to notify their supervisor of their absence and for that reason

did not want to alert their supervisor to the fact they were participating. Additionally, there was documented hesitation by participants to speak until they received repeated assurance that their names would not be recorded or identities revealed, and in multiple staff groups, participants shared instances of retaliation that have impacted their career advancement that they associated with them speaking out in the past. These combined observations suggest that there is an element of fear within the culture of some departments in the organization.

Inconsistency in Recognitions, Rewards, Opportunities & Advancement: Related to the culture of fear was the lack of transparency associated with activities like recognitions, access to training, and career advancement in the form of promotions. Participants identified all of these processes as being highly discretionary, meaning the process for providing information on what was accessible to employees in any of these arenas was up to the supervisor rather than equitably offered and/ or “advertised.” Employees were split in terms of whether they felt positive reinforcement from their supervisor, were made aware of training resources at their disposal, could present development opportunities and get approval, saw promotions being filled by people who had the qualifications stated as requirements in the description, and whether they had supervisors who would sign off on their departure. There were a number of groups in which fellow participants educated their peers on opportunities available to all employees that do not require supervisor approval. Some participants took great pride in sharing what their departments have done to ensure equitable access, recognition opportunities and advancement tracks; to this, there were jokes made by employees who struggled with non-transparent supervisors to the tune of, “Do you have any openings in your department?” The overarching variable impacting a culture of trust when it comes to these factors is the supervisor.

Management Training: An additional insight stemming from discussions of training, career advancement and promotions related to management training. Because employees questioned the adherence to a formal process to place a new manager, they often felt the individual was not suited to be a manager and were not equipped with some of the “soft skills” required to effectively manage their direct reports. Things like addressing conflict before something becomes a major issue, learning from staff how to effectively communicate, gaining an appreciation for what drives employees at an individual level—for some it may be private praise, public recognition, the opportunity to represent the City at conferences, gain certificates, moving up the professional ladder, and/or the opportunity to make more money.

Dissemination of the Vision from Top Down: Participants echoed acknowledgement and support of the Pillars for Progress established by the administration. They did, however, identify inconsistent dissemination, awareness and emphasis placed on the pillars—all dependent upon how management aligned with and valued the vision. Greater clarity is needed at administration levels and department levels to translate what putting the vision into action “looks” like for each. This could be at an individual or group level, but it appears that some more formal guidance is needed to manage expectations and increase likelihood of meeting them.

Pay Rigidity: There were so many aspects of working for the City placed under manager discretion, yet pay was not one of them. Managers described the rigid confines of various positions and that individuals—regardless how skilled or tenured—hit a wall at a certain point where they cannot progress financially without changing their position. Employees referenced again and again building “a culture of mediocrity,” in that a star performer may get a 3% max bump yet someone doing the minimum will get 2%. Employees see that the only way to break into a new pay level at the City is to rise up to management, but they counter that assumptions are being made that all individuals want to be a manager when this is neither a suitable fit nor desirable move for all. Further, even those who desire it may need training support to learn how to shift into the realm of having direct reports and the responsibility that this carries.

Employee Trust: The disparity in experience by employees across the organization has perpetuated a need to boost employee trust. Those who were present for the group conversations were willing to share despite (for some) their fears of retaliation. But they did so with an expectation for administration accountability; they want to see action. They are amenable and even welcome the idea of having more routine opportunities to have open discussion through focus groups, but they want to hear actions being taken by administration to address concerns that they share and enhance the existing strengths of the organization. Not all employees feel valued or heard, whether for (in their words) being blackballed for speaking out in the past, their skin color, their shorter tenure, their generational cohort, and/or the way in which they feel the department they represent or rank of position they hold is perceived. Most groups ended with a comment to the effect of, “I feel so much relief after this conversation.” Additionally, participants were appreciative of seeing the mayor out in the community building trust and engaging with residents, but call for greater engagement with City employees to feel more knowledgeable about what is happening and context for why. Participants fondly recalled routine events held by prior administrations where they learned about so much that was happening and could then spread that news.

Employee Engagement: The City of St. Petersburg as an employer holds many strengths and advantages over other employment opportunities—especially among those who are driven to serve in a professional capacity. The impact of housing costs poses a significant threat to talent acquisition for the City and to the preservation of the perception of the City as a sought-after employer. There were numerous mentions across groups by longer tenured employees regarding how enthused they are to be able to serve the city they call home—and in some cases, where they were raised. Dispersed throughout conversations were additional comments from longer-term as well as new employees regarding difficulties the city is facing as housing becomes more of a challenge for employees to secure in the city. Difficulty securing affordable housing can have very real ripple effects on an employee’s feelings of connection and responsibility to serve a city they may not (be able to afford to) call home.

Recommendations

The following are recommendations extracted from the focus group sessions. These recommendations are largely participant-driven.

Mayor Visibility: Consider a rotation to various departments and/or reinstating coffee/breakfast with the mayor as a portal for employees to learn from the top and gain inspiration from the vision.

Management Training: Roll out soft skills training for those actively in management roles and especially for those promoted to positions where they have direct reports when this was not the case in their prior post. Sessions identified middle-management as having the greatest need.

Citizen Education: In response to the influx of new residents, provide and promote education on City operations and especially use of See Click Fix to manage expectations of timeliness of resolution.

Boost Understanding of Roles: Employees called for an updated organizational chart with context of the responsibility/role of each department. Employees are looking to understand the relational nature of the City departments and how to be most effective. They also want to understand the strict limitations on who they can and cannot speak to. A step beyond a static chart could be to incorporate an interactive feature where employees can see who they should go to with a concern on a specific topic, to follow the appropriate chain of command.

Spaces to Share Best Practices: Separately implement a leadership council, a managers' council, and a staff council to share best practices. It was amazing how many times during the focus groups someone turned and said, "That's a really great idea," or, "I had no idea you were doing that." There's an opportunity to learn from peers if given a forum for open sharing. It would serve as a platform to highlight those implementing exceptional change that can be replicated.

Town Hall on Resources: Hold a gathering where there is clarity provided regarding available resources, trainings and job postings. While some opportunities are unique to a department, ensure that manager subjectivity is removed when it comes to the baseline training availability and access to information on open positions. Clean and purge the employee intranet so that it can be a clear go-to for anyone interested in exploring options.

360 Review: Implement a 360 review that goes to HR anonymously to raise the level of accountability. Fear of retaliation was discussed in most groups to varying degrees, and appears closely tied to many other concerns voiced—long tenured employees getting blackballed, undeserved promotions being awarded to friends, job requirements being raised to keep certain current employees out of consideration, inequitable distribution of professional development opportunities, etc.

Exit Interviews: Participants in many departments addressed notable turnover and peers who are actively looking to leave. Setting a habit for exit interviews with HR will help gauge trends in what is driving the departures and if there are any proactive changes that can be implemented to curb.

Third Party for Hiring: Participants suggested using a third-party to handle hiring in a way that would remove the factors of names, history and relationships.

Introducing the Vision: Weave the pillars into both interview stage and onboarding so that new hires are aware of the expectation to follow them and the importance of the organization truly reflecting them.



Organizational Survey

As mentioned, the organizational survey provided a platform for employees who were unable or did not want to participate in the focus groups, as well as employees who did participate, but wished to voice additional feedback on their views about the culture of the City.

The survey consists of sections, namely:

- The Business Case for Diversity
- Internal Culture of the City
- Organizational Climate
- Programs and Services
- Personal Awareness

The survey also contained some questions around inappropriate behaviors, but we will report on these in a separate section.

In addition, the survey contained a series of questions about the administrations a respondent worked in, and, for the larger departments, which department.

Each question asked respondents to indicate to what extent they agreed or disagreed with a statement. Moreover, if the respondent indicated that they disagreed or strongly disagreed with a statement, they were given the opportunity to say why they did so. There was one statement (“Some of the rules and policies of the City of St. Petersburg rely on beliefs/assumptions that may be biased”) which gave the respondents the opportunity for further comments if they agreed or strongly agreed.

In addition, respondents were given the chance to leave general comments on each of the sections.

Response Rates

A total of 2,331 individuals contacted opened the survey, and 1,639 answered questions, yielding an overall initial response rate of 46%. However, a small number of individuals did not answer any questions, or only indicated the administration they worked for, and we therefore ended up with only 1,584 responses that we could analyze--a still respectable overall effective response rate of 44%. To be more inclusive, we also made a Spanish language version of the survey available and although it was opened 28 times, only one person answered questions.

1,584 Survey Responses Open April 4-May 2, 2023	2,331 Survey Opens 1,584 Completed Responses 44% 2023 Response Rate	743 Survey Opens in 2020/21 414 Completes in 2020/21 12% Response Rate in 2020/21
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The level of engagement that is apparent from the high response rate is also reflected in the number of written responses we received. We received around 2,000 written responses.

11 of the respondents did not indicate which administration they worked for. However, if we only used the responses of those who did, we have the following participation rates for the different administrations. For example, 41% of the employees in the Mayor’s Office participated in the survey based upon employee counts of each Administration shared by the City and the survey participants’ self-reports:

Mayor’s Office	41%
Police Department	24%
Fire Department	39%
Public Works	76%
Neighborhood Affairs	31%
Leisure Services	37%
City Development	32%
City Administration/Internal Services	93%

1,039 respondents opened up the questions on ethnicity and race identity, but 247 respondents chose the “Do not care to share/Don’t know” option. The participation rates from the survey’s larger racial subgroups who disclosed their race and ethnicity were:

Hispanic of Any Race	28%
Non-Hispanic White	23%
Non-Hispanic African American or Black	27%
Non-Hispanic Asian	21%
Two or more races	63%

1,146 respondents opened up the question on gender identity but 169 respondents chose the “Do not care to share/Don’t know” option. Separating out the smaller subgroups, the participation rates for those who disclosed their gender identity were:

Female	32%
Male	24%

Finally, 1,151 opened up the question asking the generation they belonged to, but 188 respondents chose the “Do not care to share/Don’t know” options. Participation rates from those who chose to disclose the generation they belonged to were:

Gen Z	18%
Gen Y	23%
Gen X	32%
Baby Boomer	30%

The City is to be commended for effectively communicating the importance of the organizational survey for its future success to all constituents, and for making sure that those who are not likely to have access to a computer as part of their job duties were given the opportunity to complete the survey. Of particular note are the high response rates for Public Works (75%) and for the Sanitation Department within the Neighborhood Affairs Administration (50%). The response rate of City Administration/Internal Services is exceptional as well at 93%.

Observations

In general, respondents see the business case for diversity. For example, 78% agree or strongly agree that diversity is vital for the City's success.

However, they are more skeptical when it comes to implementation. For example, only 59% agree or strongly agree that the City's culture supports and encourages positive change to enable the City to better achieve its objectives, and 51% agree or strongly agree that the City is committed to retaining and developing its employees. We see a similar sentiment when it comes to whether the City values input at all levels. Only 39% of respondents agree or strongly agree that it does.

On a more positive note, more than half the respondents agree or strongly agree that the City's practices enable the success of all racial and ethnic groups (57%), independent of their socio-economic background (56%), national origin (63%), their religion (65%), their disability status (58%), their gender identities (62%), their sexual orientation (64%), and their age (61%).

Moreover, respondents appear personally committed to diversity, equity, belonging and inclusion. For example, 84% of respondents agree or strongly agree that it is important to show patience for people that do not speak English fluently, around 78% disagree or strongly disagree that it is difficult for them to feel close to a person of another culture, and 82% disagree or strongly disagree that getting to know someone from another race is an uncomfortable experience for them.

When it comes to gender identity, in general, the sentiment among those who chose to disclose their gender identity appears to be more positive than among those who chose not to disclose it. For example, while 66% of men and 63% of women believe that the City's culture supports and encourages positive change to enable the City to better achieve its objectives, the level of agreement or strong agreement is only 41% among those who did not wish to disclose their gender identity. However, it has to be said that the difference is not due to respondents who chose not to disclose their gender identity, disagreeing or strongly disagreeing with the statement; it is due to the fact that a much larger percentage of this group chose "Neither Agree nor Disagree."

Other than this, there are remarkably few differences between the different ethnic and racial groups. One exception is the statement that the City's practices enable the success and promotion of individuals from all racial/ethnic groups. While almost 70% of non-Hispanic whites agree or strongly agree with this statement, only 47% of Hispanics of any race, 52% of non-Hispanic Blacks or African Americans, and 42% of respondents of two or more races do. However, again, the difference is not because the latter groups disagree or strongly disagree; it is due to the fact that a larger percentage of respondents in these groups selected that they neither agree nor disagree.

The summary tables that follow show the aggregated responses from all employees. The "Agree" column combines "strongly agree" and "agree" responses, and the "Disagree" column combined "strongly disagree" and "disagree."

	Agree	Neither	Disagree	Don't Know
Business Case for Diversity				
Diversity is vital to the City of St. Petersburg's success. (n = 1534)	78%	15%	6%	1%
The City of St. Petersburg's culture supports and encourages positive change to enable the City to better achieve its objectives. (n = 1487)	59%	25%	14%	2%
The City of St. Petersburg is committed to retaining and developing its employees. (n = 1471)	51%	25%	22%	2%
Internal Culture of the City				
The City of St. Petersburg's leadership is committed to advancing equity principles in the organization. (n = 1390)	57%	28%	12%	4%
The City of St. Petersburg's employees represent a diverse workforce at all levels. (n = 1383)	65%	20%	12%	3%
The City of St. Petersburg's staff and leadership reflect the demographics of the people it serves. (n = 1352)	61%	24%	11%	4%
The City of St. Petersburg has an established commitment to a diverse workforce. (n = 1329)	68%	23%	6%	3%
The City of St. Petersburg promotes a core set of values to enhance equity. (n = 1321)	59%	28%	10%	3%
The City of St. Petersburg attempts to reduce bias in the workplace (ex. training, team building). (n = 1331)	54%	25%	18%	3%
Organizational Climate				
The City of St. Petersburg values everyone's input at all levels. (n = 1309)	39%	30%	28%	3%
The City of St. Petersburg's practices enable the success and promotion of individuals from all racial/ethnic groups. (n = 1300)	57%	25%	14%	3%
The City of St. Petersburg's practices enable the success and promotion of individuals from all socio-economic backgrounds. (n = 1281)	56%	28%	9%	7%
The City of St. Petersburg's practices enable the success and promotion of individuals no matter their national origin. (n = 1254)	63%	24%	6%	8%
The City of St. Petersburg's practices enable the success and promotion of individuals no matter their religion. (n = 1256)	65%	23%	3%	9%
The City of St. Petersburg's practices enable the success and promotion of individuals no matter their disability status. (n = 1253)	58%	29%	4%	10%
The City of St. Petersburg's practices enable the success and promotion of individuals from all genders and gender identities. (n = 1238)	62%	25%	6%	7%
The City of St. Petersburg's practices enable the success and promotion of individuals from all sexual orientations. (n = 1237)	64%	25%	3%	8%
The City of St. Petersburg's practices enable the success and promotion of individuals from all age groups. (n = 1244)	61%	25%	8%	5%
Whenever a conflict arises, the City of St. Petersburg will resolve it based on the facts of the case alone, and not on the basis of race/ethnicity, color, national origin, religion, socio-economic background, gender or gender identity, disability, sex. (n = 1241)	50%	26%	13%	11%
Some of the rules and policies of the City of St. Petersburg rely on beliefs/assumptions that may be biased. (n = 1230)	22%	44%	22%	11%
It would be useful if the internal documents in the City of St. Petersburg, such as policy and procedure manuals, pay slips, etc, were easily available in multiple languages. (n = 1218)	42%	42%	10%	6%
It would be useful if the internal documents in the City of St. Petersburg, such as policy and procedure manuals, pay slips, etc, were easily accessible to people of all abilities, including for example people with visual or hearing impairments, or people with dyslexia. (n = 1230)	64%	29%	2%	4%

	Agree	Neither	Disagree	Don't Know
Programs & Services				
The City of St. Petersburg attempts to reduce bias it or its employees may have about the community it serves. (n = 1192)	57%	30%	5%	8%
The City of St. Petersburg staff understands the communities it serves, including their culture, values, norms, history, customs, and particularly the types of discrimination, marginalization, and exclusion they may face or may have faced. (n = 1189)	57%	29%	8%	6%
Information and materials for the community are available in multiple languages. (n = 1183)	31%	29%	5%	34%
Information and materials for the community is accessible to people of all abilities, including for example people with visual or hearing impairments, or people with dyslexia. (n = 1171)	34%	30%	3%	33%
The City of St. Petersburg analyzes and remedies barriers to access to full engagement based on race/ethnicity, color, national origin, religion, gender, marital status, age, disability, age, sexual orientation, or genetic information (n = 1173).	46%	30%	4%	20%
Personal Awareness				
It is important to me to work for an organization that emphasizes getting to know people from different backgrounds. (n = 1150)	78%	18%	3%	1%
Knowing how a person is different than me greatly enhances our friendship. (n = 1148)	53%	37%	7%	3%
It is really hard for me to feel close to a person from another culture. (n = 1148)	5%	15%	78%	2%
In getting to know someone, I like knowing both how they differ from me and are similar to me. (n = 1140)	64%	29%	6%	2%
Getting to know someone from another race is generally an uncomfortable experience for me. (n = 1143)	5%	11%	82%	2%
I actively seek out experiences that could expose me to people who have a different cultural, racial, or ethnic background from me. (n = 1138)	47%	40%	11%	2%
My biases and prejudices affect how I interact with people from different racial and ethnic backgrounds. (n = 1142)	11%	21%	65%	3%
I enjoy working with communities whose cultures are different from my own. (n = 1144)	67%	30%	1%	2%
My social identities (race/ethnicity, color, national origin, religion, socio-economic background, gender or gender identity, disability, sexual orientation, genetic information, or age) influence the way I interact with my community. (n = 1145)	28%	28%	41%	3%
It is important for me to show patience for people that do not speak English fluently. (n = 1143)	84%	12%	3%	2%
People in poverty are often there because of their own doing. (n = 1145)	9%	30%	56%	5%
I feel that I am aware of my own biases. (n = 1140)	66%	27%	3%	4%

Analysis of Written Comments

As stated, the survey received over 2,000 written responses, indicating a high level of engagement. Respondents were only given the option of leaving written comments if they disagreed or strongly disagreed with a statement, or in the case of the statement “Some of the rules and policies of the City of St. Petersburg rely on beliefs/assumptions that may be biased,” if they agreed or strongly agreed. It is therefore not surprising that the tone of many of the comments may appear to be somewhat negative. Below are some general observations about the written comments that may prove useful.

Several general themes ran through the comments, which were often repeated in response to more than one question. They included:

- Factors such as accountability, competence/the ability to perform the job, or equity are more important than diversity. A related theme, that arose in response to the question on whether it would be useful if the internal documents for the City were available in multiple languages, was that employees should be expected to communicate in English.
- There were several comments bemoaning the lack of diversity within some administrations and departments, and for different levels of management.
- There were a number of comments indicating that, while positive attitudes existed at the City level, they did not exist within all administrations and departments.
- A large number of written comments mentioned pay as a factor that might negatively impact the City and its employees, as well the issue of salary compression (the fact that new hires come in at higher salaries than existing employees).
- There were several complaints about the lack of training and mentorship.
- Several written comments pointed to what respondents saw as favoritism, nepotism and the ‘Good ol’ boys’ network, which then resulted in personnel decisions not always being based on the actual performance of the employee being promoted, but on other factors.
- Several respondents commented that they felt that input was only sought from employees at the same level in the organizational hierarchy, or from favorites. A good number of respondents said that they felt unheard.

The statement of whether some of the rules and policies of the City of St. Petersburg rely on beliefs/assumptions that may be biased received 65 written comments. Respondents who agreed or strongly agreed with this statement named a few policies that they believed might lead to bias, including:

- The policy that employees have to live within St. Pete.
- The fact that the City only observes certain holidays.
- Different attendance policies for office and field workers.
- Differences in hair policies between men and women.
- The sick leave policy of not allowing employees to care for other family members. Most people who need to take leave to take care of family members are either women, young, or often socioeconomically disadvantaged.

Since the number of written responses to a question might prove a useful data point, the next few sections simply list the number of written responses received in response to each statement:

Business Case for Diversity	
<i>Diversity is vital to the City of St. Petersburg's success.</i>	66
<i>The City of St. Petersburg's culture supports and encourages positive change to enable the City to better achieve its objectives.</i>	147
<i>The City of St. Petersburg is committed to retaining and developing its employees.</i>	244
Internal Culture of the City	
<i>The City of St. Petersburg's leadership is committed to advancing equity principles in the organization.</i>	98
<i>The City of St. Petersburg's employees represent a diverse workforce at all levels</i>	110
<i>The City of St. Petersburg's staff and leadership reflect the demographics of the people it serves.</i>	77
<i>The City of St. Petersburg has an established commitment to a diverse workforce.</i>	37
<i>The City of St. Petersburg promotes a core set of values to enhance equity.</i>	68
<i>The City of St. Petersburg attempts to reduce bias in the workplace (ex. training, team building).</i>	134
Organizational Climate	
<i>The City of St. Petersburg values everyone's input at all levels.</i>	277
<i>The City of St. Petersburg's practices enable the success and promotion of individuals from all racial/ethnic groups.</i>	107
<i>The City of St. Petersburg's practices enable the success and promotion of individuals from all socio-economic backgrounds.</i>	59
<i>The City of St. Petersburg's practices enable the success and promotion of individuals no matter their marital status.</i>	17
<i>The City of St. Petersburg's practices enable the success and promotion of individuals no matter their national origin.</i>	33
<i>The City of St. Petersburg's practices enable the success and promotion of individuals no matter their religion.</i>	16
<i>The City of St. Petersburg's practices enable the success and promotion of individuals no matter their disability status.</i>	23
<i>The City of St. Petersburg's practices enable the success and promotion of individuals from all genders and gender identities.</i>	37
<i>The City of St. Petersburg's practices enable the success and promotion of individuals from all sexual orientations.</i>	17
<i>The City of St. Petersburg's practices enable the success and promotion of individuals from all age groups.</i>	55
<i>Whenever a conflict arises, the City of St. Petersburg will resolve it based on the facts of the case alone, and not on the basis of race/ethnicity, color, national origin, religion, socio-economic background, gender or gender identity, disability, sex.</i>	82
<i>Some of the rules and policies of the City of St. Petersburg rely on beliefs/assumptions that may be biased.</i>	65
<i>It would be useful if the internal documents in the City of St. Petersburg, such as policy and procedure manuals, pay slips, etc, were easily available in multiple languages.</i>	55
<i>It would be useful if the internal documents in the City of St. Petersburg, such as policy and procedure manuals, pay slips, etc, were easily accessible to people of all abilities, including for example people with visual or hearing impairments, or people with dyslexia.</i>	10

Programs and Services

<i>The City of St. Petersburg attempts to reduce bias it or its employees may have about the community it serves.</i>	24
<i>The City of St. Petersburg staff understands the communities it serves, including their culture, values, norms, history, customs, and particularly the types of discrimination, marginalization, and exclusion they may face or may have faced.</i>	46
<i>Information and materials for the community are available in multiple languages.</i>	30
<i>Information and materials for the community is accessible to people of all abilities, including for example people with visual or hearing impairments, or people with dyslexia.</i>	15
<i>The City of St. Petersburg analyzes and remedies barriers to access to full engagement based on race/ethnicity, color, national origin, religion, gender, marital status, age, disability, age, sexual orientation, or genetic information.</i>	19
<i>The City of St. Petersburg attempts to reduce bias in the workplace (ex. training, team building).</i>	134

It is interesting that the statements that attracted most comments were:

- *The City of St. Petersburg values everyone's input at all levels.*
- *The City of St. Petersburg is committed to retaining and developing its employees.*

In addition to asking respondents to leave written comments if they disagreed or strongly disagreed with a statement, or in the case of the statement "Some of the rules and policies of the City of St. Petersburg rely on beliefs/assumptions that may be biased," if they agreed or strongly agreed, we also gave respondents the opportunities to comment in general at the close of each survey section. The themes in the general comments reflected, by and large, the themes that we received in the specific section comments, although many of them were more positive, and reflected for example what many saw either as a positive culture in the City, or recent improvements. Below are the counts of additional comments we received for each section:

Business Case for Diversity	285
Internal Culture of the City	141
Organizational Climate	94
Programs and Services	45



Behavior Survey

Structure of the Survey

Beyond gauging the organizational culture, it was important to the Administration that the survey also help pinpoint whether there were instances in which employees have directly experienced or observed inappropriate behaviors by either supervisors or coworkers. The administration then wanted to understand whether employees were knowledgeable of and willing to use the means available to them to report any directly observed or experienced behaviors by supervisors or coworkers, that are contrary to the Principles for Accountable and Responsible Government.

There were six questions within the survey on these topics:

1. Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks, or practical jokes, and so on.
 - a. How often have you experienced or seen inappropriate behavior by your supervisor?
2. Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks, or practical jokes, and so on.
 - a. How often have you experienced or seen inappropriate behavior by your co-workers?

3. Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers?
 - a. Would you be comfortable using the resources available to you in case of inappropriate behavior?

Question 1, 2, 3 and 3a had three possible answers: Yes, No, and Don't Know.

Questions 1a and 2a were only asked of respondents who had indicated that they directly experienced or saw inappropriate behavior by their supervisors or co-workers, respectively. Respondents were given six options: Daily, Once a Week, Once Every Two Weeks, Once a Month, Once or Twice, and Don't Know. Respondents who indicated that they had directly experienced or seen inappropriate behavior more frequently than once a month were asked, if they were comfortable doing so to give examples of inappropriate behavior.

The responses were broken down by gender identity, race and ethnicity, generations, administration, and by the larger departments within an administration. Appendix C gives the results.

Observations

A significant amount of respondents indicated that they had directly experienced or seen inappropriate behavior by their supervisors (27%) or by their co-workers (34%). Moreover, 27% of the respondents who reported having had directly experienced or seen inappropriate behavior by either group, said that the inappropriate behavior happened at least once a week. This equates to 7% of the respondents experiencing or seeing inappropriate behaviors by supervisors, and 9% by co-workers, at least once a week.

The reported incidents of inappropriate behavior by supervisors were significantly higher for the Fire Department (33%) and Public Works (35%), but considerably lower for City Development (17%) and City Administration/Internal Services (18%). A similar pattern can be seen for inappropriate behavior by co-workers. Again, the Fire Department and Public Works are above the average of the entire workforce. However, in this case, the Police Department has the lowest percentage of respondents reporting inappropriate behavior by their co-workers.

Looking at the larger departments within Administrations, almost 44% of respondents in Uniform Services in the Police Departments report having had directly experienced or seen inappropriate behavior by their co-workers. We see a similar percentage for Fire Suppression in the Fire Department, Water Resources and Stormwater, Pavement & Traffic Operations in Public Works.

There are no large differences between the genders, races and ethnicities, or generations.

On a positive note, while only 67% of respondents overall report being familiar with the resources that are available to them and their co-workers to deal with inappropriate behavior either by their supervisor or by co-workers, the percentage rises to over 87% for the Fire Department and 77% for the Police Department. Other administrations might want to look at these Administration for best practices to create awareness of these resources.

65-75% of most groups felt comfortable using the resources available to them. However, the level of comfort was lower for Hispanics (50%) and for those who did not want to share

any personal information, such as their race/ethnicity, gender identity or the generation they belonged to. For most of these groups, the level of comfort fell to around 50%. In other words, most of the respondents who did not feel comfortable sharing personal information, were also not comfortable using the resources that are available to them and their co-workers to deal with inappropriate behavior either by their supervisor or by co-workers.

The summary table that follows shows the aggregated responses from all employees. The “Weekly+” responses combine respondent selections of “daily” and “once a week.” “1-2x Monthly” combines “once every two weeks” and “once a month.” “Periodically” reflects the “once or twice” choice.

Supervisor Behaviors

	Yes	No	Don't Know	
Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on (n = 1222).	27%	67%	6%	
	Weekly+	1-2x Monthly	Periodically	Don't Know
How often have you experienced or seen inappropriate behavior by your supervisor? (n = 312)	27%	18%	18%	37%

Co-worker Behaviors

	Yes	No	Don't Know	
Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on. (n = 1231)	34%	59%	6%	
	Weekly+	1-2x Monthly	Periodically	Don't Know
How often have you experienced or seen inappropriate behavior by your co-workers? (n = 401)	27%	19%	15%	40%

Resources

	Yes	No	Don't Know	
Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers? (n = 1212)	67%	24%	9%	
Would you be comfortable using the resources available to you in case of inappropriate behavior? (n = 1213)	63%	17%	19%	



Recommendations

The following suggestions outline a series of Inclusivity's recommendations. Some of the recommendations carry over from the original assessment* and others respond to newly identified opportunities. Additional details will be provided as Inclusivity continues to collaborate with the city's leadership teams.

Strategy Development with Chief Equity Officer

- Define the value of diversity and develop a definitive plan for creating a diversity-based organization.
 - What does Diversity, Equity, Belonging and Inclusion mean?*
 - Help leadership across the organization understand what it looks like for their respective administration/department to integrate the Pillars and Six I's
 - Review policies through the lens of equity, especially St. Petersburg-residency requirements, observed holidays, differences in office and field attendance policies, hair policies, sick leave policies, etc.
- Develop S.M.A.R.T.I.E. (Specific, Measurable, Achievable, Relevant, Time-bound, Inclusive and Equitable) goals to measure the progress and impact of diversity program investments.*
- Drive Departmental Collaboration
 - Develop interdepartmental communication protocols to create greater access to and awareness of Professional Development Resources, policies and procedures, and material accessibility
 - Support HR in range of talent management, recruitment and retention efforts,

including: Job postings, Recruitment efforts, Onboarding, Performance Evaluations, Policy review (areas of supervisor discretion)

- IT—Establishing an accessible “Home” for relevant materials

Learning and Development*

- Complete cultural competence curriculum for entire organization which includes but may not be limited to the following educational and professional development workshops/content.
 - Inclusivity begins with I
 - This workshop is focused on the individual perspective and what personal experiences shaped that perspective creating our own cultural bias.
 - Cultural Competence: The Case for Community Impact
 - Focuses on why cultural competence is so important to our society and how it drives innovation and community impact.
 - Generations in the Workplace
 - Describes the characteristics and tendencies of each generation and how to work better together.
 - Blind Spots: Unconscious Bias (2 sessions)
 - Considers the first node of the cultural competence continuum and how to identify these tendencies understanding that we all have bias. It also provides tools to work through the bias and evolve along the continuum.
 - Courageous Conversations (2 sessions)
 - Creates the context by which difficult or uncomfortable conversations can occur to open more opportunities for collaboration, productivity and innovation.
 - Allies, Actors and Accomplices: Engaging in Turbulent Times
 - This workshop focuses on how you show up in conversations specific Diversity, Equity and Inclusion. It also explains why Equity requires more.
 - Emotional Intelligence
 - This leadership workshop covers Emotional Quotient (EQ)/Emotional Intelligence (EI) as they relate to leadership, decision making, and taking time to create a plan for how to work on EQ to achieve greater self-awareness, self-management, social awareness and social skills.
 - Cultural Competence: High Performing Teams
 - This leadership workshop to support the retention and development process when leading a team that comprises multiple dimensions of diversity.
 - Inclusive Recruitment (leadership)
 - This leadership workshop discusses bias in the hiring and recruitment processes, how to recognize it and to take steps to mitigate it.

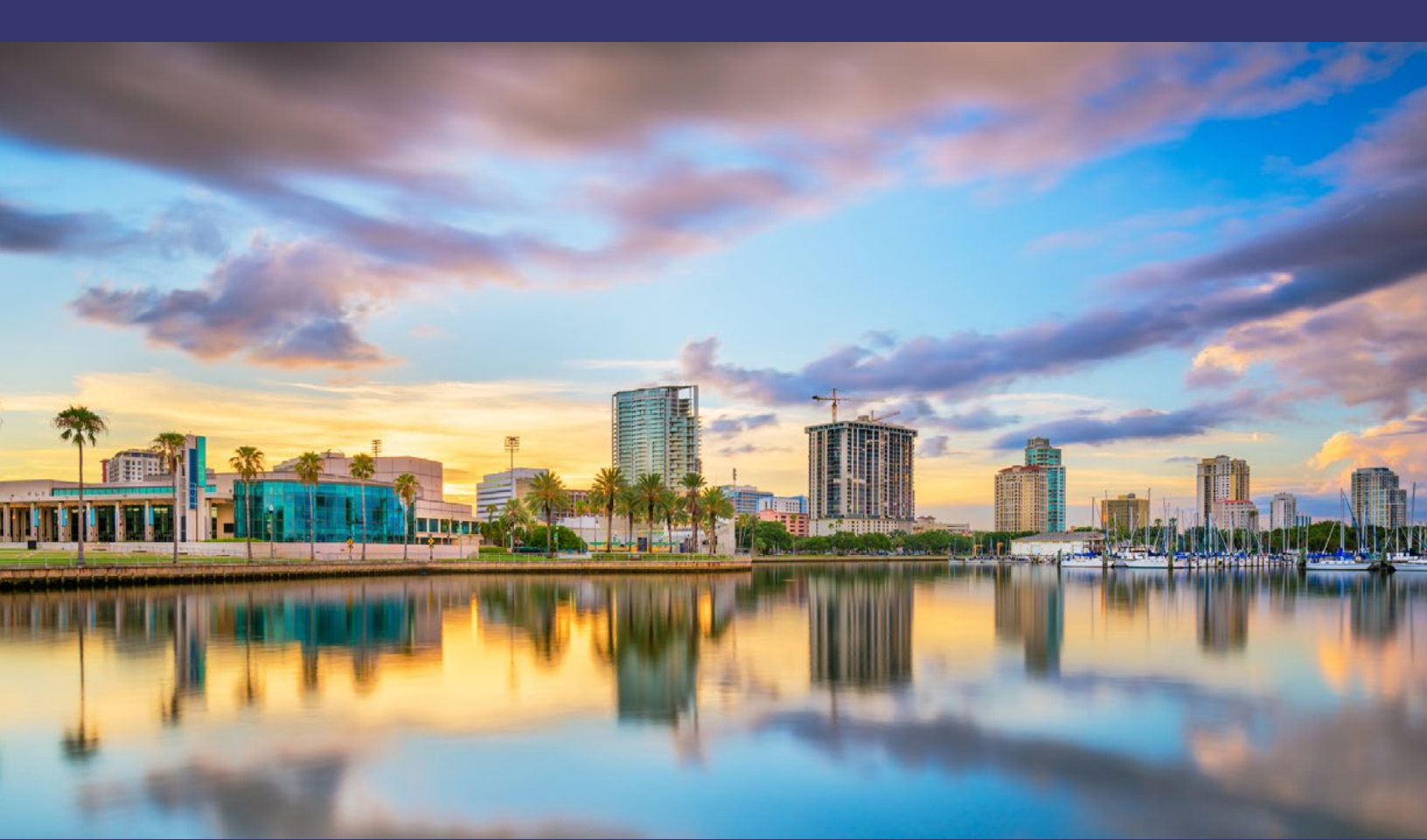
Talent Empowerment

- Identify Professional Development opportunities to mitigate real or perceived gaps in workforce capacity
- Hold regular peer roundtables, separately for administration, department heads, supervisors and newly promoted supervisors to foster safe space idea sharing and best practices
- Increase accessibility by hosting a town hall that points out the training, professional development opportunities, job postings, portals for recognition, and access to HR with the goal of making available to all
- Increase frequency of mayoral meetings with staff via visits or scheduled coffee/breakfast/brown bag lunches

Talent Management

- KPIs*
 - Utilize employee data system to monitor talent pipeline and set reasonable S.M.A.R.T.I.E (Specific, Measurable, Achievable, Relevant, Time-bound, Inclusive, Equitable) goals
 - Conduct ongoing analyses to determine if any interactions exist between race/ethnicity, gender and age that are contributing to professional obstacles/barriers at all phases of the employee lifecycle
- Drive daily DEB&I engagement, by integrating it with all staff
 - Re-boot a diversity council to support all employees and drive cultural change
 - Incorporate DEB&I through all phases of the employee lifecycle





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APPENDIX A:

Focus Group Documents

Appendix A: Focus Group Documents

Focus Group Protocol



Welcome Script:

I want to thank everyone for joining us here for this focus group. We appreciate you making the choice to spend some time speaking with us knowing there are plenty of other things you could be doing during your workday.

My name is <NAME> and I am <ROLE IN INCLUSIVITY> for Inclusivity which is the organization conducting the City of St. Petersburg's employee assessment.

To give you a general idea, during our assessment, we will be looking at a variety of documents and policies, data sets and demographics, gathering feedback through focus group conversations like these, and analyzing responses from an organizational survey that is fielded online. You are more than welcome to participate in a conversation AND the survey or choose to participate where you are most comfortable. Ultimately, we share with leadership our recommendations for how we believe it can uphold its principles for accountable and responsive government and cement a positive workplace culture.

This is a conversation and not a training, educational or information session. I'm going to step back <OR "go off screen" IF VIRTUAL> and help any late arrivals make it into the conversation. I'll turn it back over to your facilitator, <NAME>.

Facilitator Opening Script:

The purpose of this meeting today is to find out more about what it is like to work at the City of St. Petersburg. Inclusivity's research team works with organizations like yours to understand their organizational climate as well as ways in which your organization approaches cultural competency. Cultural competency is the ability to interact effectively with people of different cultures. This shows up in different forms of diversity, equity, communication between staff, teamwork and employee participation, hiring practice, promotions and representation of all groups and perspectives at all levels of the organization.

The City's last assessment was in 2020 and 2021 and due to a variety of factors, we did not see the typical level of participation and engagement that we like to see from employees.

The new administration wanted to revisit the assessment to ensure broad participation across all departments. A lot has transpired in people's lives over the past two years making this a valuable juncture to revisit those that have a pulse on making this city great—you all.

I will be asking you all a series of questions about your perceptions on different aspects of your organization, including values, strengths, and challenges that you feel the organization faces.

Guiding Practices:

- *I will be taking some notes but have <NAME> as our designated documenter*
- *Our notes do not include names so please speak freely*
- *[ZOOM] Feel free to remove or change your name from Zoom*
- *This session is not being recorded*
- *We do not have nor do we pass along a list of names of who participated in groups*

- *I will speak minimally—I'm here to pose questions and get YOUR reactions*
- *I may ask follow-up questions and know that is just for clarification purposes*
- *[ZOOM] If possible, keep your cameras on—next best thing to being in the same room*
- *We have limited time so I may have to pause and move onto a new topic and if time permits we can return*
- *Give everyone a chance to speak and encourage one another to share*

OPENING QUESTION: What is it that drives you to wake up in the morning and do what you do for the City of St. Petersburg?

COMMUNITY PERCEPTIONS: How do you see the City of St. Petersburg being viewed in the community?

- **Sub-question:** Have you noticed any change in the community's view of the organization now, compared to pre-COVID?

ORGANIZATIONAL CULTURE: How would you describe the culture of the City of St. Petersburg?

- **Sub-question:** Does the culture reflect and support the organization's mission, strategic vision and values? [For reference, the City's Principles for Accountable and Responsible Government are being in-touch, inclusive, innovative, equitable, informed and having community impact to improve QOL for the people of the City of St. Pete.]
- **Sub-question:** What drives or impacts the culture of the organization?
- **Sub-question:** Tell me about the role of communication in cementing the organization's culture—whether leadership to staff, supervisor to employee or employee to employee.

ORGANIZATION STRENGTHS: What is currently going well at the City of St. Petersburg?

- **Sub-question:** What constitutes success at the organization? What characteristics must you exhibit to be successful?
- **Sub-question:** How are employees recognized or rewarded?
- **Sub-question:** Tell me about opportunities for professional development or career advancement at the City.
- **Sub-question:** What would you do to build on the organization's strengths?

ORGANIZATION CHALLENGES: What are the one or two things that keep you up at night about being here?

- **Sub-question:** What is the City of St. Petersburg currently doing to address some of the challenges you see, especially any that impact your day-to-day work practice(s)?

DIVERSITY, EQUITY & INCLUSION: What does Diversity, Equity and Inclusion mean to you?

- **Sub-question:** The City's vision states that "St. Petersburg will be a diverse, vibrant city guided by principled progress and intentional inclusivity, where innovation, partnerships and ingenuity create opportunity for all. Do you feel that in fact DEI is a part of your organization's culture? How?
- **Sub-question:** Should your organization strengthen its commitment to DEI? Why?
- **Sub-question:** Is DEI a part of your organization's business strategy?
- **Sub-question:** Does your organizational leadership reflect the community/customers/clients it serves?

REASONS FOR WORKING AT ORGANIZATION: Why did you choose to work at the City of St. Petersburg?

CONCLUDING QUESTION: Is there anything you would like to add that you thought of during the course of our session that you did not get to talk about?

CLOSING SCRIPT:

We are conducting a series of focus groups with various groups within the organization and will review the documentation notes upon the completion of those groups. We will pull out common themes and look for notes of strength in the organization and opportunities for future growth. We then put together a list of recommendations, skill acquisitions and best practices to address any gap areas identified through these conversations.

Thank you so much for your time today everyone. Just to reiterate, your names and identities will not be used in any reporting. If there is anything else you would like to share or didn't feel comfortable sharing today, please feel free to email them to <CONTACT EMAIL>.



Comments from Focus Groups

Opening Discussion

Because Inclusivity does not capture names of attendees or identifying descriptions, traditional focus group “icebreakers” that ask participants to share their name, fun personal fact, etc., are not utilized. Instead, Inclusivity facilitators kick off each session with an initial question that gives non-invasive perspective into the group’s drivers and motivations by asking them to share what it is that makes them get out of bed in the morning and do what they do for the organization. The most common themes across all levels of the organization included a love for the work and community, liking the challenge, getting satisfaction from helping others through public service, relationships with their respective team, ability to enact visible change, and positive supervisor/leadership relationships. In addition to these references, participants within the staff groups named the fundamental need to bring home a paycheck and the City’s good benefits as additional factors driving factors.

Below is a list of thoughts shared during the opening question:

- *Making sure we’re making progress every day for the entire community.*
- *Could have retired at 25 years. Will stay 4-5 more years. Want to continue to give positive change in the organization.*
- *My staff—I have one of the best staffs in the city.*
- *Enjoy what I do and people I do it with. Doesn’t feel like work.*
- *No day is the same and that’s nice.*
- *I am empowered to effectuate change and do good work in my field. I improve the quality of life in the city through what my team does.*
- *A love for this kind of work and a servant leader mentality. What problem can I solve today and who can I help?*
- *Having a direct impact on quality of life for citizens.*
- *My people and being able to see tangible change in projects coming to fruition.*
- *I get up and am thankful I have a job to take care of my family.*
- *A calling to service and give back to the community where you grew up.*
- *I love my job but honestly at this point it’s a paycheck – I am over the passion. I get up for my team, it’s important for my team to be successful. I feel a little bit of obligation but other than that I am ready to be done.*
- *Money, paying bills*
- *I do this because I love what I do for a living. I love my vocation. It’s fun and exciting. Sometimes I don’t feel that I am valued but I truly love this city and anything I can do to make it better.*
- *The benefits and stability compared to the private sector.*

Community Perceptions

Perceptions of the City of St. Petersburg as an organization and the way in which the City is viewed by the community revealed a variety of insights dependent upon the department that the participant represented. Further, many participants had difficulty separating perceptions of the City of St. Petersburg as a geographic location versus City of St. Petersburg as an organization, meaning the positive perception of the City as a place to live (as extrapolated by employees from the rise in population growth in recent years) provides a halo effect on incoming new resident expectations.

Though the intent for this question was to address how the organization is viewed by the community, due to the City being a public entity, it was helpful to not limit the conversation to that angle as it aided in big picture understanding. Big picture perceptions—whether positive or negative—appeared to impact the approach and expectations of residents for service delivery when contacting the City on a variety of topics.

As a geographic location, participants acknowledge the recognitions and accolades the City of St. Petersburg is receiving that cast the city in a positive light as a place to live. These favorable rankings raise the profile of the city in the eyes of residents considering a relocation. Those incoming residents carry with them expectations for service which are in some cases upheld and exceeded and in other cases do not align with their expectations. Current residents feel the increased attention and influx of movement into the city and express to frontline workers their frustrations when they feel that their needs are being overlooked to meet those of the new residents. Employees see these conflicts and feel a sizeable education gap when it comes to citizen understanding of what a city can reasonably impact and enact.

Leadership and management had the most consistently favorable perspectives of how the organization is viewed by the community, while employees in high-touch or frontline roles noted much greater variability with satisfaction correlating with how individual issues are remedied (and how speedily) in comparison with constituent expectation of resolution and timeliness.

Below is a list of thoughts shared during the community perception discussion.

Perceptions of the City as a geographic location:

- *I think nationally the city is viewed as a leader. Ranks high on the equality index—perfect consecutive scores. Viewed as a progressive community.*
- *Lots of people are moving to St. Pete, and existing residents are worried—some people want to keep it the way it was and some want to grow.*
- *Little c (geography)—it's cool to be here. It has changed over 5/10/20 years. It's a destination no longer a drive-by. As far as working for the big C City—it is super fast paced b/c we're dealing with the challenge of the growth that the little c city is experiencing.*

Perceptions of the City of St. Petersburg as an organization:

- *You hear a lot of negative stuff outside about city workers, but the people I encounter really want to help make this city better.*
- *We're seen as a great place to work and we see that baked into the number of applicants.*
- *Old news is fresh on people's minds even if it is for something we haven't been doing for years.*
- *It depends on who you are asking for their view on the city.*
- *People love it so much for the diversity and vibe. Until one thing goes wrong for that person.*
- *There's always room for improvement but the administration and leadership are aggressive in ways to expand service. We get a lot of feedback on programs and services and put a lot of effort in equitable distribution of resources.*
- *I field calls all the time and it depends on the color of your skin. The senior African American community feel like no one is listening.*
- *Great sense of distrust in certain pockets of city. Corridor around John Hopkins Middle,*

MLK, west of 34th Street have a feeling of distrust and that they have been forgotten. Lack of pride among those residents.

- The way any resident views the City depends on what they are contacting you for and the outcome that DAY.*
- Sometimes can be viewed as slow and too much bureaucracy.*
- Not sure the community knows what we do. We get blame for things we are not any part of.*
- When we've had union contract disputes and the city has had their annual budget hearings they make you want to cry. Citizens show up and show gratitude and talk about positive city interactions with employees.*
- In the views of friends and family it is very LGBTQ friendly, diverse, open, liberal, but as a worker you see the intricacies of things and we're still breaking glass ceilings. Even though we show a good face, we have to make the city AND workers happy.*
- Well respected. I hear people talk about the City, about the services, programs, and projects and they are pleased with how they are served. The city has more respect than a lot of other governmental agencies. A transparent municipality.*

When asked to compare the community's view of the organization now to pre-COVID, the responses were complimentary by all levels regarding the way in which the City handled its response to COVID and protected the safety of employees. Reflecting on the organization today, leadership and managers cited concerns tied to "post-COVID" population growth (housing, homelessness, affordability, traffic) as well as internal hiring struggles. Staff (particularly public-facing) keyed in on heightened demands for expediency, significant frustration and impatience from citizens.

Those working in outdoor recreation and libraries feel more utilized as community amenities than ever. Silver linings of expedited transition from paper to digital were appreciated throughout all levels, though staff are sensitive to senior residents being "left behind" in this transition. Movement toward digital has additionally facilitated work from home; there is, however, a division through the organization created by those who are allowed to work from home on one "side" and those who could but are not authorized, or whose job function makes work from home impossible, on the other "side."

Many respondents—regardless of level—dismissed COVID as a factor impacting community perception, reiterating that it is their responsibility is to maintain service regardless of any external factor.

Organizational Culture

Groups were extremely divided in their descriptions of the culture of the organization, and this stemmed from a divided view of what drives or impacts the organization's culture; some felt it was driven by the administration and its leaders, while others saw the culture being driven by direct managers and supervisors, leading to descriptions of a wide variety of cultures from department to department. While participants in the focus groups across all levels of the organization support the City's Principles for Accountable and Responsive Government (being in-touch, inclusive, innovative, equitable, informed and having community impact to improve QOL for the people of the City of St. Pete) themselves, they do not see all departments as equally reflecting or supporting these values.

Facilitators prompted the groups with, "How would you describe the organizational culture of the City of St. Petersburg?" Participants offered a variety of descriptions, from citing the Pillars

of Progress, to being diverse, inviting, collaborative, top-heavy, hostile, siloed, biased, lack of accountability across all levels, and riddled with subcultures (cliques and favoritism).

- *It's a tale of two cities—if you ask blue collar departments, there is a lot of negativity; they will tell you supervisors don't care, bullying, lack of respect, no leadership. At the management level it's the polar opposite; they will say it's a great place due to opportunities and work life balance. Lack of accountability on employees' part is driving this sentiment—a supervisor holding someone accountable for a mistake is taken as harassing or bullying. Those in leadership need soft skills development to communicate more effectively - a lot of them don't have it or aren't practicing it.*
- *Very inviting.*
- *Everyone I have encountered, people are proud to work here. Managers, coordinators, leadership—all proud to be here and genuinely want to do the right thing for the citizens.*
- *We're intentionally reaching out to folks in the community that don't always get a seat at the table.*
- *Our department has a culture of being informative, fair, equitable, not playing favorites, above board—if you don't have that neutral perception, you're not doing it right in our line of work.*
- *Lots of subcultures. I've been in numerous departments and they are all very different. At the core level we are all about customer service but lots of variation.*
- *Lack of accountability for work ethic and quality of work.*
- *It's cliquish and divided—the culture is kind of negative. It depends on what type of person you are. If you have a strong mind you can get past that, but if you're not in a certain group you may not get invited to interview.*
- *I find a lot of long-term employees working at the city, so the long tenure is inducive to clique-ish departments. It happens if you have a long-term core group. You can have a group that started together and one does really well and pulls up their friends up with them even though they haven't done as well.*
- *Lot of very disgruntled employees. Very low morale on different level now than pre-COVID. Similar with what we see with citizens. They are angry and impatient and so are employees. You see some departments forced back to office and some still remote. Backlash on returning.*
- *I see a "war" brewing between new [residents] and locals. Lots of confrontation. New people are bringing in good things but the locals feel like they are being pushed out. Employees want a solid response of how we're going to address this.*
- *Not enough consistency across the City.*
- *Some people have no qualifications for the jobs. How to go from a level 1, 2, to 3. There's favoritism. Not rewarding those with experience and tenure. In fact, the experienced staff are overworked and have to train the better paid, inexperienced new staff. Promotions/jobs are filled, but there was never a posting for others to apply.*
- *We should have more input in decision making. Would be nice to take your boss to work day so they can see what you encounter on a daily basis.*
- *People are scared and there is fear of coming forward against the city.*
- *Favoritism has run the culture and hiring process.*
- *As a younger person there are people with such a passive mentality that they don't want to get things done.*
- *As a newer employee I see inconsistencies in policy implementation. Some of us can take leave for certain things or work from home. Popularity contest, no fairness and makes me question my longevity.*
- *There are people in the younger generation who are interested in moving the*

organization forward but you have some that are so lax.

- When we give feedback we get brushed aside and ignored. Devalued for not having the right degree or station but we're the ones closest to the people we serve.*
- There is a huge issue with people who are managers who should not be. My boss is wonderful—loose leash, but not everyone has a manager who respects them as individuals. Things happen like illnesses, as people get older—no compassion or understanding. They are only bottom line focused.*
- Some of the supervisors view their jobs as prison guards—all they can figure out what they are supposed to do is enforce rules because the work is all getting done.*
- "Well this is how we've always done it" is a prevailing theme.*
- There is an overall lack of training citywide. There is a lot of institutional knowledge that is left for you to just figure out on your own.*
- Some people are encouraged more than others for educational and personal dev.*
- Management have children who are older and don't have the same worries as some of the workers coming in.*

Participants perceptions revealed culture differences based upon job function, tenure, age, education level and department. When asked what drives the culture of the organization, all levels of participants felt that the culture is set by the “top.” What each meant by the top, however, varied. Leadership, for example, was more likely to name the administration as being responsible for driving the culture, though some participants in the leadership groups noted that it ideally would come from the top, but they see immediate managers and supervisors driving cultural variations from one department to the next. Managers similarly shared that the culture should be set by the top, but provided additional expectations for “walking the walk;” culture is solidified by fair and equitable treatment of staff.

- The vision at the top has to be embedded through several layers of management and constraint focus to make sure all are focused on the same priorities.*
- Very department specific—each one reflects a different culture and that is a part of what comes with local govt—your leadership changes every 4-8 years so that gives you a narrow span for your organizational culture to grow. I've seen five mayors and you see it change with each one.*
- Culture should be driven by admin but what is really happening is it breaks down at the department level. Seems like a Leadership training breakdown. Leadership training may happen, but I rarely see notices to manager or director level of the general professional development opportunities.*
- Leadership—the culture comes from the director down. Where he or she is looking for the department to go.*
- Consistency.*
- The culture I know, we seek to work together. There is a genuine interest to have all come out for a positive result. What happens outside these walls I don't know other than what employees have told me.*
- Leadership and what leadership prioritizes.*
- Treatment of different ethnic groups drives the organizational culture. I've been labeled radical and militant, when I'm just suggesting something. I deal with the color of my skin impacting the way I am received.*



Staff were most likely to name their most direct supervisors as the organization's primary cultural drivers—holding them responsible for setting a tone for employees to be seen and appreciated, to respond and not retaliate, and to understand employee motivations at an individual level. Staff hold their supervisors accountable for establishing trust (or mistrust), largely evidenced by their providing equitable (or inequitable) access to promotions and career development resources.

- *Leadership. Leading by example. Our Administrator shows up and speaks to everyone. Culture starts with leadership.*
- *Rising tide lifts all boats. But I see a lot of people are only focused or care about what affects them.*
- *Retaliation or punishments [drive the culture and] discourage others from talking and push more employees to find new opportunities.*
- *Cronyism—I have years of experience but overlooked for people managers know.*
- *Lack of education of management—they don't understand what a manager should be. They should be there to support an employee and make sure they have everything they need to do their job—productive, happy, motivated; that's not on the radar of most managers.*
- *Driven by numbers—staff and meeting the numbers you want to show you are being effective as a department. It's easy to just put down numbers and it can come back to burn them but some jobs take a few minutes more than they think it "should."*
- *Lack of trust.*
- *Management bias among different departments.*
- *The scrutiny of the public.*
- *Depends on senior leadership to drive what the culture would be.*
- *Racism in the promotion process.*

The topic of communication came up, unprompted, in most of the focus group discussions of organizational culture. Participants shared instances where communication as much as lack of communication give employees a "read" on the culture within a department. This included both interdepartmental communication and intradepartmental communication. Comments regarding the role of communication in organizational culture are shown below:

- *Back in the day a new director would do a meet and greet but now it's an email. You could meet and see the people you were engaging with.*
- *Used to be a lot of coming together, a lot of communication, but now electronic messaging has dehumanized so much. It's easy to crank out an email and expect people to read, but understand that doesn't always happen.*
- *To change the culture you need very consistent messaging from the top. Has to be constant and consistent. Culture and people are not easy to change.*
- *There's an expectation for communication consistency and we're working on that.*

- *Sometimes if someone does something wrong, they are reminded of that forever. The morale stays bad and they are labeled permanently for that mistake.*
- *With communication needs to come respect. Employees need to know they are valued and CAN make mistakes. Use a positive approach rather than being demeaning. We get a lot more mutual respect and buy-in if they feel respected and valued, and more loyalty if they feel you really care.*
- *Sometimes you have solutions to share, but because of your level you have no outlet to share it. If my director presents it, it is taken seriously. What are we doing as managers if we're not taken seriously?*
- *Communication feels very unilateral—you don't talk to this level unless you're at this level or question the level above you unless you're ready for a fight. Before I can open my mouth I feel like I need permission. You can say the right thing to the wrong person.*
- *You'll find people you can level with by finding the right person. You foster a personal relationship. Now that can be seen as setting up a "popularity contest" but really you do it to avoid inter-departmental issue. You form a circle of people working together.*
- *There is a lack of explanation of the organizational chart. If people knew where to report that could avoid some of the missteps.*
- *One thing that is prevalent is they will share a policy without explanation; if they took the time to share the reason for the change in policy, that would go a long way. I may know the reason if I was in the meeting, but staff isn't.*
- *Decisions are not made by people "in the fire" and those making the decision are using a point of reference from 25 years ago when they were at a lower level, but it's not the way things are today.*
- *A lot of managers are really uncomfortable communicating little things until they become big; not comfortable communicating expectations.*
- *I have seen miscommunication between employees which has causes employees to feel uncomfortable and less motivated to come to work. It would be nice to see something in place to help those types of situations between employees.*
- *Administration to employee communication is non-existent. Managerial to employee can use a lot of work; we get brought into conversations 10 emails down the line – left out from the beginning.*

Organizational Strengths

When asked what is going well at the organization, participants incorporated things happening within the city boundaries geographically as well as things happening within the organization itself. Recall that many employees shared an intrinsic drive to serve and to support their community. Given this, it is unsurprising that when talking about what is going well, some of the employees "jump" to the end-point of what is being felt by the community in response to their work.

Leadership and managers glowingly talked about the organization's quality workforce, stability as an employer, financial standing, efforts to boost communication through social channels of positive work happening, DEI sincerity and benefits.

- *We have a great responsibility and our work directly impacts the livability of our city*
- *Doing more with inclusivity, diversity, equity—not just lip service or flavor of month, but there is sincerity in this administration to live it and not just say it.*
- *We're trying to turn to more of a culture of "yes" or "yes and" instead of "no." I hear that from different groups that it is taking place. There's an effort to be better coordinated in strategic priorities.*

- *City physician is a wonderful doctor and we get an hour that is not taken away from your pay to go see the doctor.*
- *The city has a lot of well qualified employees who really care about what they do. When they care, they put out more effort. What are we offering our customers? We don't feel comfortable with status quo.*
- *We've embraced social media—it used to highlight doom and gloom now we're using it to highlight what our officers, employee and citizens do.*

Staff expressed appreciation for benefits from the standpoint of work-life balance, health coverage and salary in comparison to other municipalities. Some mentioned training and advancement opportunities, PTO flexibility and an appreciation for work from home flexibility, but all of these were found to be dependent upon supervisor approval. They named technology advancements as an area of visible improvement, though participants cautioned against leaving certain segments of the citizen population behind. COVID was a driver to move the organization paperless, but again, was accompanied by both staff and “user” learning curve.

Recommendations for how to build upon strengths ranged from requests for management training, wishes to use a train the trainer model with employees, increasing communication to and from staff, and enhancing internal access to resources. Participants called for continual reflection on whether the right people are in the right places, boosting awareness and access to training and development opportunities, and transparency in advancement opportunities.

- *We recognize employees for what they are doing well and give them an opportunity to share with the rest of the organization.*
- *Departments do not always understand our constraints that keep things from moving quickly.*
- *We can do better job for those who want to get promoted but don't have it in them - no matter how much training, they can't get out of their own way. Some people not born leaders but you can train them and some you can't. I would love for someone to teach me how to sit down with them to tell them you've tried.*
- *Our intranet is managed by IT and HR. Marketing has nothing to do with it [and should]... That is something small but with a much larger impact.*
- *Hold a showcase to help employees understand different roles and opportunities beyond just the job title or department name. Present more opportunities for mobility and advancement.*
- *Mid level management—not enough is done for them. Lose touch. They highlight high level and boots on ground but we're giving the motivation. Engage them and appreciate them.*
- *I love See Click Fix, however, the City hasn't supported the increase in [citizens reporting to the platform] with people who can actually go out and do the work.*
- *More communication between departments and citizens.*
- *Have a system where employees can anonymously submit "reviews" about managers as part of the employee review process. Have these "reviews" go directly to HR, not to managers, for review and follow up response.*

Success for the organization looks very different from one employment level, administration or department within the organization, to the next. At the leadership level, participants defined success from the perspective of how they work to set their respective employees up for success:

- *Providing first-class public services and policies that are aligned with our principles, and doing that in a way that employees feel supported and have the environment that they need to do the job.*
- *Getting your people to show up to work.*
- *A workforce free of discrimination, bias, bullying and unprofessional behavior.*
- *Got to have a lot of patience for irrational expectations from citizens that will take it out on 1st person they see.*
- *Service delivery.*
- *Soft skills.*
- *Responsive, able to pivot, check ego at the door/humility and grace. Cooperative spirit—can't function if in it for yourself.*

At the manager level, discussion turned to the metrics in place that gauge department-specific deliverables and expectations. The comments below were supplemented with references to the necessary soft skills of leadership, being a team player, positive attitude, listening and building relationships to problem solve cross-department:

- *There are KPIs that we set for the year... and we can hit KPIs all day but if we're not treating people even-handedly and positively that's not enough.*
- *Track resolution of citizen complaints or requests for services. We look at timeliness of response. Number of registered requests going down, number resolved are all going well.*
- *We focus on lack of service disruption—staying open and available to as many people as possible.*
- *Common goal for an area and success are defined by your administration. Each group is so different.*
- *Population growth. When you see this many people moving here, we're doing something right.*
- *Not getting complaints from mayor's office from the public.*

Staff responses to the question of what constitutes success interestingly did not include mention of metrics; they were largely comprised of the soft skills and characteristics they believed necessary to be successful:

- *That's very individual—falls on managers and supervisors knowing their reports and what motivates and drives each employee. That requires interpersonal skills.*
- *Not falling into "this is how we've always done it for 30 years" trap.*
- *Teamwork*
- *Good Communication*
- *Being proactive and avoiding crises.*
- *Cross-training*
- *Transparency*
- *Completion of task*
- *Self-discipline*
- *Not rocking the boat.*
- *Shut your mouth and work hard.*
- *Assisting the greatest amount of people and having the tools to do that.*

- *Customer service externally, and how I interact with peers internally.*
- *Success in any department is if they stick to their mission and values but it would have to be a good mission that is underlined for every person interviewing and being brought it—hire people who already prioritize the mission you want to push forward rather than trying to push a mission on people who don't.*

Prior to facilitators asking a question about it, most groups named recognizing employees or being recognized as being crucial to a positive culture. When specifically asked about the protocol for recognitions or rewards, the practice of publicly celebrating “workiversaries” was known; it was evident that the organization-wide protocol (Kudos Program through the Employee Recognition Committee) is less so—particularly among staff participants. Beyond Kudos, some departments shared having their own practices, whether an employee newsletter, offsite gathering, breakfast, department-specific internal nominations by supervisors, peer nominations or citizen praise/comment cards as their opportunities for recognition.

- *There is a citywide employee recognition committee—one person per department sits on. There's an email address and internal staff and citizens can send nominations in. It is not widely known or used. Doesn't make its way through the “noise”—lots of emails.*
- *Comments from the public are shared, but not all positions are public-facing. That means it is up to the supervisors to develop their own plan for employee recognition.*
- *Day to day falls on supervisors to pinpoint incremental successes. We can't financially incentivize but we can verbally recognize.*
- *Recognition depends on the department. Each dept is a silo. Not a lot of cohesiveness across the departments. If you don't have a supervisor who prioritizes that, then you'll never get anything.*
- *It's important to do regular acknowledgements. Not necessarily on a big stage, but within earshot, calling someone out for little day-to-day acknowledgements. Little bits of praise can make more impact than an award.*
- *There's no incentive for employees to be great, average or mediocre because you're going to get paid the same. Raises are not tied to performance. Unless you have intrinsic motivation to be great...we are rewarding mediocrity.*
- *If you do the bare minimum you get 3% pay raise and if not, 2%. You don't get a raise for just doing a good job.*
- *I've been told to "cease and desist" for going above and beyond.*

Like recognitions, when asked about opportunities for professional development and career advancement opportunities at the City of St. Petersburg, the common response was that it is dependent on supervisor discretion. Outside of job-mandated certifications, it is up to the supervisor to make employees aware of the opportunities available and/or approve them. Also, like the response to recognitions, staff identified inequities and a lack of decision-making transparency based upon the decision being so discretionary.

Training and certification-related comments included:

- *All of my department has opportunities for professional advancement. I protect our training budget versus getting a new hire. We piloted a work from home program pre-COVID and have done anything and everything to be flexible. Quality of life has always been critical in my department to accommodate lifestyles. Our retention tells you it works.*
- *It's the responsibility of leadership to evaluate and mentor the team, provide incentive pay for more certifications, look at how someone wants to advance their career. There's succession planning too, to consider and we do evaluations of the team periodically to help people move up in their career.*
- *I don't see [it work that way] in my department—it's who you know. Someone joins b/c they are family or part of this clique. I don't want to sit on the interview panel because they already know who they are going to hire.*
- *I tell my team if there is professional development, tell me and I will roll you into it. That said, I am not clear on where that all exists. There are online trainings, but it is not well communicated. The mandated ones are so outdated that they are hard to watch. You ask about when they were made and you hear "way before my time." I fear if the things we're teaching our colleagues have dated info—are our employees getting scraps and not beautiful productions that reflect our city today? They should be our biggest 3,500 ambassadors.*
- *Linda by LinkedIn is a library of trainings—it needs to be publicized to all employees. Great resource for executive, communication, writing classes. On demand. City staff all have the opportunity. I only found out through my manager.*
- *You need to have approval from manager to do trainings or personal development.*
- *I came from the private sector and the amount of energy my company put into training and development was outstanding. The management team also took the time to work with staff on actionable steps to help them reach personalized career goals. That is by far the biggest difference I have seen since I have been with the City.*
- *There's a method of suppression using your job description and your title. You get a response that it is not "part of your job description." We were denied for training because it was outside of the job description, but it wasn't.*
- *It should be normal for departments to be cross trained. It used to happen more but now it's a way to pick and choose who gets cross trained so only some individuals are tapped and then in line for when a position opens up.*
- *I have asked several times for actual professional training – been told, "Google it if you have a problem."*
- *Training here is lax. I have done this in a prior organization—the state had the best training program I have ever seen. I came to the city and we used to beg—let me train the new person b/c if someone else trains them everything contradicts and the person does not know what they are doing. If they could implement a training program for every department you can defer to the training basis.*
- *We should be going to conferences; it benefits the city for us to get out and see what others are doing. You have to really seek it out. If you don't ask, you're not going to get it.*

Career advancement and internal promotion comments included:

- *There are no career advancement opportunities for me. If someone wants to move up, we don't have layers in our department.*
- *Lots of people are topped out and don't care about growth.*
- *Often to get a promotion the only way up is by moving to another department, position, or even somewhere else.*
- *You take all the trainings, put in the years and if you don't get the promotion, you see the person who did get it and they don't have those qualifications that you were told were necessary to get the promotion.*
- *I've been blackballed against transferring to another department. I've applied for 20 jobs and not one word yet.*
- *You can go months or years and you think you're doing a great job but you get your review and find out you're not doing as well as you think.*
- *I've had people apply for jobs in the city and their super told them they won't get the job b/c they won't let them leave.*
- *Job requirements are wildly inconsistent—I'm qualified to be an accountant in one department, but not in another.*
- *There is no uniform promotion process across the org. Not a lot of explanation for being looked over. I don't know if disqualification is performance based, not having certain qualifications or something else. It's so subjective from department to department.*
- *You have folks who should not be getting promoted based on the qualifications and experience that they have. Those who play around are promoted and depending on your seniority you are getting pushed out now because...I don't like you/get along with you.*
- *I have never interviewed for another position, but I do not think it's healthy that your manager and director are notified when you do apply for another department. It discourages people to do so until they are so frustrated with their current job [that they don't care who knows].*

It should be noted that the questions about recognition, training and career advancement were broached in this Organizational Strengths section with the intent of the discussion shedding light on ways in which the organization leverages these tools to strengthen organizational culture. Responses did this, but also pinpointed significant challenges with these topics. Challenges shared in this section should be acknowledged as such, though they are not repeated in the Organizational Challenges section, to avoid redundancy.

Organizational Challenges

Following the discussion on organizational strengths, facilitators asked participants to either share or revisit previously named challenges in terms of the one or two things keep them up at night. Factors named could be consolidated into four main themes—workforce topics, cost of housing, expectations and safety. Examples and sub-topics of each theme are broken down below to clearly segment comments.

The “Workforce” theme included mentions of challenges such as recruitment, retention, succession planning, expectation differences between generational cohorts, transparency in decision-making/cronyism, retaliation and vacancies:

- *Retention—the human resources and recruitment field has changed drastically post COVID in terms of demand for virtual work.*
- *Retention—when I think of the people I’ve met along the way who were passed over for a promotion and don’t know why. They openly talk about it.*
- *When we have a good team going and someone leaves the department it’s hard to take on their responsibilities, get up to speed, and training new people properly. Would be able to keep staff longer if they weren’t thrown into the frying pan.*
- *I think about the inactions or actions in some depts are contrary to how the mayor positions the City as being a great employer and that is hard from a reputational standpoint. I want to be thoughtful and if he believes that is happening but it isn’t happening on the ground, where is the disconnect?*
- *When you go to someone higher up with a concern they need to hear you and come back in a professional manner rather than retaliating.*
- *Lack of staffing is huge. We haven’t had an increase in staff in 15 years. Tight deadlines, projects that we get pulled into too late.*
- *We are competing with the private sector that will hire for more money and within weeks, not months.*
- *Absolute lack of management accountability.*
- *A core group of friends were hired together but over time got distributed throughout various departments, so if I have a problem, I will run into one of those from the clique. I’m still dealing with consequences from something I reported several years ago.*
- *Been dealing with retaliation for speaking out for years. Was told to let it go and if didn’t, I would be fired. I’ve had a majority of my duties stripped and I’m watching the department implode.*
- *In our department we have a younger workforce. It’s hard work. The new generation doesn’t feel sincere or feel like they have to work as hard. At 4:00 they will have to go on a “special project.” If we need something we can go an hour without hearing anything. No sense of urgency.*

The next challenge-related theme was Expectations. This included references to citizen expectations for immediacy, inter-departmental expectations, overcoming government employee stigmas, managing expectations for resource and equipment allocations, red tape, mode of communication (email not always best), and service delivery despite lacking basic resources:

- *We have See Click Fix and it drives me crazy. I can get 50 a day and the citizen thinks it should be fixed tomorrow. It didn’t happen overnight so it can’t be fixed overnight.*
- *People expect immediacy.*
- *There’s a perception of government work, that it is slow and they don’t understand all that is involved in just getting one thing done. You’re constantly running.*
- *[Some departments] catch it on both ends from the staff and from the citizens and that’s draining.*
- *A lot of red tape.*

- *Meeting expectations of other departments. Idea of letting someone down or that it was “sitting on a desk” for too long. We are so detailed and process oriented that it is hard to keep up and not disappoint.*
- *We have a hard time finding qualified help so we’re often shorthanded. We’re putting out old equipment, fixing, finding new. We CANNOT fail.*
- *If you have an issue give me a call; we don’t [pick up the phone] enough. Make the relationship and talk to people. Make the interaction more personal—it’s hard to do over email. They may misread an email’s tone but if we’re talking I can gauge the tone and reaction better.*
- *We need others to understand what we do and how that works and why we can or can’t do something.*
- *Our toolset is very behind. We can’t get an updated Adobe Acrobat, never have Wi-Fi, middle of Zoom meetings and we’re in and out. Have to jump on meetings with a peer in another office. It’s with other agencies so it doesn’t look good. I have to purchase jump drives in advance of council meetings to load our content because our director will not provide them.*

Another major theme was health and safety, and this encompassed physical safety of employees, the feelings of working in a safe environment, health safety and mental health safety:

- *I don’t think I should have to expect to be harassed [by a patron] when I come to work.*
- *We have 1 or 2 security guards but they are not always here daily, yesterday I had to call 911 because a patron was screaming and throwing things at staff members.*
- *We have been told by admin that we cannot trespass people and have to give disruptive patrons more chances.*
- *Concerns of an active shooter.*
- *MSC building has health issues. It’s a sick building – leave with headache and congestion – I’ve expressed my concerns haven’t gone anywhere.*
- *Mirror Lake Library suffers from severe mold...We have a wall that’s been knocked out and covered in plastic for almost a year now. Many of us do not feel like the city cares about us unless it is convenient.*
- *We have a lot of environmental impacts to address as a coastal community.*
- *We have old infrastructure. It is going to have to be replaced and it is an expensive proposition.*
- *There is a lot of segregation between departments. We get requests from all departments but we are low on pole for respect.*
- *Making documents ADA compliant and afraid of legal ramifications with no time.*
- *Taking time off is stressful because stuff backs up. It’s a constant catch up game.*
- *I work until 11pm to get smaller projects out of the way and that literally keeps me up at night.*
- *I’m working three positions and I’m overworked.*
- *Constantly stressed about all the projects to get done. In 8 hours it’s impossible to complete the amount of work.*
- *For critical employees in emergency response, we have to keep in mind that their families need to be safe. Both parents may be [critical response employees] and it can’t be that both are called in for emergency response. Need to look at that. You have the same people doing it every time but things change and parents need things, kids need you, you’re worn out from 12-25 days constantly working.*

Related to the Workforce theme, but worth separating due to organizational impact was the current cost of housing:

- *Inability to afford where you work. [in response to what drives the organizational culture]*
- *There are people that are just so proud to work for the city they live in.*
- *I care because I live here and this is my city—care about my job.*
- *Housing is the issue that impacts everything we do and we’re not alone in that. Ability to recruit and retain personnel is being hampered by the cost of housing in St. Pete/Tampa.*

- *Workforce we are hiring that doesn't have connections into the city - hard getting buy in to connection when they are here 8-10 hrs. a day then go back to suburbs.*
- *I personally wanted to be a part of and be involved with what is happening in my city.*
- *Born and raised in St. Pete. I take pride in the city and working here. I was involved in my neighborhood association, so when I started with the city I was knowledgeable about it.*
- *There has always been a sense of pride and the workers exuded pride—if you didn't get your dream job, you wanted to work for the city. I worked up through ranks then moved departments. Over the years you still see a sense of pride but not as many employees brag about working for the city anymore and I think it's a result of nepotism and culture things we've talked about. I'm here for the duration.*
- *I live here and I should work here.*
- *Great opportunity to work where you're from.*

When asked what the participants see the City doing to address some of these challenges that impact their day-to-day, leadership and managers referenced salary increases, some departments offering remote or hybrid options, the City engaging in low income housing solutions, the City rolling out this cultural assessment, reviewing workflow to streamline processes and identifying efficiencies, and coordinating with one another in advance of council presentations to reduce one-off asks. The response from staff, however, was more mixed in that some had an optimistic sense that things are happening to address the challenges that they named while others assumed that hearing nothing means nothing is being done. Numerous staff groups expressed appreciation for the current focus groups and survey that would soon launch, but were cautious in assuming things would change for the better, asking a series of questions to ensure their identities would not be revealed and that actions would be taken based upon feedback received (accountability).

Diversity, Equity & Inclusion within the Organization

The first question gave participants the opportunity to share what diversity, equity and inclusion mean to them. Leadership, managers and staff provided a variety of thoughtful definitions. Participants identified factors of diversity such as age, gender, sexual orientation, religion, race, language, education, physical appearance, physical and mental ability—and due to the city's census of long tenured employees, they also identified tenure as a city employee. Expectations for DEI were as follows:

- *Diversity is just the first step in building true equity within a team—just having different cultures, colors and preferences is not the last step, but it's the first step. If someone is speaking a different language, overweight, African American—and you are discounting them, you don't have equity. Eliminating biases is the next step after diversity.*
- *Not who it came from but what they're saying.*
- *Part is recognizing value that people with different values and backgrounds can bring to a team. Generational, cultural, geographic, mentoring and bringing in new people to help a team grow. Supporting a team in different ways based on individual needs is part of the equity pieces. Not everyone needs same support, grows in same way or wants their career to go in a new direction.*
- *Investing in certifications and training and providing pathways.*
- *Making sure to differentiate Equity vs Equality.*
- *An opportunity offered to all may not be possible to be received by all.*
- *You can't assume that you seeing something one way means that someone else is going to see it that way.*

Leadership and managers supplemented their definitions with examples of how they are seeing the city take action to be reflective of its vision to “be a diverse, vibrant city guided by principled progress and intentional inclusivity, where innovation, partnerships and ingenuity create opportunity for all.” Some employees were able to articulate clear examples of DEI in action, but generally commented that they find its implementation and impact on the culture to vary by department and be dependent on the leadership at the helm than a coordinated culture.

- *[DEI is] an accepted philosophy in what we do.*
- *It is the culture that we are going to build.*
- *We're getting better at it especially when we're looking to fill ranks of job openings. We're going to fairs and places we didn't look before.*
- *Our office of Supplier Diversity is very intentional example of us doing it.*
- *We added DEI to procurement, which means that we're distributing funding fairly. I see progress in where we are and where we're heading.*
- *City-wide, no, but some departments are and some don't. DEI and communication are tied. The manager or director leads it.*
- *I think it's a part of most departments but I'm not sure if it is intentional.*
- *It isn't part of the organization's culture. Nothing happens when there are complaints.*
- *There is no follow-up on lack of diversity training.*
- *The Pillars are a great conversation starter for inclusivity.*
- *The vision is a lot to unpack. I had to print it out recently to keep it straight and it is on the website, but it's a lot.*
- *Never had DEI initiatives from a black man's perspective.*
- *In my experience they are doing a good job diversity in age, race, sex and sexual orientation – I am sure it's not the same in all departments. I can't speak to the entire city.*

It was more challenging for employees to name actual examples within the organization of DEI being part of the culture, but all levels believe the organization agreed that the City should strengthen its commitment to DEI—whether they felt it was part of the culture currently or not.

- *If you are not able to employ and utilize the best people, no matter where they come from, then we'll be behind communities that are more inclusive.*
- *Do I get so focused on day-to-day that I don't take time to appreciate my team? I do get focused on projects and need to remind my team that I have their backs and it can be hard to do that when you're busy. We can always do better.*
- *I don't think we're in a bad place but always strive to be better.*
- *We don't need to strengthen, but make sure [our commitment is] out in the forefront so people know we are addressing it not just window dressing.*
- *People get busy not paying attention to important parts of where we need to go as an organization.*
- *We fall short on celebrating some of the things we do—it's easy to set a policy or funding for something and then it just becomes absorbed in our typical operation. We assume other municipalities do what we do but we're actually ahead of many.*
- *When you onboard people, if you don't tell them about the vision when they are hired, they won't hear the tenets again until they are a manager. There's not a big orientation or explanation as of now.*



For the most part, the participants shared that DEI is part of the City’s business strategy. Leadership and managers were able to reiterate examples such as supplier diversity efforts, procurement transparency, expanding mediums for outreach for open positions, scrutinizing pending developments for optimal affordable housing impact, and conducting the assessment at hand. There were some employee participants who were either less confident in understanding the organization’s business strategy, or who felt that DEI is not part of the organization’s business strategy. These individuals tended to be less likely to believe that the organization’s leadership reflects the community served; depending upon the respondent’s department, some of these participants considered leadership, but not employees to be reflective of the community served, while others felt the employee population was reflective but promotions to leadership were not.

Below is a list of additional thoughts shared during the DEI discussion:

- *The Mayor is going in the right direction.*
- *Having diversity across managers and directors shows where we’re going and what we’ve done.*
- *Folks have flipped the meaning of equity and woke. I think we have to be very data-based in equity decisions.*
- *As far as diversity goes, our department is diverse throughout the ranks—supervisors at every level are POC and there is a real push to mentor other POC lower in the ranks to push them up. That was a decision we made within our internal department heads.*
- *The city needs to reflect the departments it serves. You have diverse hires, but promotions, no.*
- *[DEI work is] not without risk, but for some rights, you have to be willing to do the work.*
- *I would like to see more inclusivity with seeing more people with physical disabilities more included in management at every level.*
- *I don't think I have a vote.*
- *The leadership and management does not reflect the employees it serves.*
- *Our community is changing so drastically it's hard for that to be sure [if we're reflecting it].*

Reasons for Working at the Organization

Near the end of the group discussions, moderators prompt participants with, “Why do you choose to work at the City of St. Petersburg?” After learning about motivations in the first question, we explore what first intrigued employees about working with the City and what continues to engage them to do so. The most commonly named factors that continue to retain employees included an intrinsic drive to do work that serves others, an appreciation for the work-life balance, good benefits and (for many) ability to work for a city they love.

Below is a list of comments shared:

- *Opportunity to serve the city has been a challenge but an honor and I wouldn't leave it to go anywhere else.*
- *Being a driver for inclusive progress—progress that doesn't leave parts of our community behind.*
- *Because I love St. Pete. It's where I grew up. I wanted to work in a place where I could make a difference.*
- *With each successful event, that's a legacy and positive accomplishment.*
- *Pension, Benefits, Job Security*
- *Deciding factor was the work-life balance—I love the people, I've made friendships, take lot of pride. Lately it has been very challenging because I am a giver and pleaser and I am finding that wherever I give I'm not making people in the city happy. I'm working hard and my work-life balance is shifting in the other direction. I don't feel like I have impact anymore.*

If time allowed at the close of the formal questions, participants were asked if there was anything they did not have the opportunity to address during the conversation or anything they wanted to return to from prior questions. Comments included the following:

- *I've seen numerous transitions between administrations, but the current process has taken a lot longer than previous administrations. People feel unsettled and with everything from pre and post COVID...I'm looking around and you see you're getting to be last man standing. It would be beneficial to the organization [for the leadership] to come and meet the people (staff).*
- *How do we give managers and above the tools to take talk to action in a lasting way; not just one-time and then you're "done." Making it lasting is the only way to truly effect change in the culture.*
- *We talked about favoritism—you can write a job description to fit the person you are looking for. I see it [happen].*
- *The workforce at all levels is more diverse than it was 30 years ago. Current mayor has done things to recognize a variety of groups that had not been given recognition in the past.*
- *Utilize exit interviews to gather insight!*
- *We would like to have a town hall where we hear the results [of the assessment].*
- *Staff are not allowed to use sick leave to take children to a doctor's appointments which forces you to either lie or take vacation time...I see it impacting others, particularly those who are not in remote positions. This is a DEI topic as it impacts staff to varying degrees. If you are in a less visible role, you could flex your time without any issue, but hourly employees that have to clock in do not have that option.*
- *Lots of current turnover and employees looking.*
- *Lots of employment spots available but not many to elevate in current position unless getting a masters.*
- *It really wears on a person when you have told a supervisor time and again that you're having trouble with a patron and nothing is done about it because it's not a "severe" enough infraction.*
- *A while back we were hiring apprentices and we went to a neighborhood meeting to find people. [Our pitch was] you can be living on a couch right now, have a felony, get trained, learn a trade and take the trade and experience on with you in life—that will allow them to live indoors in St. Pete one day. That's a great thing.*
- *I don't ever see the mayor and I know there are meet and greets but they should happen between the departments. Mix levels and company to make us a better team. Then there would be more communication and awareness of what is going on.*
- *Mayor Baker was the last mayor that did it, but it was breakfast with the mayor and he told us about so many things I had no idea about. It has transitioned to mayor doing this with citizens, but I think Baker was the last one doing it with STAFF.*



APPENDIX B:

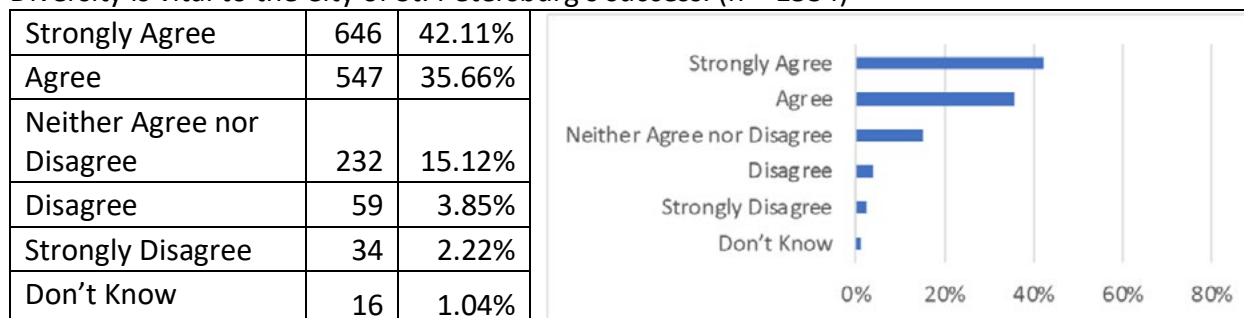
Organizational Survey Responses

Appendix B: Organizational Survey Responses

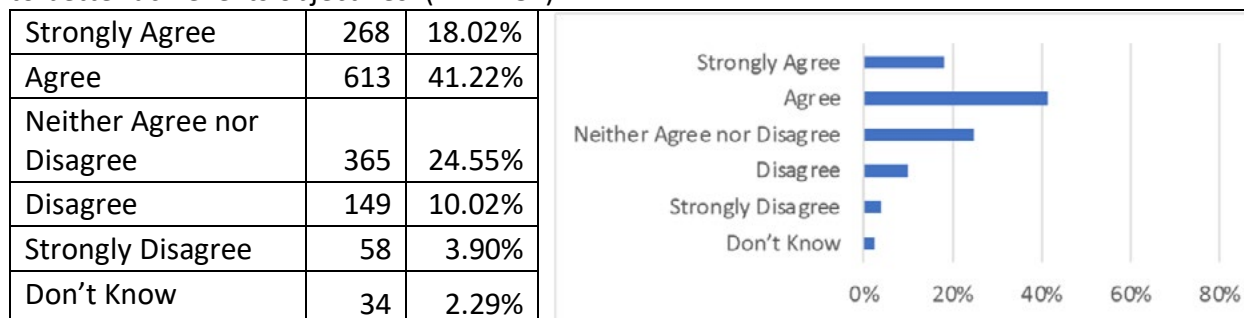
Responses Overall

Business Case for Diversity

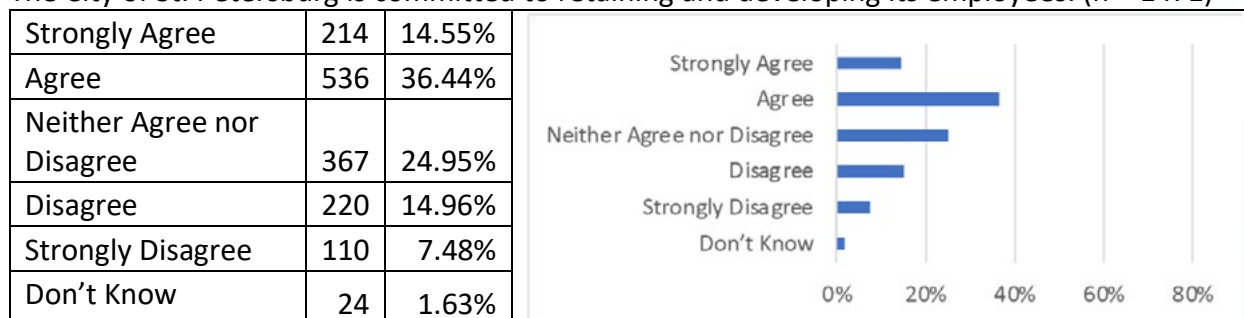
Diversity is vital to the City of St. Petersburg's success. (n = 1534)



The City of St. Petersburg's culture supports and encourages positive change to enable the City to better achieve its objectives. (n = 1487)

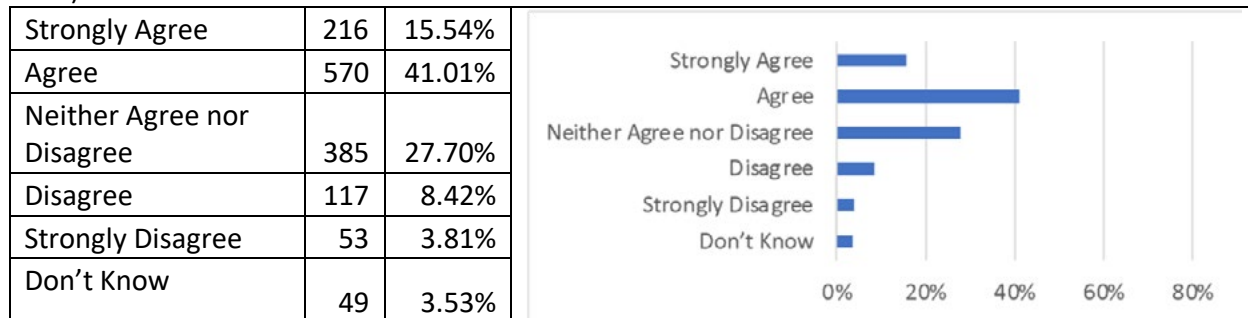


The City of St. Petersburg is committed to retaining and developing its employees. (n = 1471)

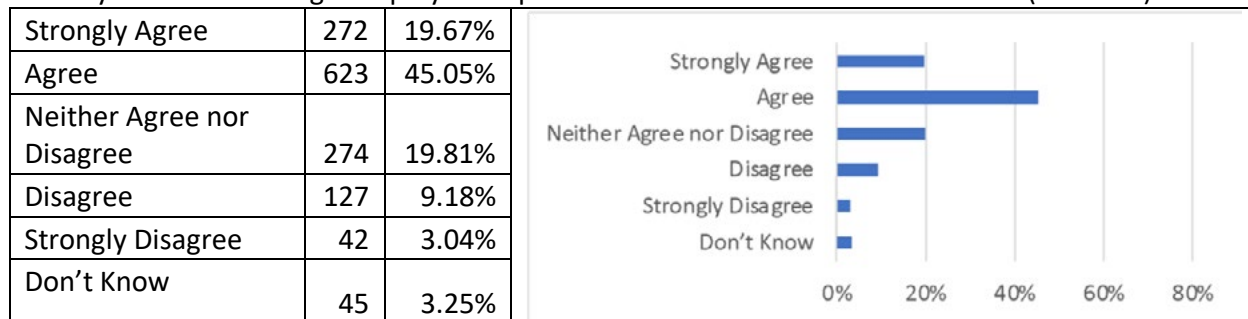


Internal Culture of the City

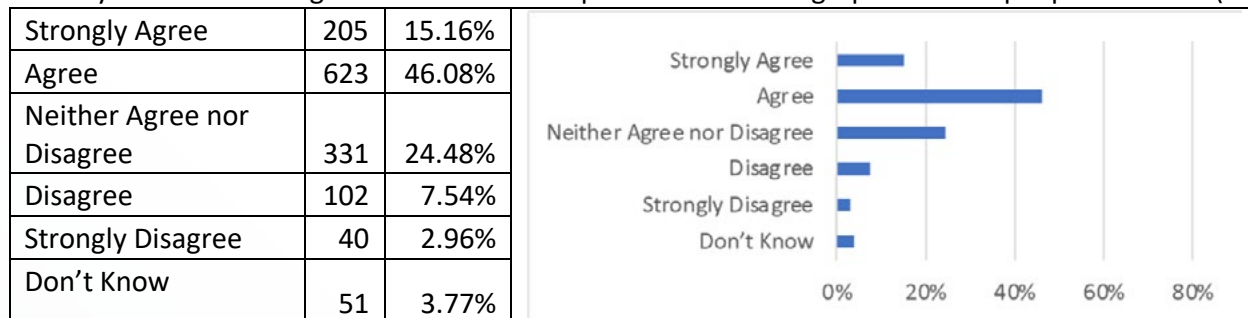
The City of St. Petersburg's leadership is committed to advancing equity principles in the organization. (n = 1390)



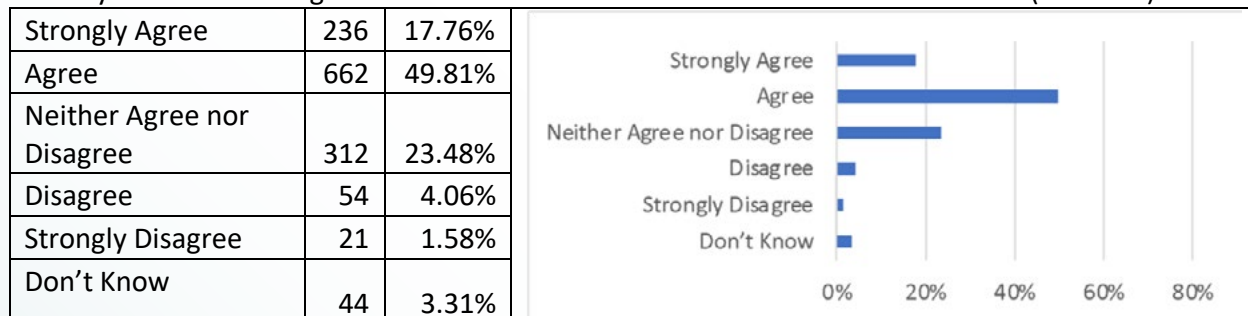
The City of St. Petersburg's employees represent a diverse workforce at all levels. (n = 1383)



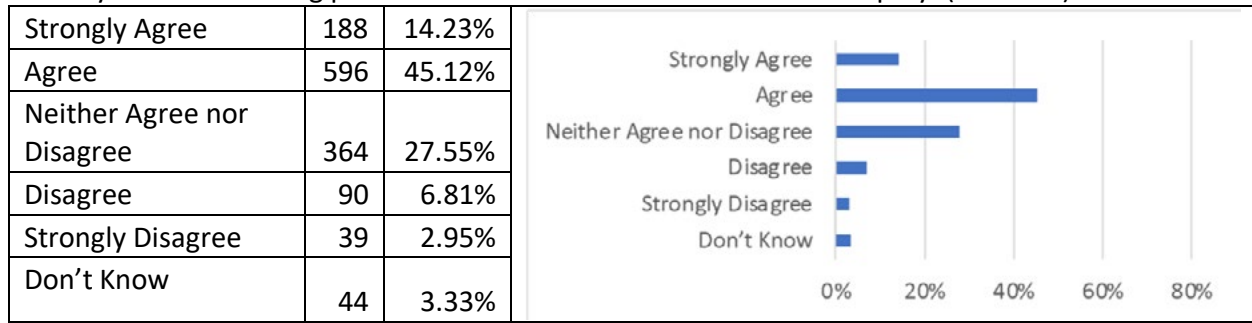
The City of St. Petersburg's staff and leadership reflect the demographics of the people it serves. (n = 1352)



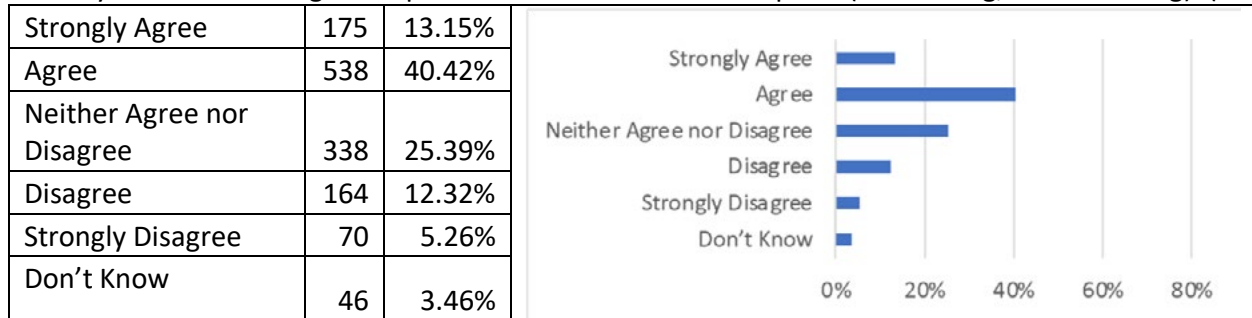
The City of St. Petersburg has an established commitment to a diverse workforce. (n = 1329)



The City of St. Petersburg promotes a core set of values to enhance equity. (n = 1321)

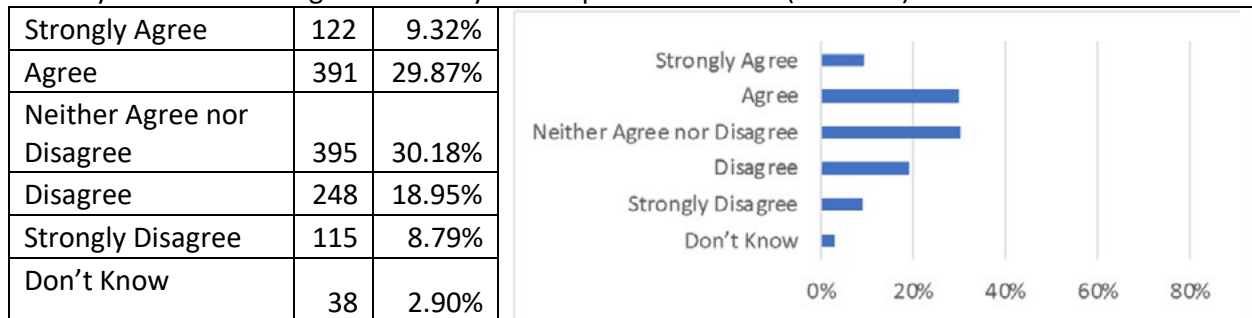


The City of St. Petersburg attempts to reduce bias in the workplace (ex. training, team building). (n = 1331)

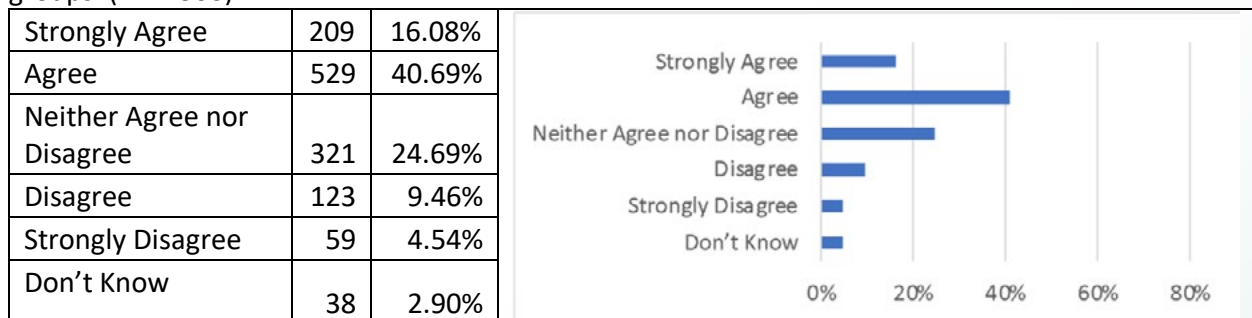


Organizational Climate

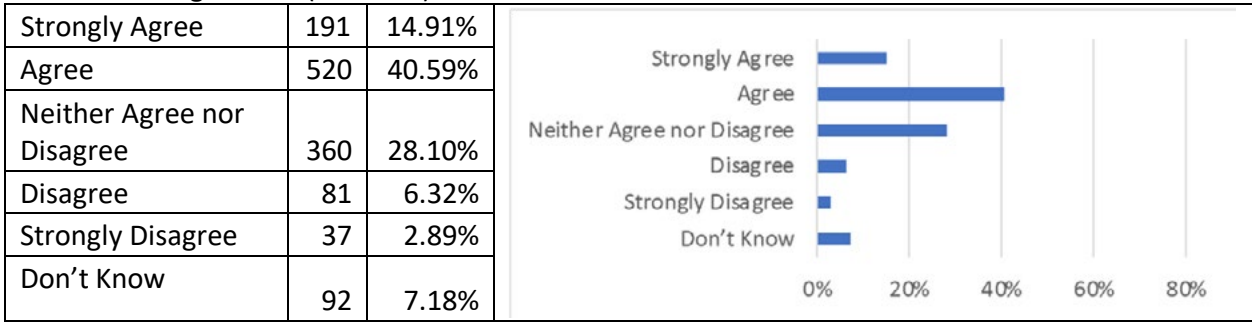
The City of St. Petersburg values everyone's input at all levels. (n = 1309)



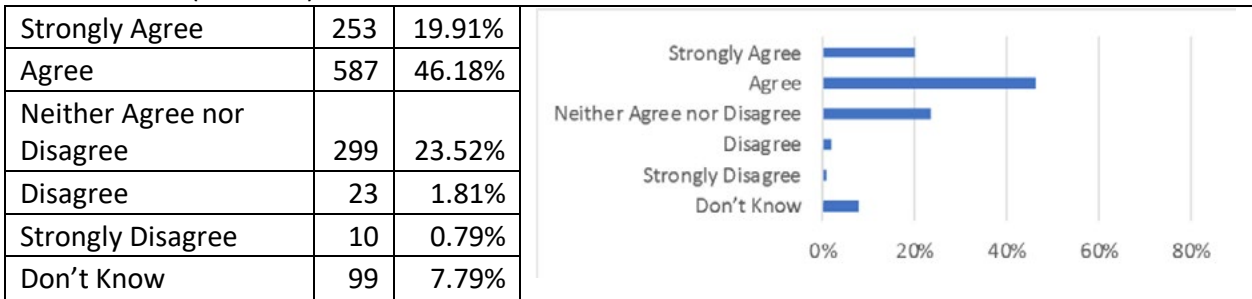
The City of St. Petersburg's practices enable the success and promotion of individuals from all racial/ethnic groups. (n = 1300)



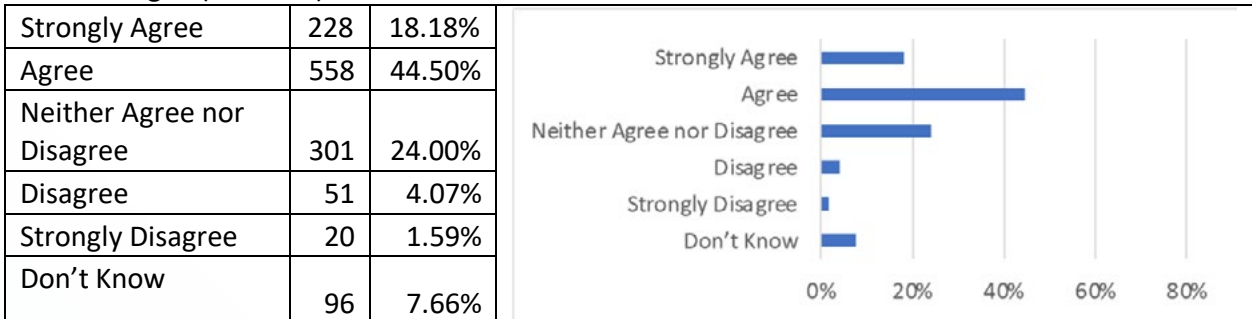
The City of St. Petersburg's practices enable the success and promotion of individuals from all socio-economic backgrounds. (n = 1281)



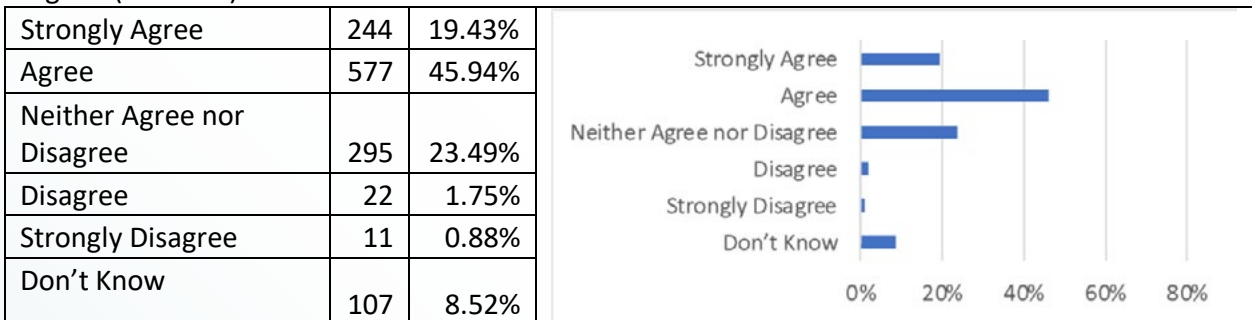
The City of St. Petersburg's practices enable the success and promotion of individuals no matter their marital status. (n = 1271)



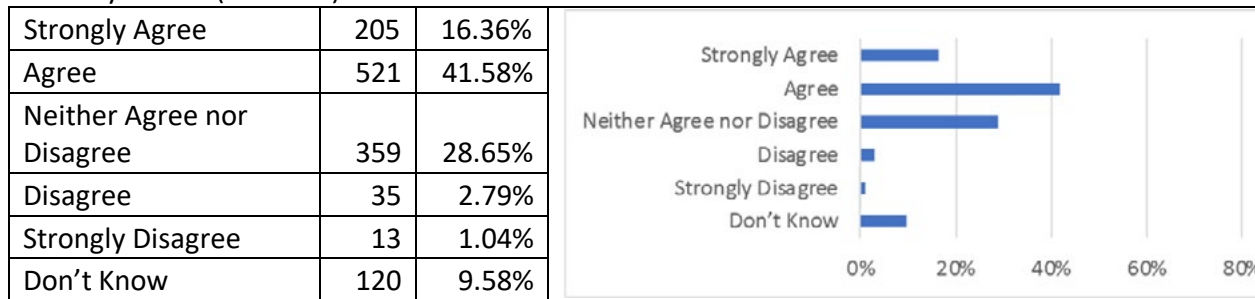
The City of St. Petersburg's practices enable the success and promotion of individuals no matter their national origin. (n = 1254)



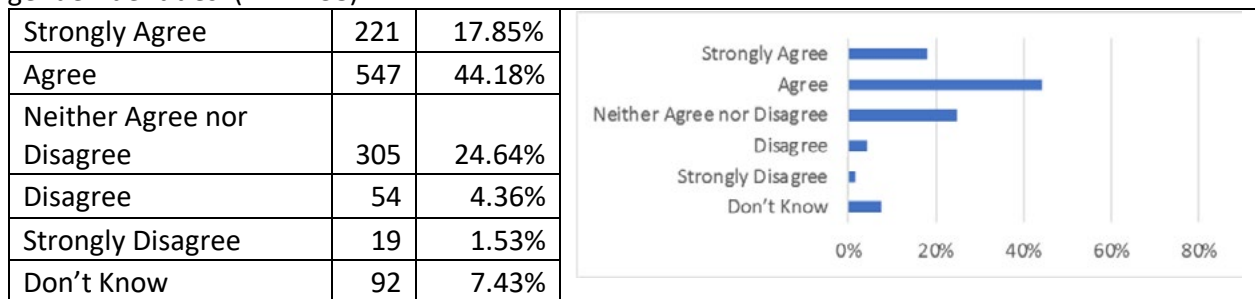
The City of St. Petersburg's practices enable the success and promotion of individuals no matter their religion. (n = 1256)



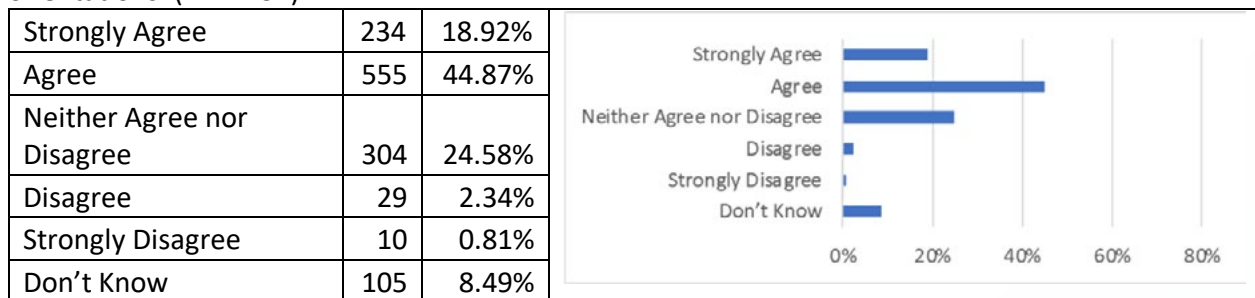
The City of St. Petersburg's practices enable the success and promotion of individuals no matter their disability status. (n = 1253)



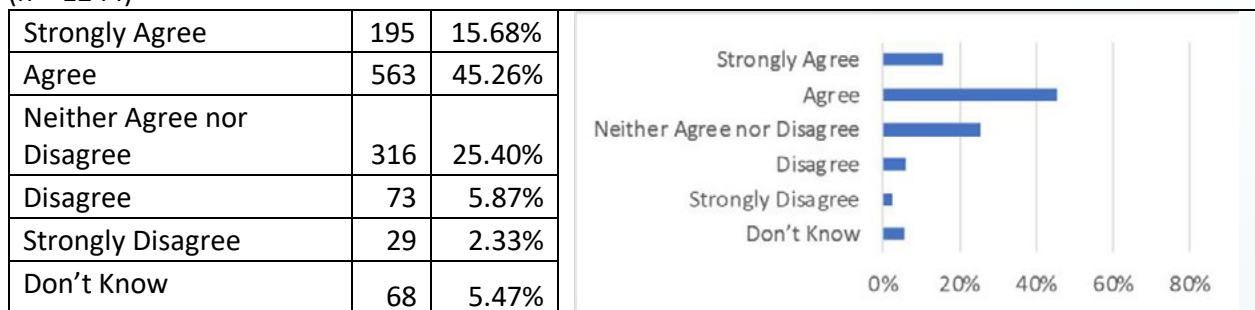
The City of St. Petersburg's practices enable the success and promotion of individuals from all genders and gender identities. (n = 1238)



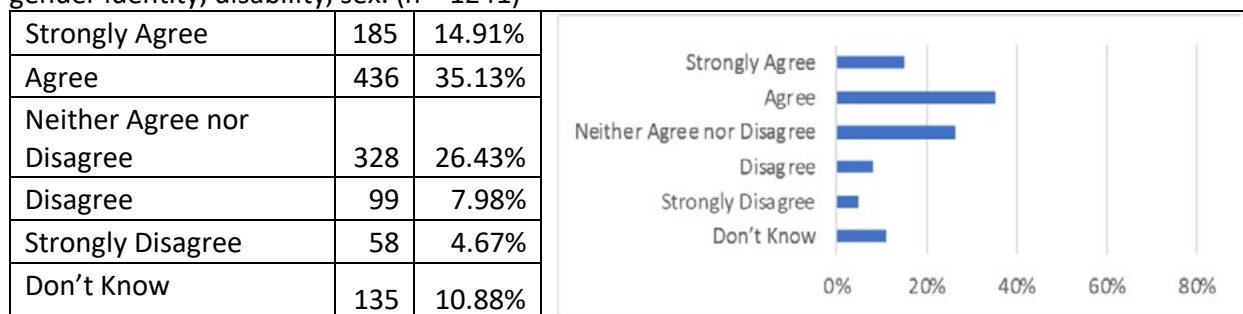
The City of St. Petersburg's practices enable the success and promotion of individuals from all sexual orientations. (n = 1237)



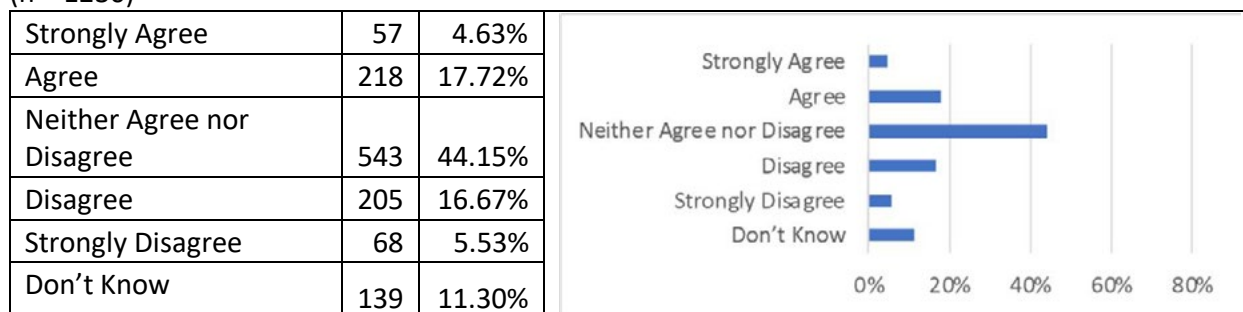
The City of St. Petersburg's practices enable the success and promotion of individuals from all age groups. (n = 1244)



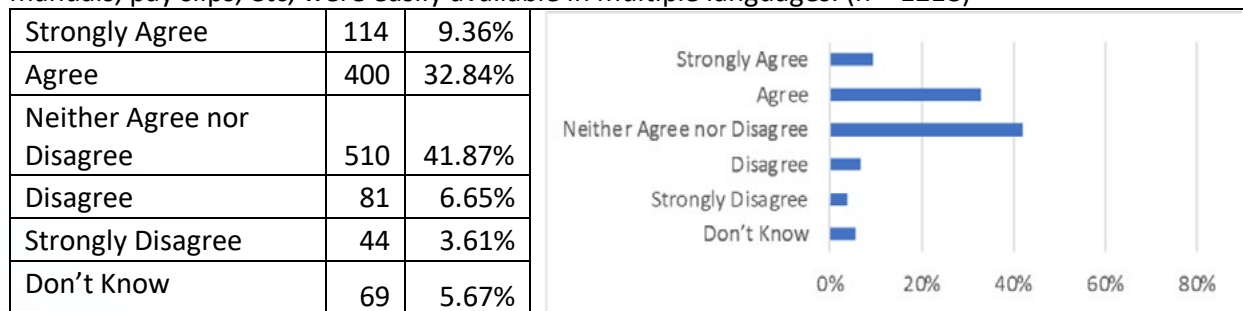
Whenever a conflict arises, the City of St. Petersburg will resolve it based on the facts of the case alone, and not on the basis of race/ethnicity, color, national origin, religion, socio-economic background, gender or gender identity, disability, sex. (n = 1241)



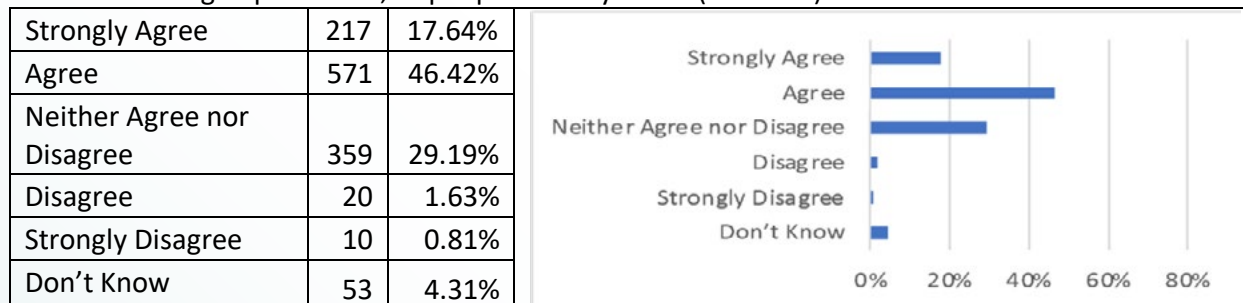
Some of the rules and policies of the City of St. Petersburg rely on beliefs/assumptions that may be biased. (n = 1230)



It would be useful if the internal documents in the City of St. Petersburg, such as policy and procedure manuals, pay slips, etc, were easily available in multiple languages. (n = 1218)

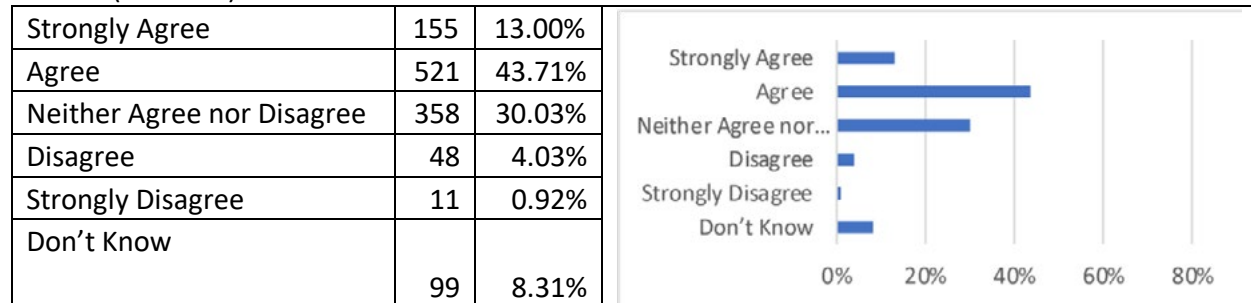


It would be useful if the internal documents in the City of St. Petersburg, such as policy and procedure manuals, pay slips, etc, were easily accessible to people of all abilities, including for example people with visual or hearing impairments, or people with dyslexia. (n = 1230)

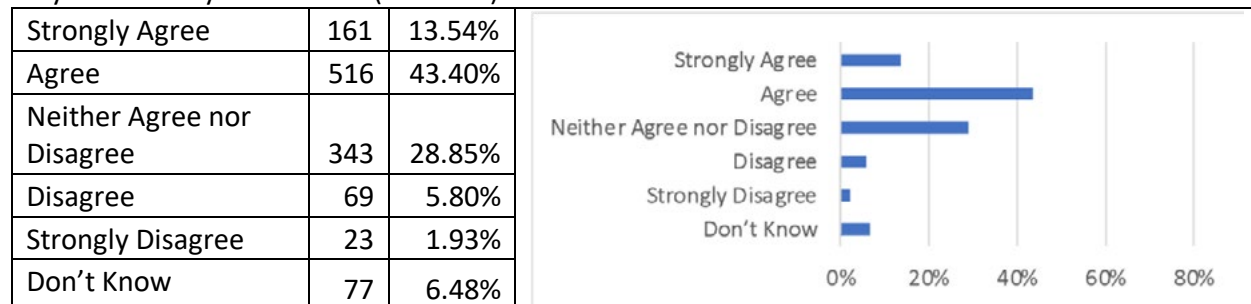


Programs and Services

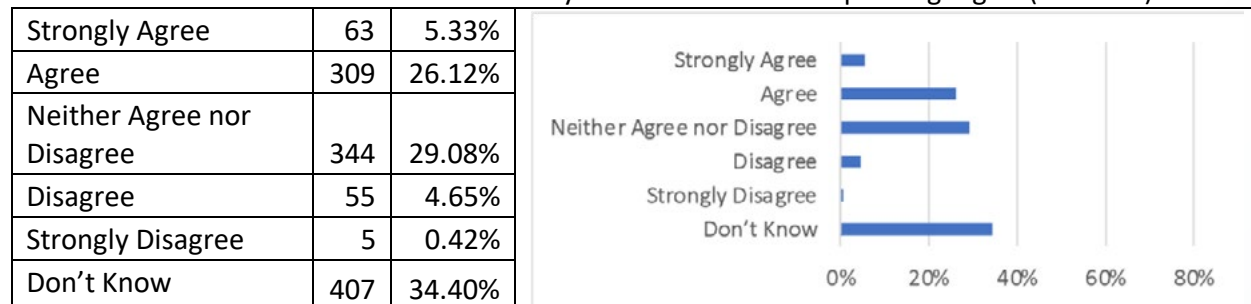
The City of St. Petersburg attempts to reduce bias it or its employees may have about the community it serves. (n = 1192)



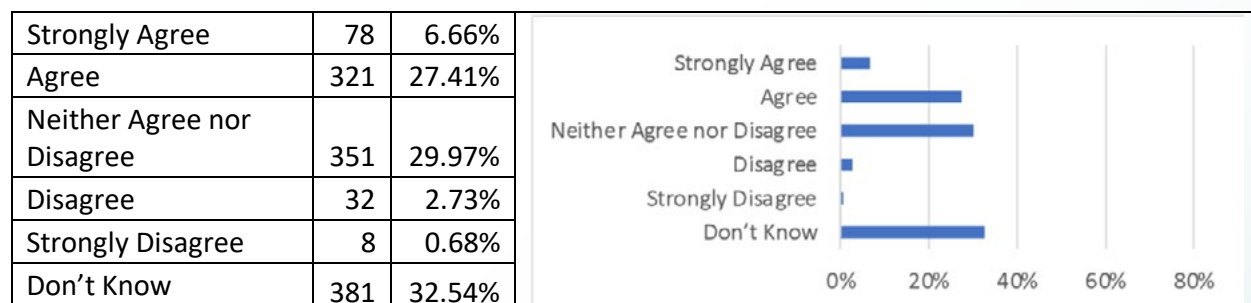
The City of St. Petersburg staff understands the communities it serves, including their culture, values, norms, history, customs, and particularly the types of discrimination, marginalization, and exclusion they may face or may have faced. (n = 1189)



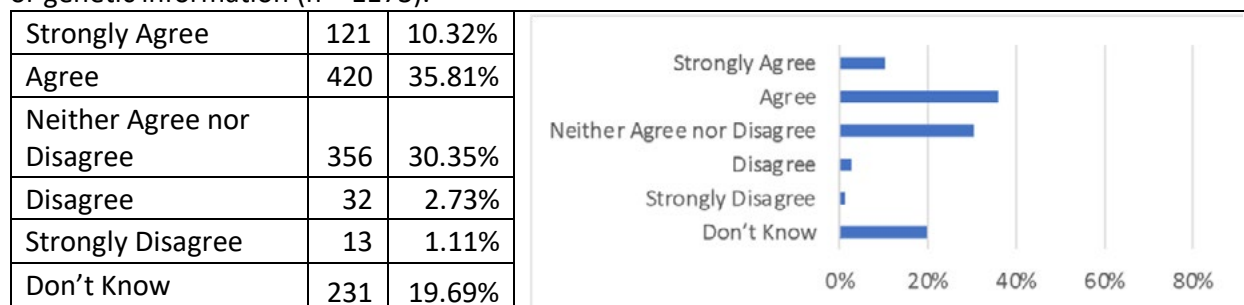
Information and materials for the community are available in multiple languages. (n = 1183)



Information and materials for the community is accessible to people of all abilities, including for example people with visual or hearing impairments, or people with dyslexia. (n = 1171)

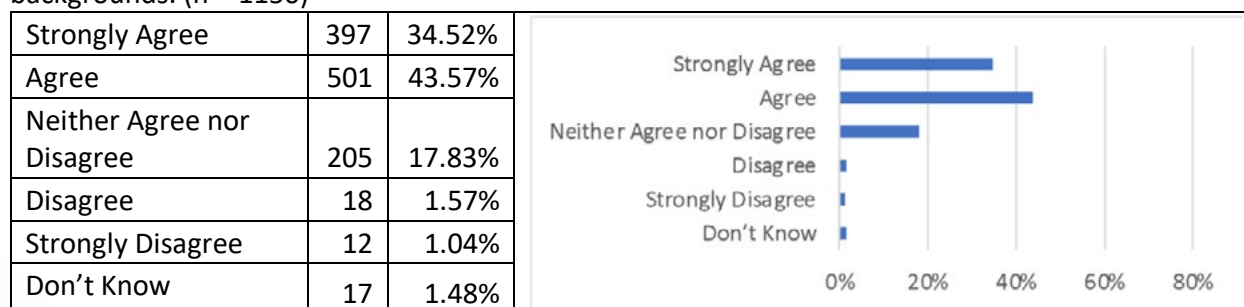


The City of St. Petersburg analyzes and remedies barriers to access to full engagement based on race/ethnicity, color, national origin, religion, gender, marital status, age, disability, age, sexual orientation, or genetic information (n = 1173).

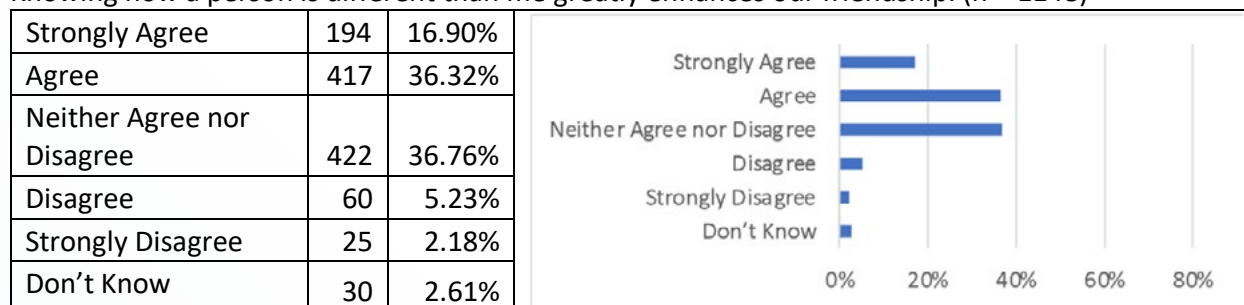


Personal Awareness

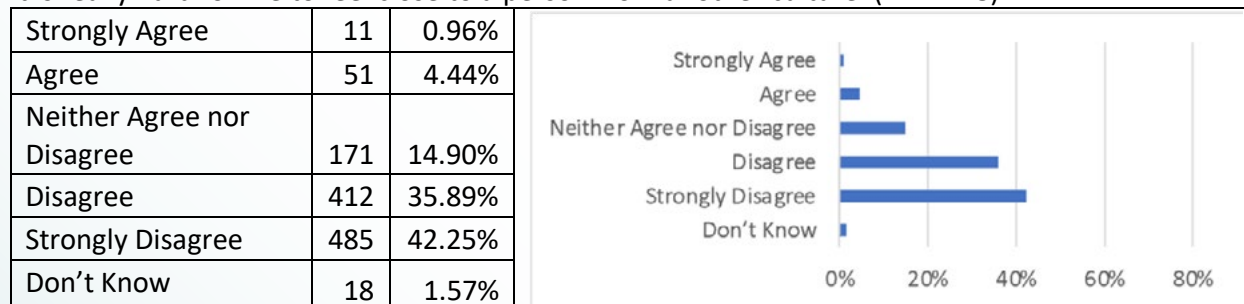
It is important to me to work for an organization that emphasizes getting to know people from different backgrounds. (n = 1150)



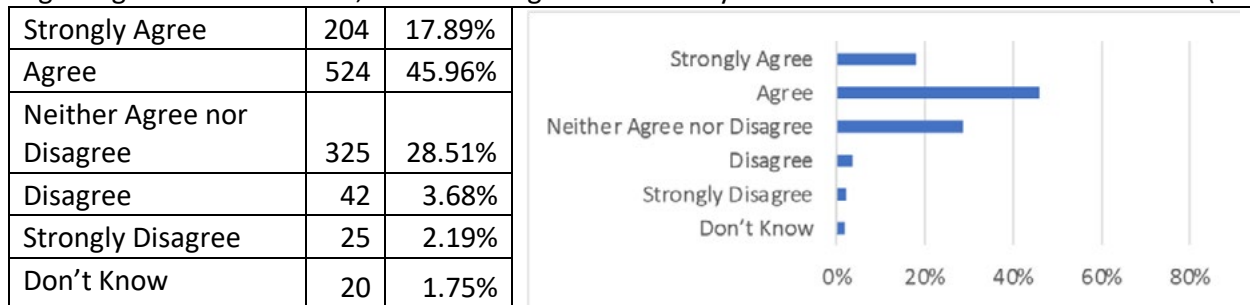
Knowing how a person is different than me greatly enhances our friendship. (n = 1148)



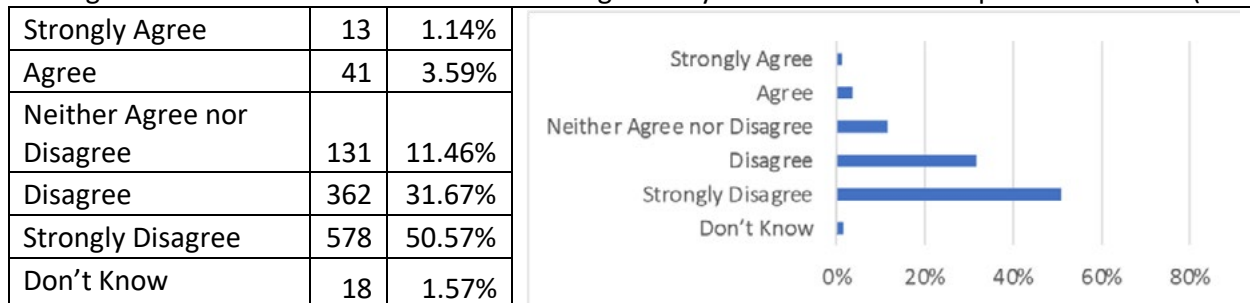
It is really hard for me to feel close to a person from another culture. (n = 1148)



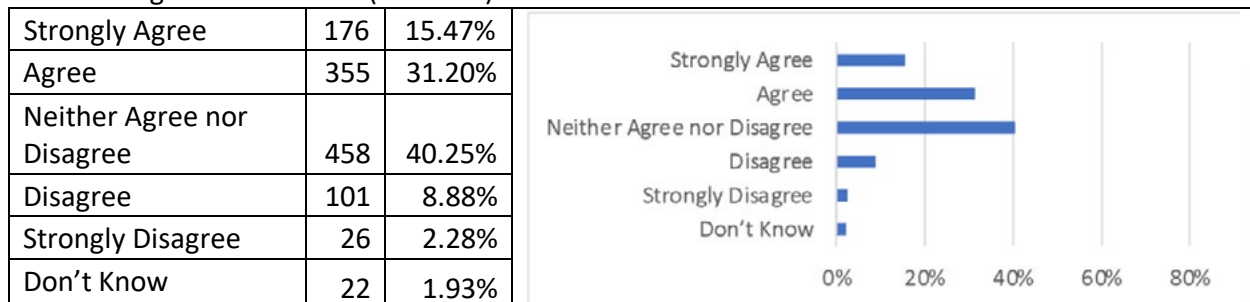
In getting to know someone, I like knowing both how they differ from me and are similar to me. (n = 1140)



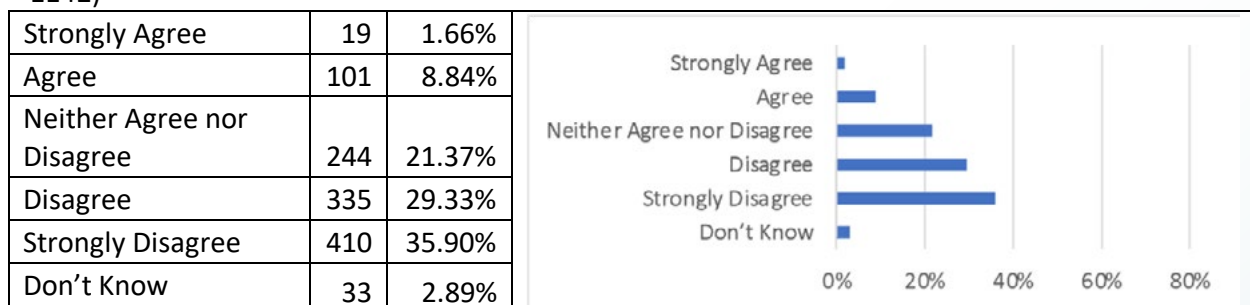
Getting to know someone from another race is generally an uncomfortable experience for me. (n = 1143)



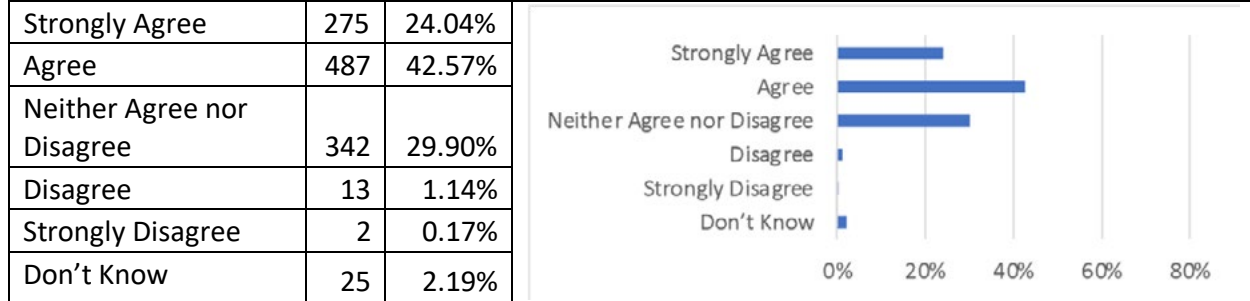
I actively seek out experiences that could expose me to people who have a different cultural, racial, or ethnic background from me. (n = 1138)



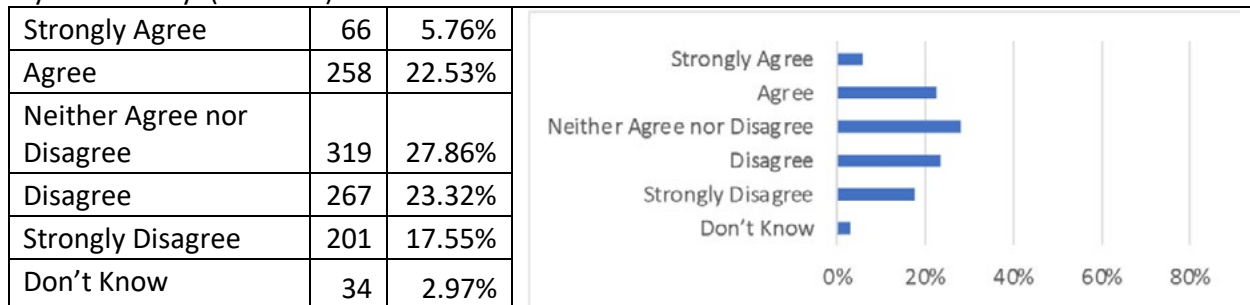
My biases and prejudices affect how I interact with people from different racial and ethnic backgrounds. (n = 1142)



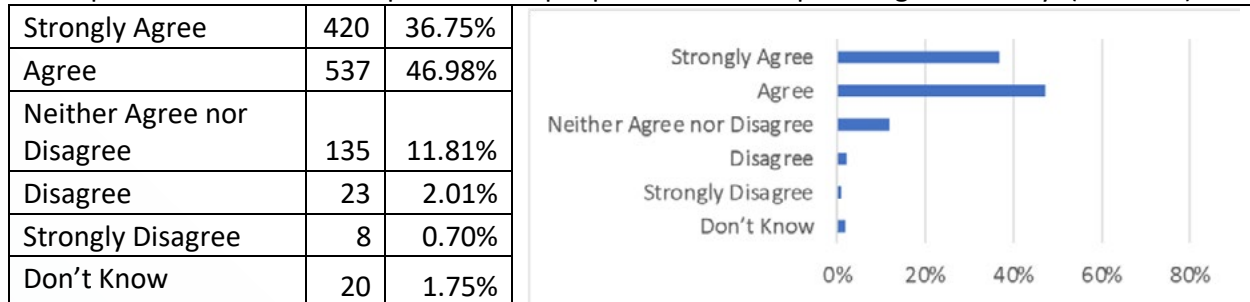
I enjoy working with communities whose cultures are different from my own. (n = 1144)



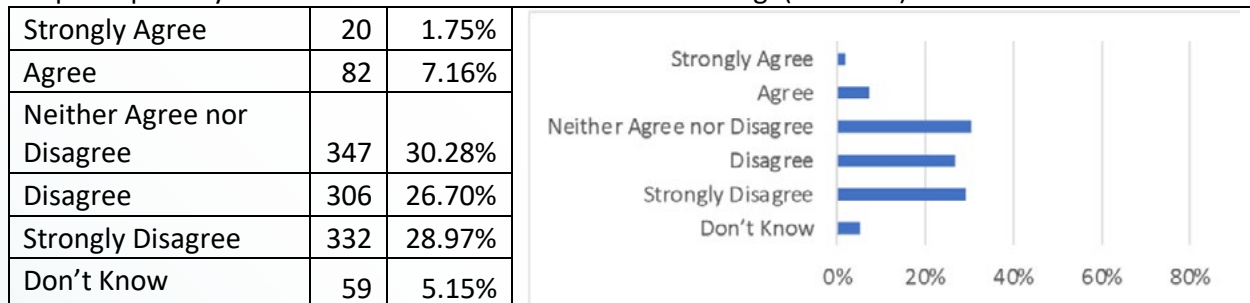
My social identities (race/ethnicity, color, national origin, religion, socio-economic background, gender or gender identity, disability, sexual orientation, genetic information, or age) influence the way I interact with my community. (n = 1145)



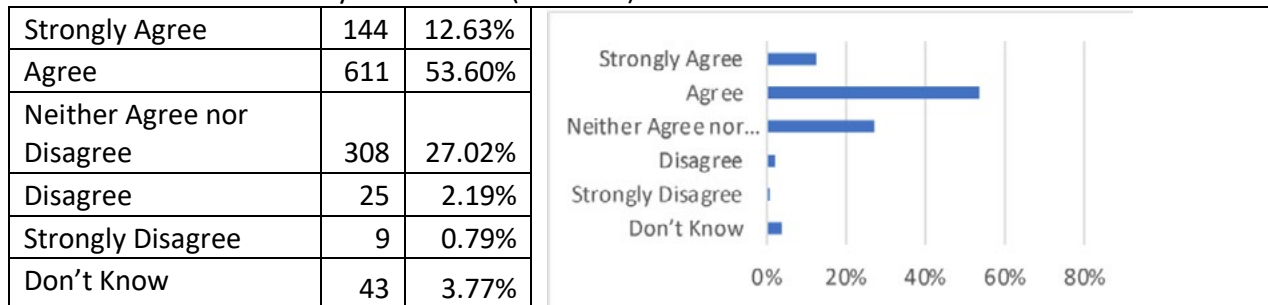
It is important for me to show patience for people that do not speak English fluently. (n = 1143)



People in poverty are often there because of their own doing. (n = 1145)



I feel that I am aware of my own biases. (n = 1140)

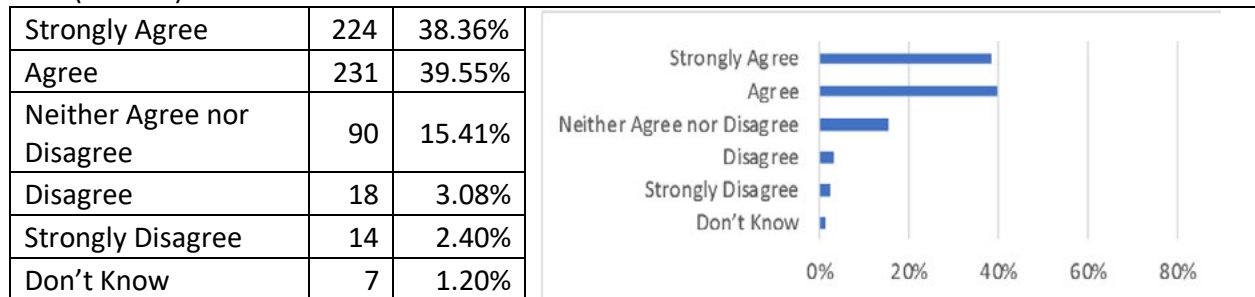


By Gender

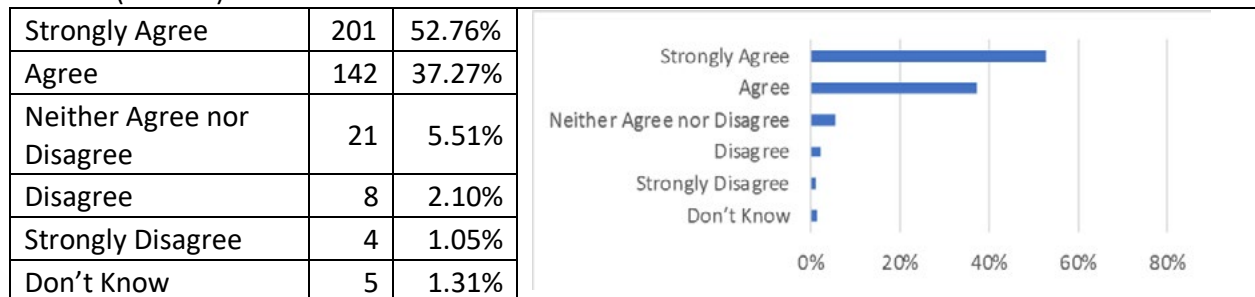
Business Case

Diversity is vital to the City of St. Petersburg's success.

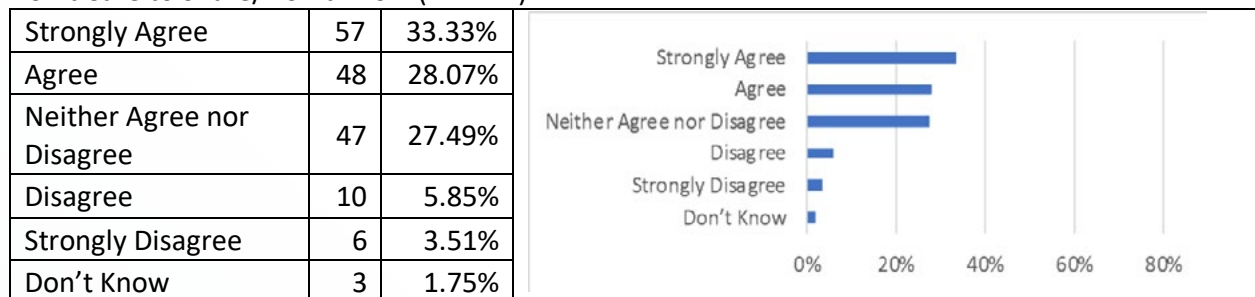
Men (n = 584)



Women (n = 381)

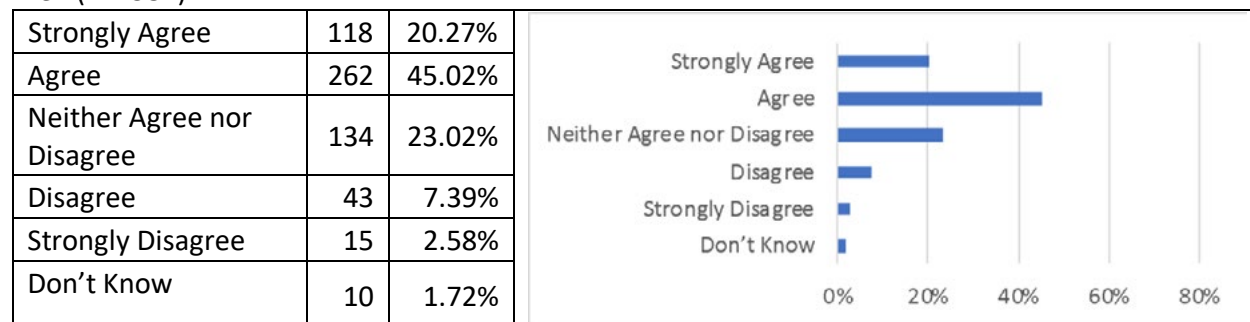


Don't Care to Share/Don't Know (n = 171)

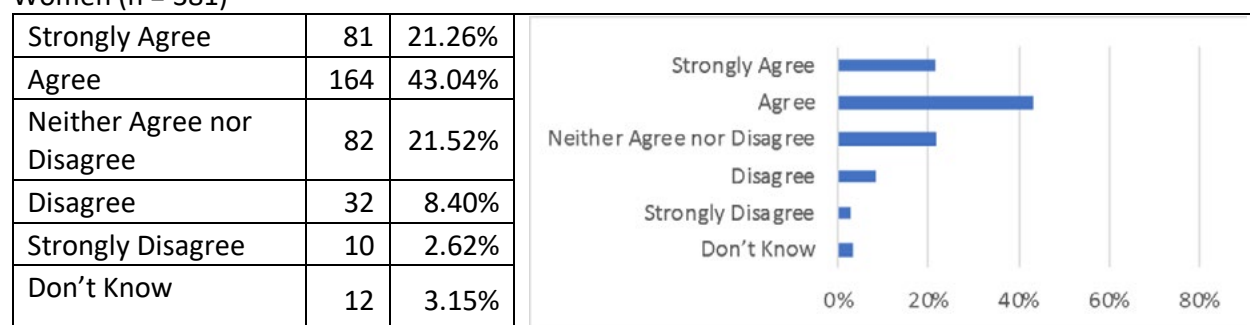


The City of St. Petersburg's culture supports and encourages positive change to enable the City to better achieve its objectives.

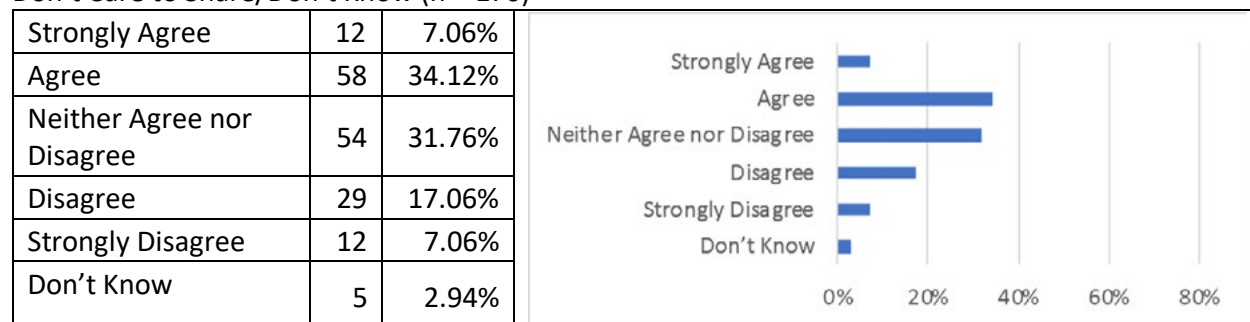
Men (n = 582)



Women (n = 381)

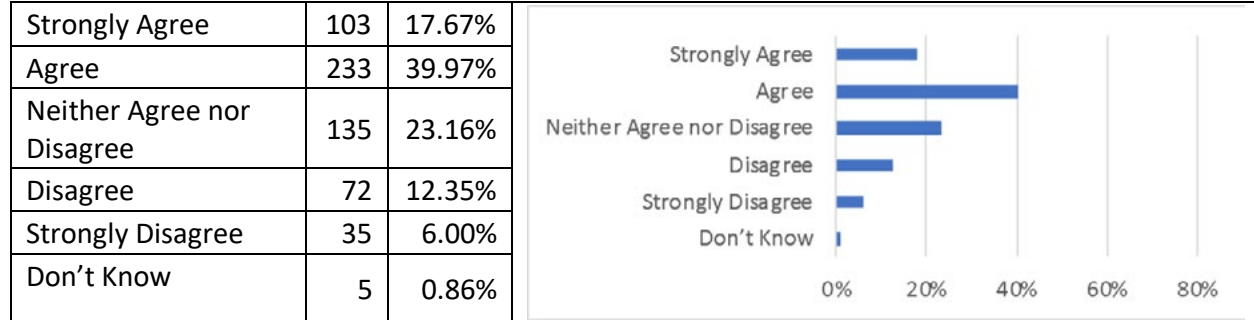


Don't Care to Share/Don't Know (n = 170)

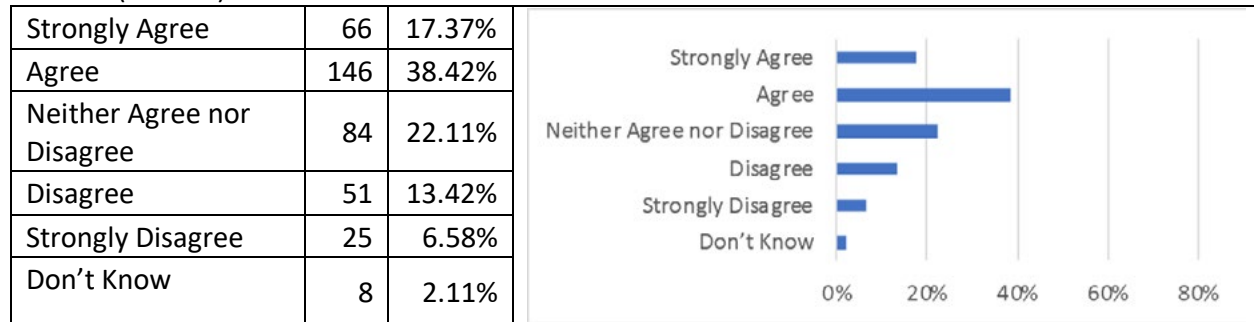


The City of St. Petersburg is committed to retaining and developing its employees.

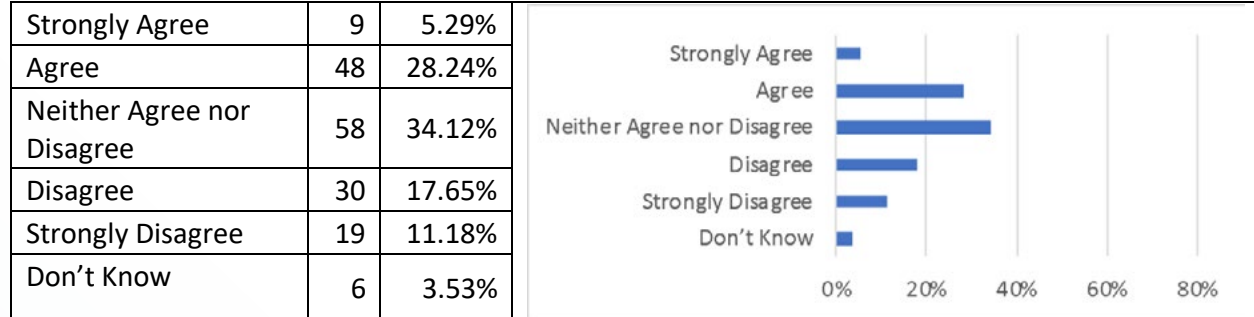
Men (n = 583)



Women (n = 380)



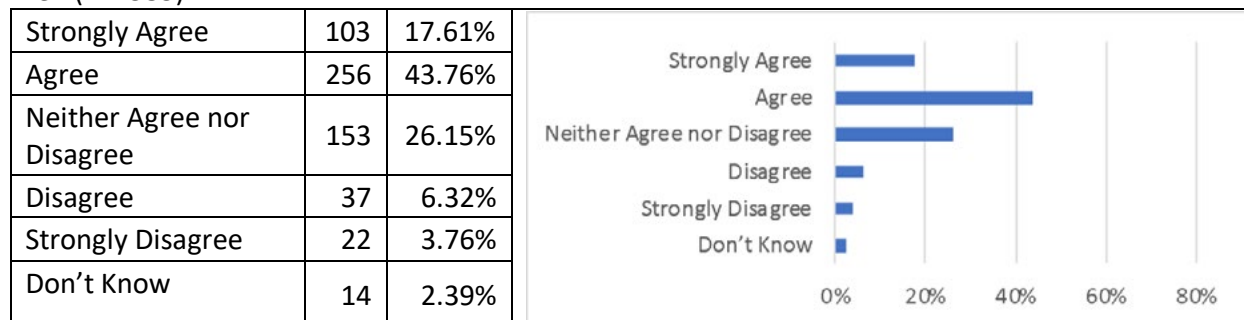
Don't Care to Share/Don't Know (n = 170)



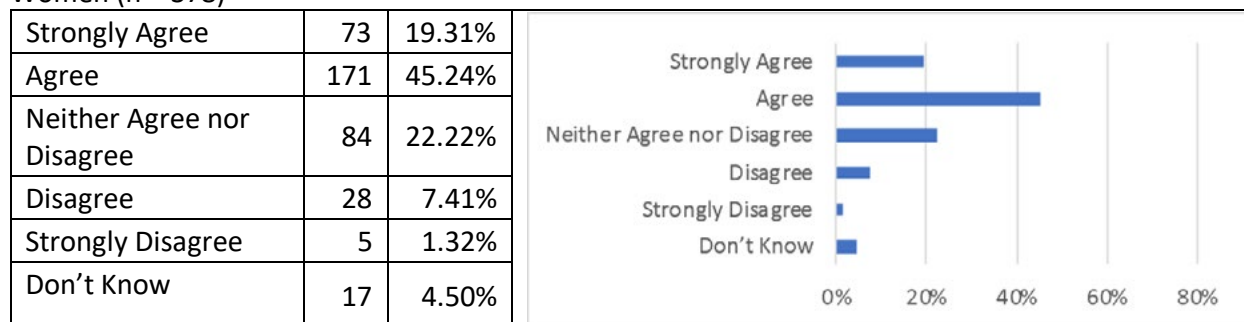
Internal Culture of the City

The City of St. Petersburg's leadership is committed to advancing equity principles in the organization.

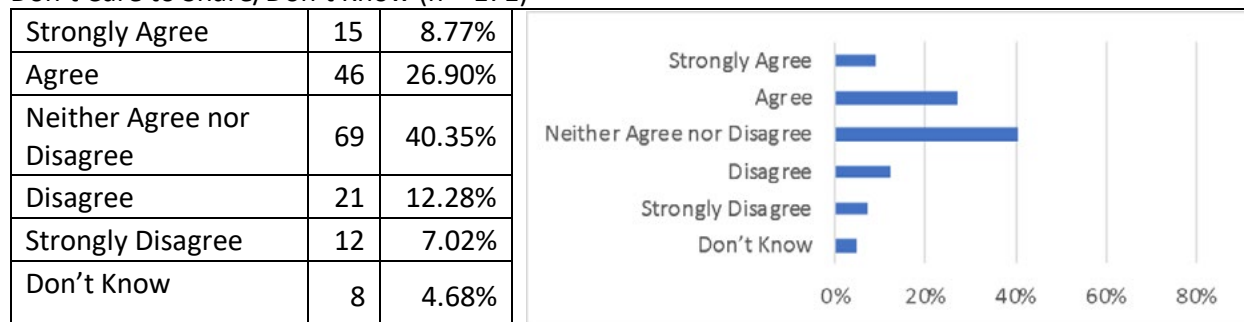
Men (n = 585)



Women (n = 378)

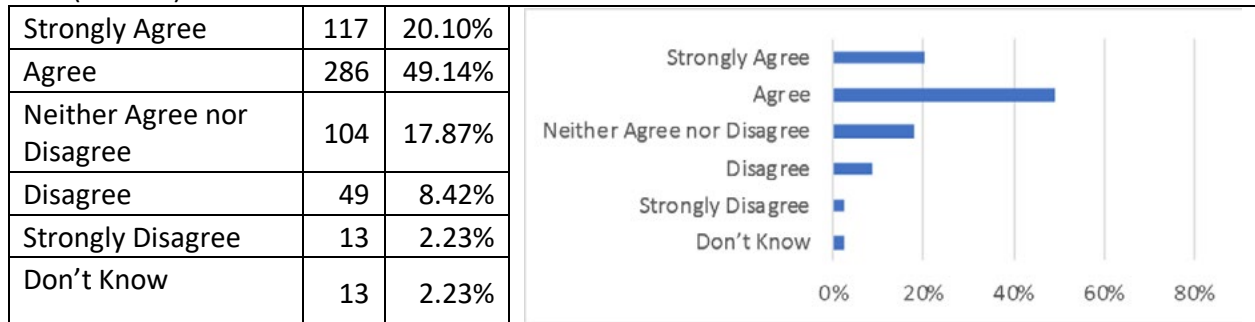


Don't Care to Share/Don't Know (n = 171)

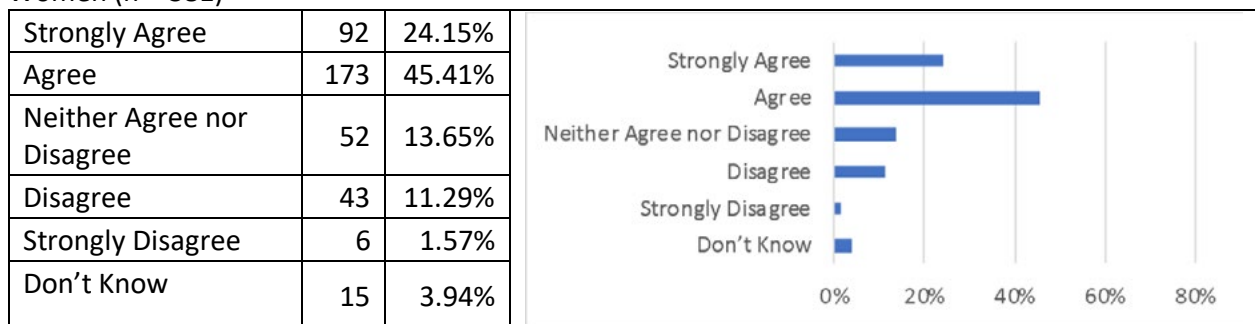


The City of St. Petersburg's employees represent a diverse workforce at all levels.

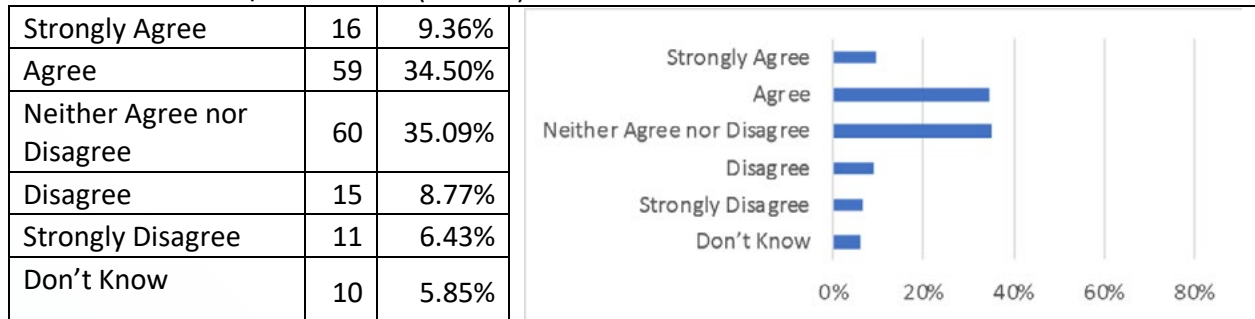
Men (n = 582)



Women (n = 381)

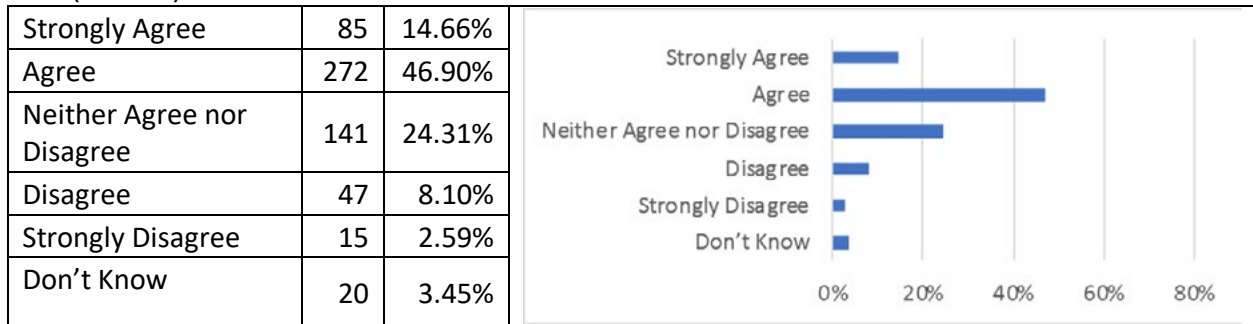


Don't Care to Share/Don't Know (n = 171)

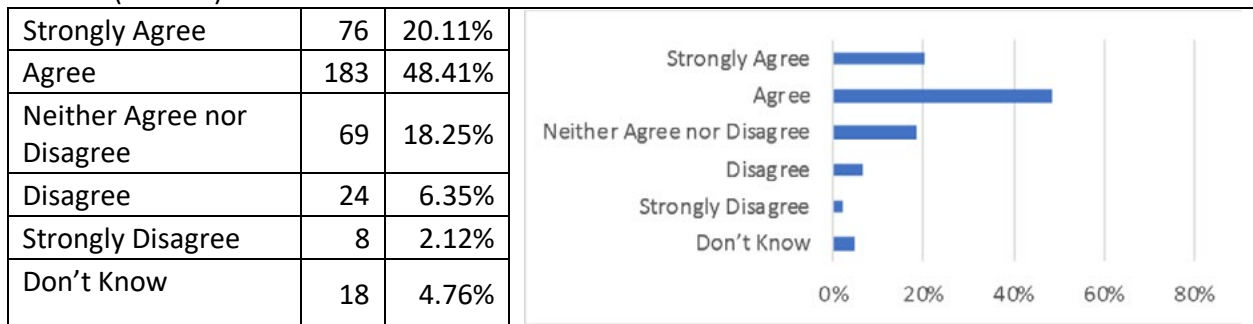


The City of St. Petersburg's staff and leadership reflect the demographics of the people it serves.

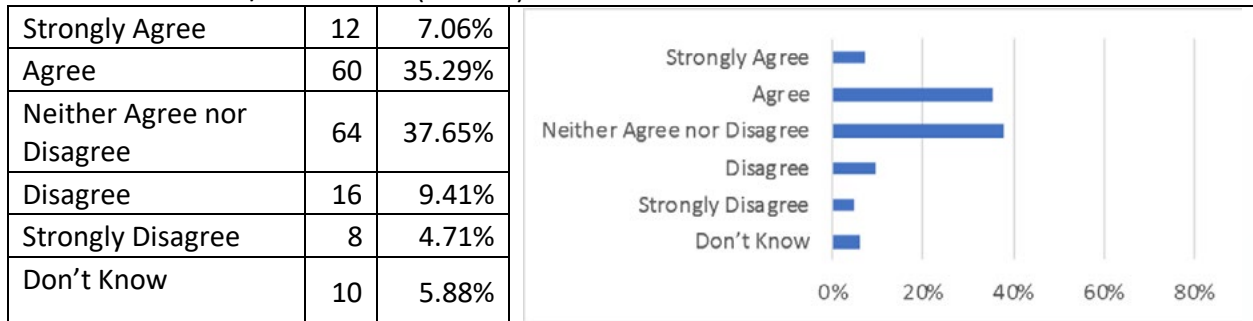
Men (n = 580)



Women (n = 378)

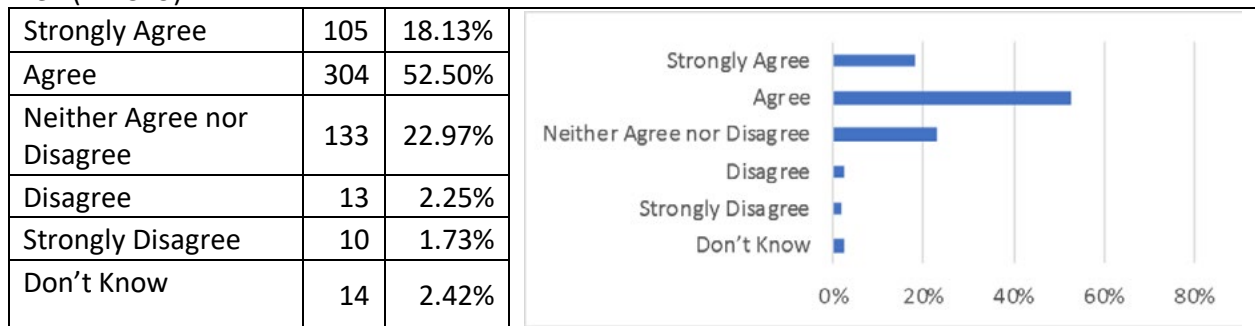


Don't Care to Share/Don't Know (n = 170)

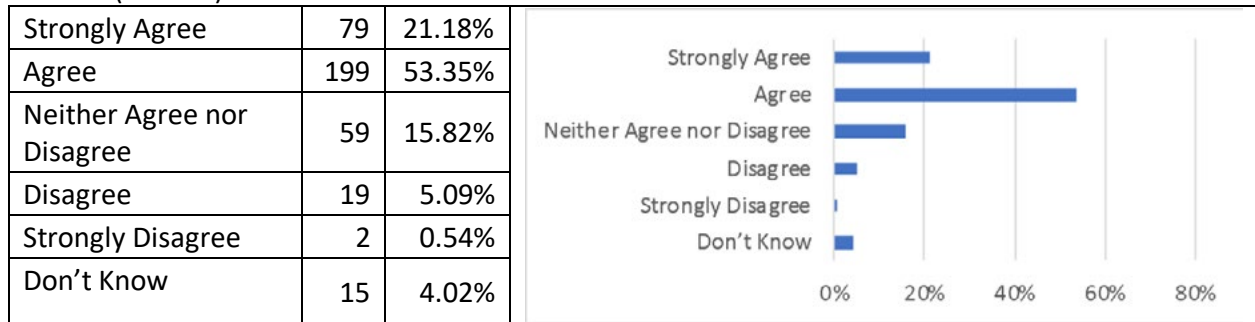


The City of St. Petersburg has an established commitment to a diverse workforce.

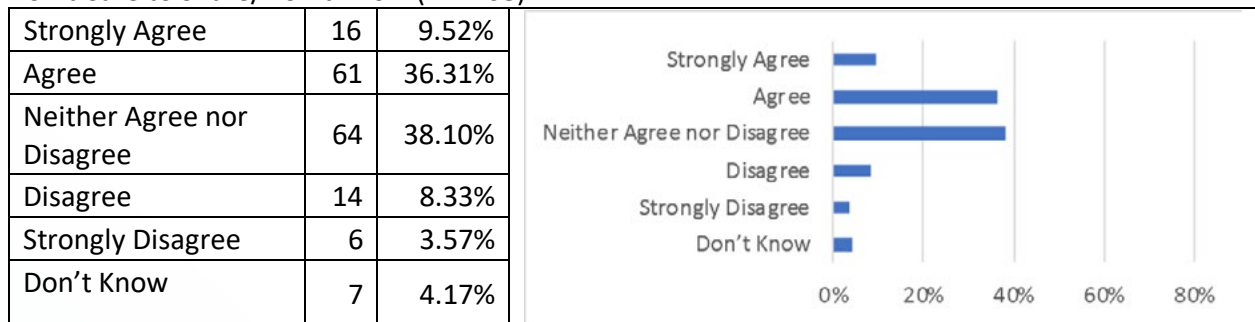
Men (n = 579)



Women (n = 373)

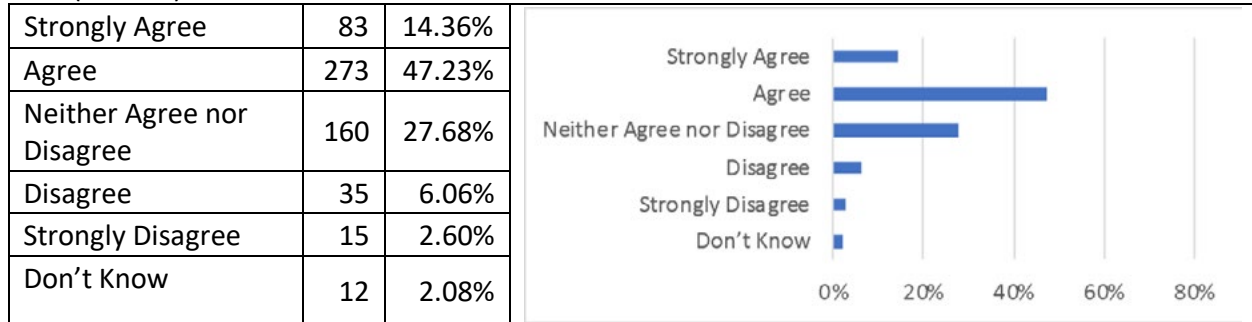


Don't Care to Share/Don't Know (n = 168)

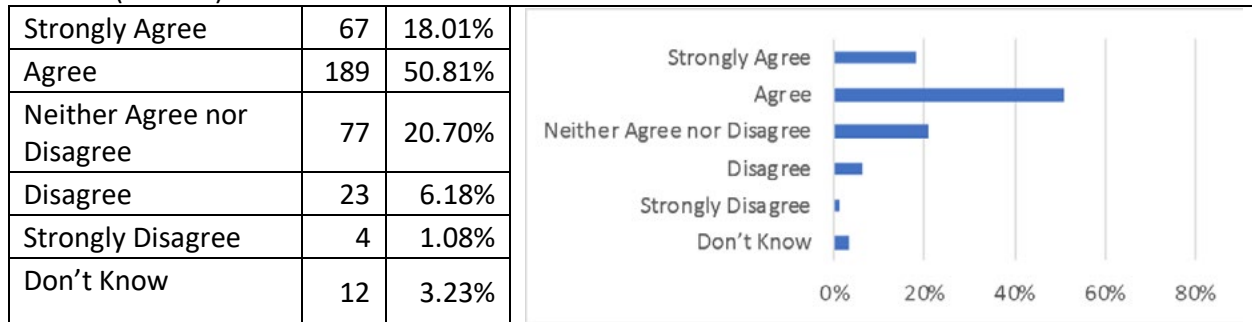


The City of St. Petersburg promotes a core set of values to enhance equity.

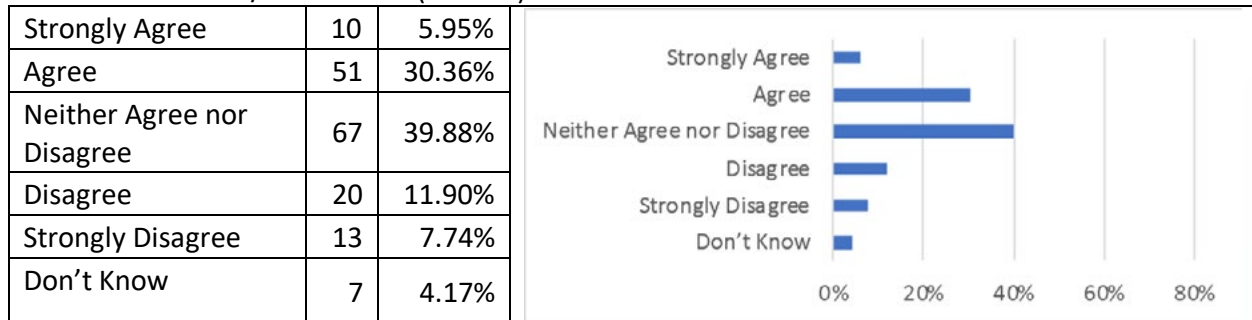
Men (n = 578)



Women (n = 372)

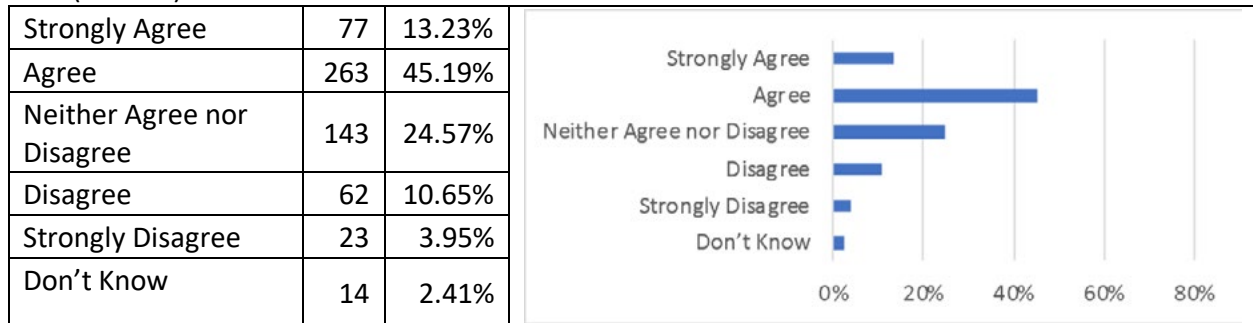


Don't Care to Share/Don't Know (n = 168)

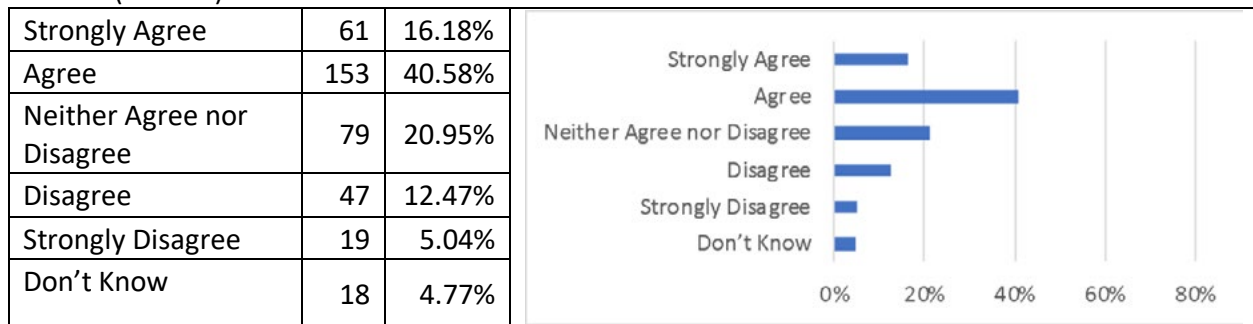


The City of St. Petersburg attempts to reduce bias in the workplace (ex. training, team building).

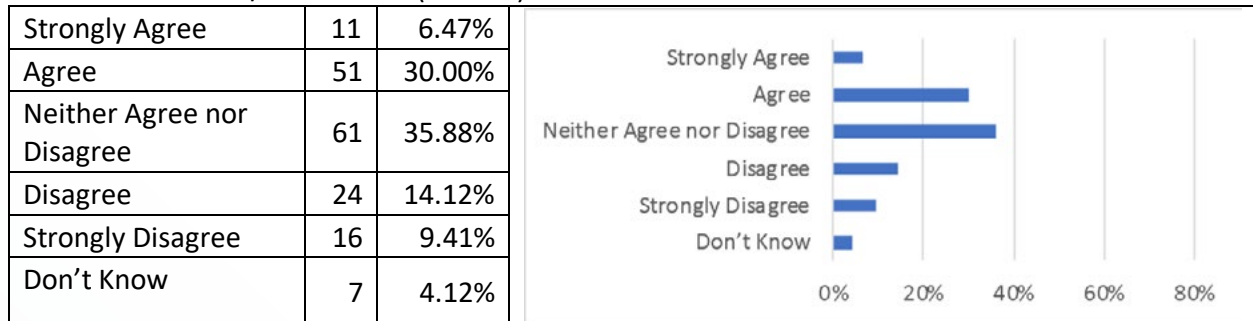
Men (n = 582)



Women (n = 377)



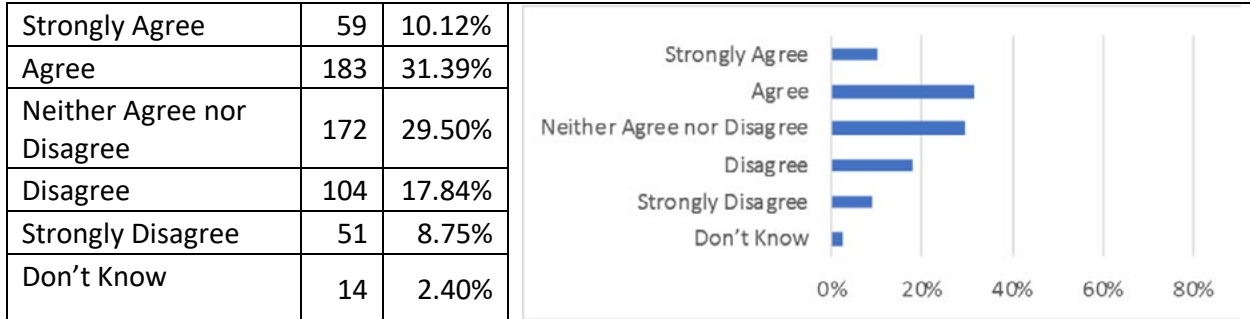
Don't Care to Share/Don't Know (n = 170)



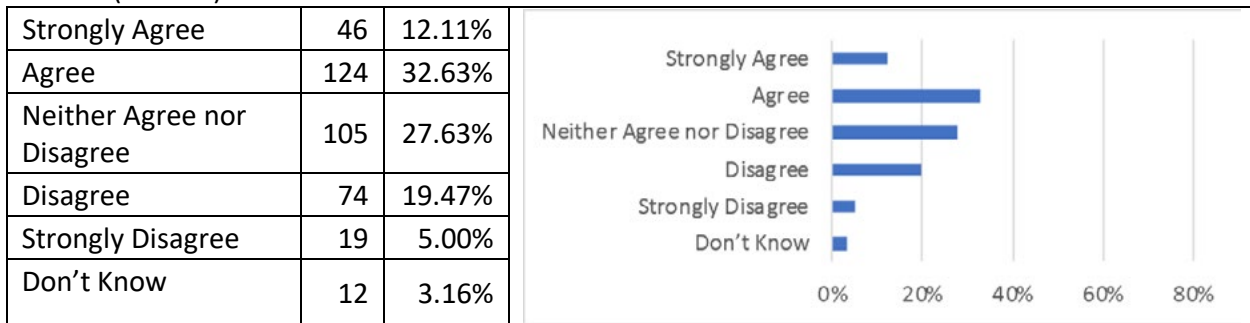
Organizational Climate

The City of St. Petersburg values everyone's input at all levels.

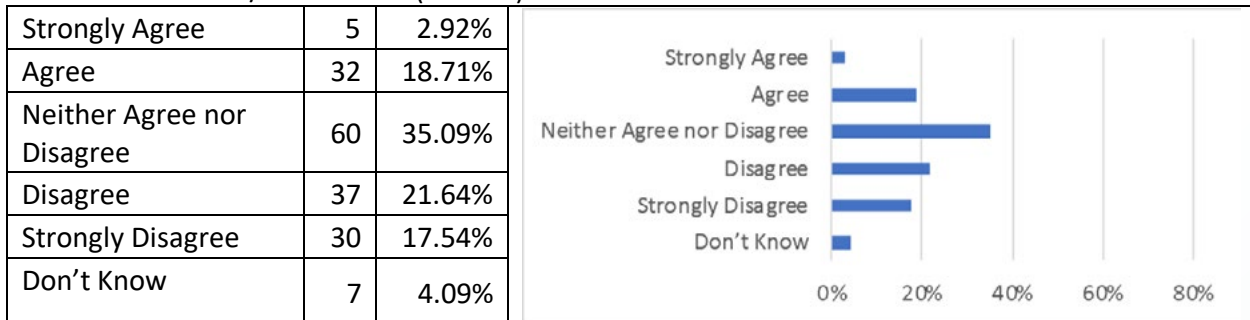
Men (n = 583)



Women (n = 380)

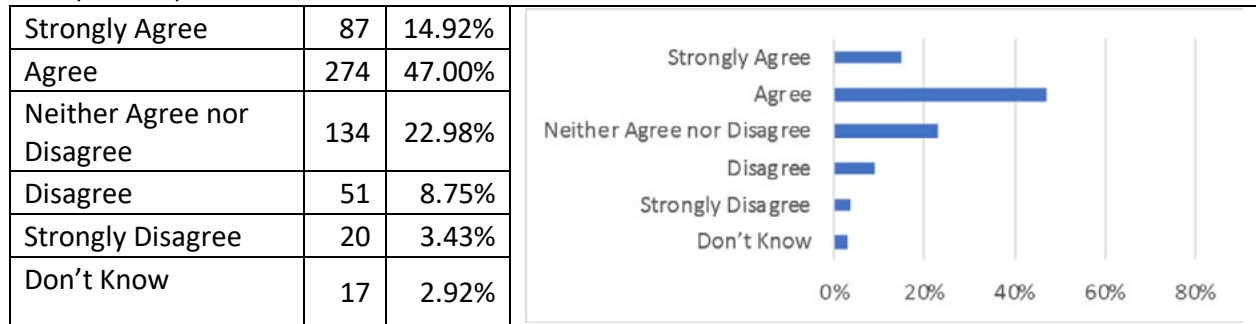


Don't Care to Share/Don't Know (n = 171)

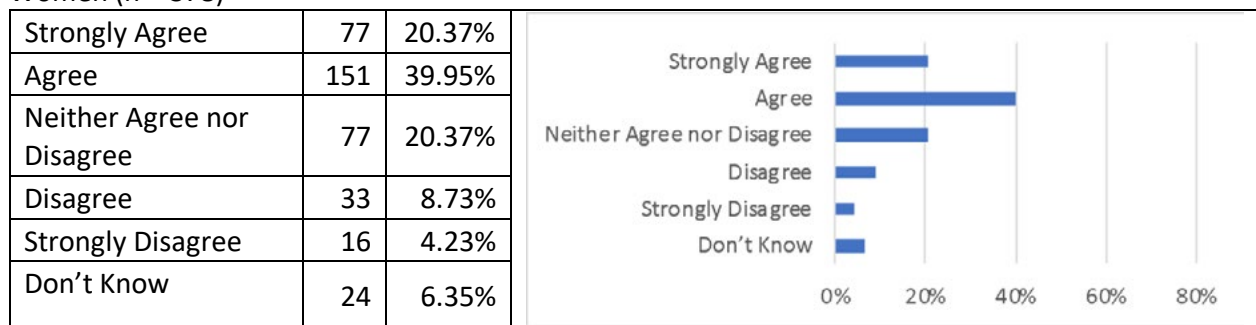


The City of St. Petersburg's practices enable the success and promotion of individuals from all racial/ethnic groups.

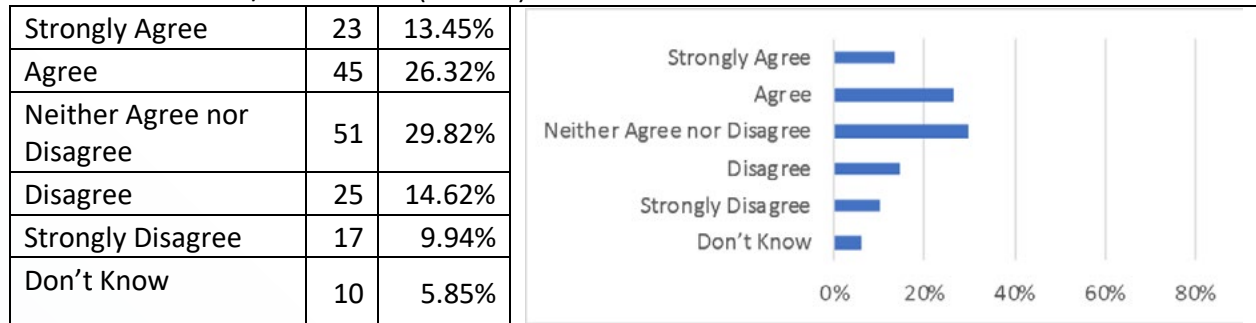
Men (n = 583)



Women (n = 378)



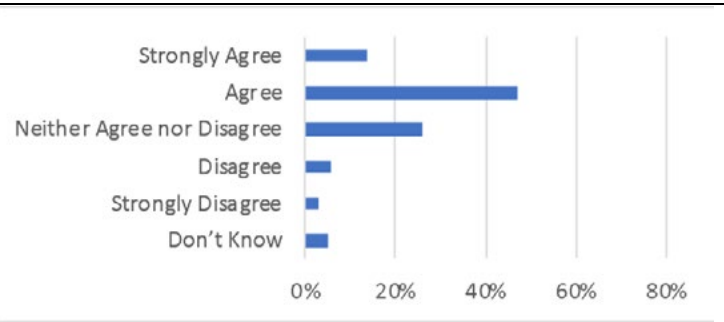
Don't Care to Share/Don't Know (n = 171)



The City of St. Petersburg's practices enable the success and promotion of individuals from all socio-economic backgrounds.

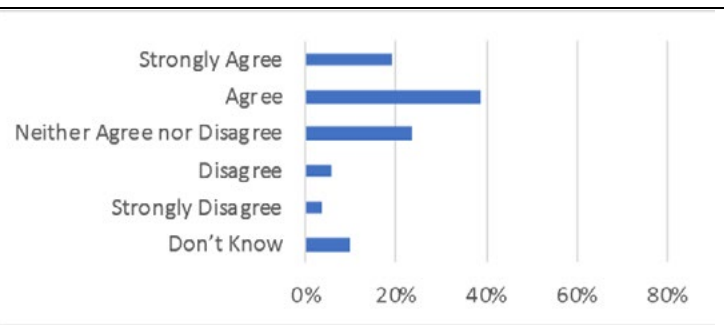
Men (n = 578)

Strongly Agree	78	13.49%
Agree	272	47.06%
Neither Agree nor Disagree	150	25.95%
Disagree	32	5.54%
Strongly Disagree	17	2.94%
Don't Know	29	5.02%



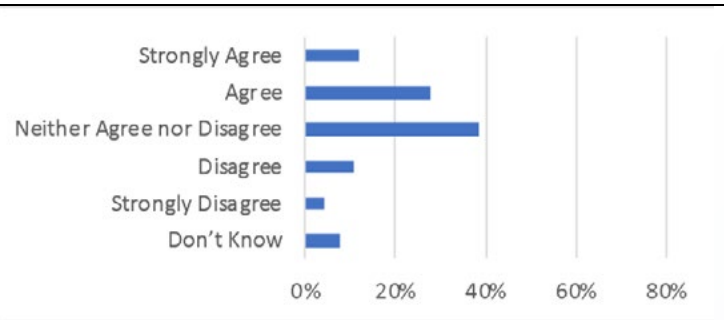
Women (n = 374)

Strongly Agree	71	18.98%
Agree	144	38.50%
Neither Agree nor Disagree	88	23.53%
Disagree	21	5.61%
Strongly Disagree	13	3.48%
Don't Know	37	9.89%



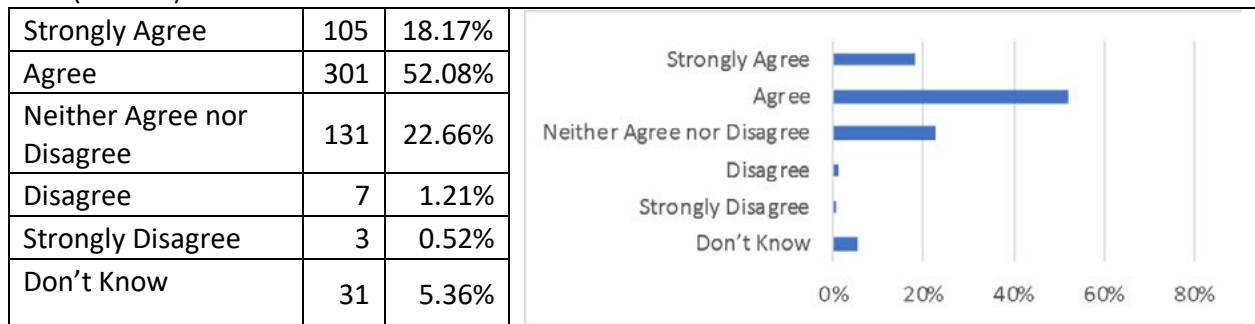
Don't Care to Share/Don't Know (n = 170)

Strongly Agree	20	11.76%
Agree	47	27.65%
Neither Agree nor Disagree	65	38.24%
Disagree	18	10.59%
Strongly Disagree	7	4.12%
Don't Know	13	7.65%

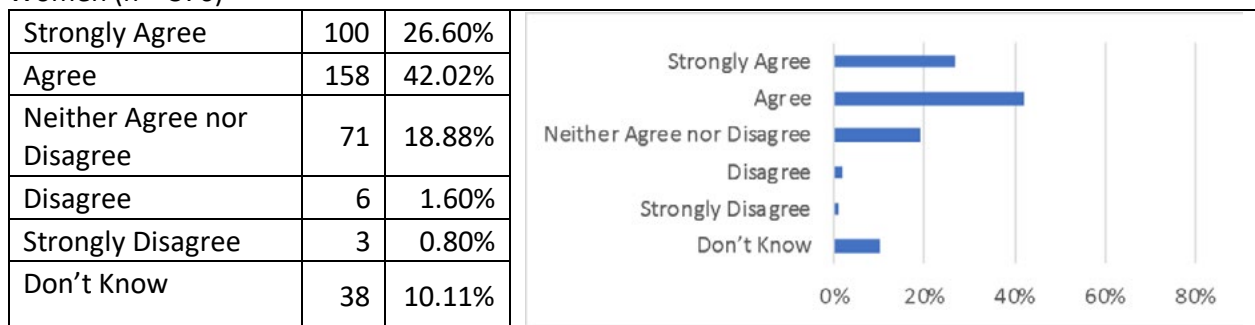


The City of St. Petersburg's practices enable the success and promotion of individuals no matter their marital status.

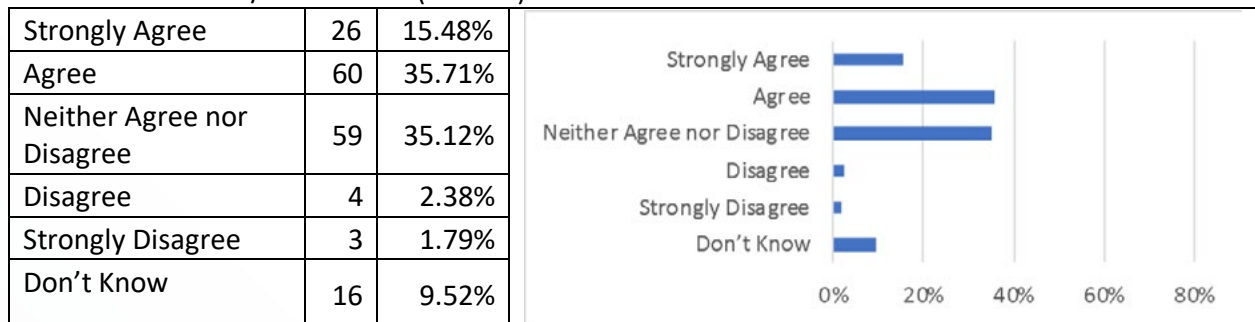
Men (n = 578)



Women (n = 376)

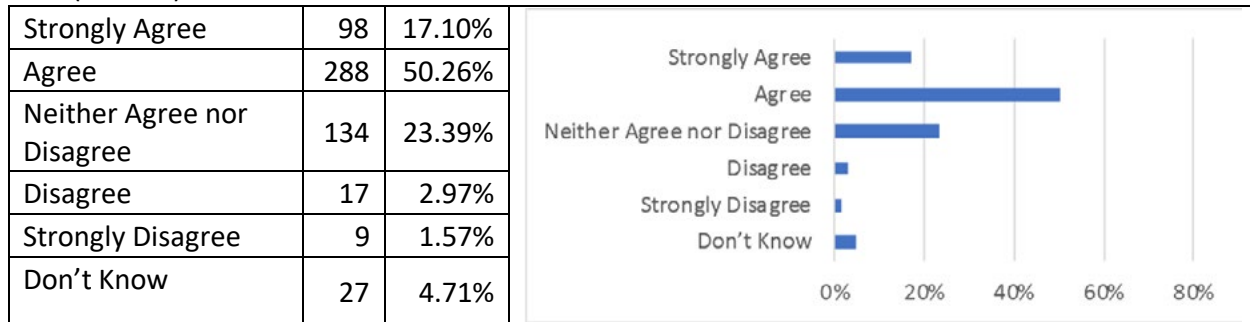


Don't Care to Share/Don't Know (n = 168)

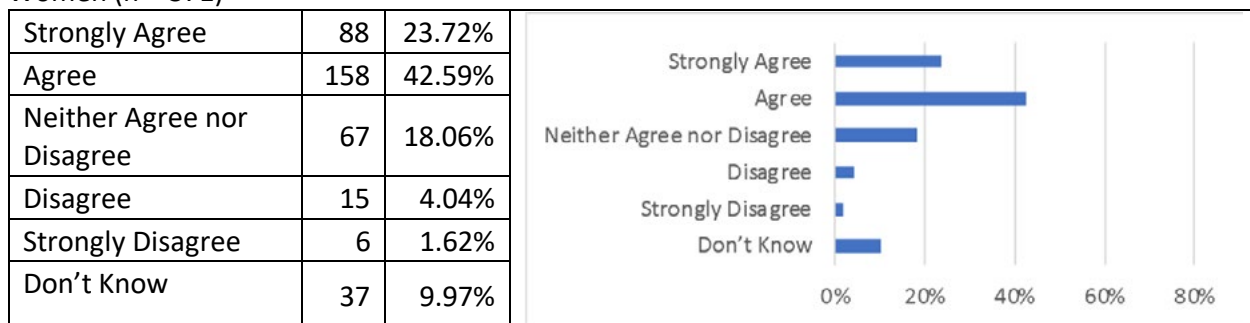


The City of St. Petersburg's practices enable the success and promotion of individuals no matter their national origin.

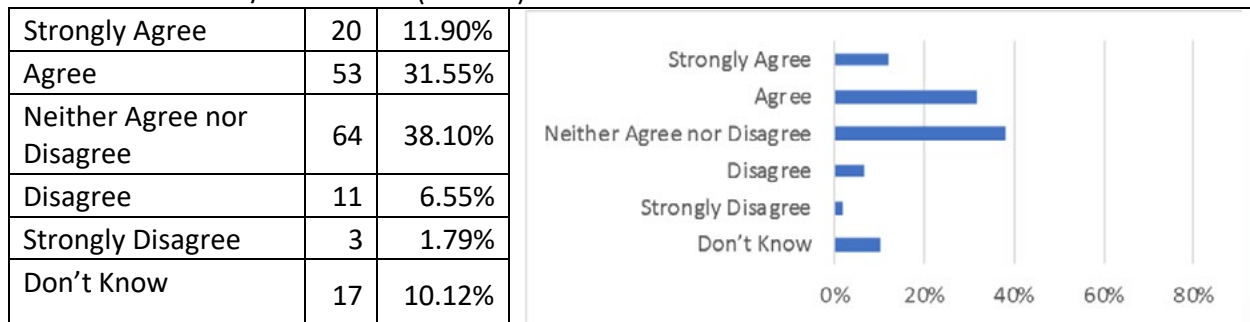
Men (n = 573)



Women (n = 371)

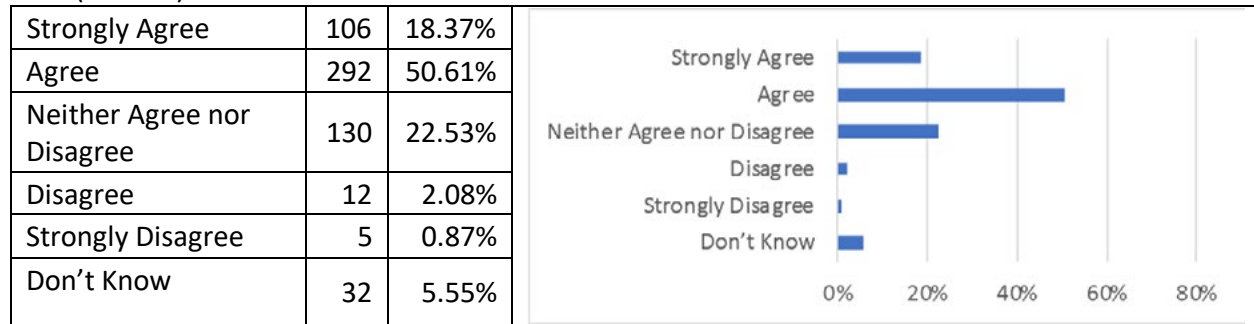


Don't Care to Share/Don't Know (n = 168)

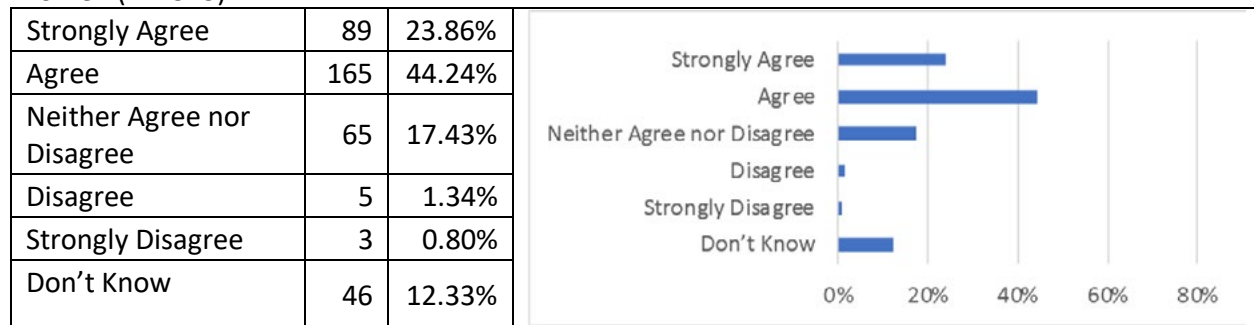


The City of St. Petersburg's practices enable the success and promotion of individuals no matter their religion.

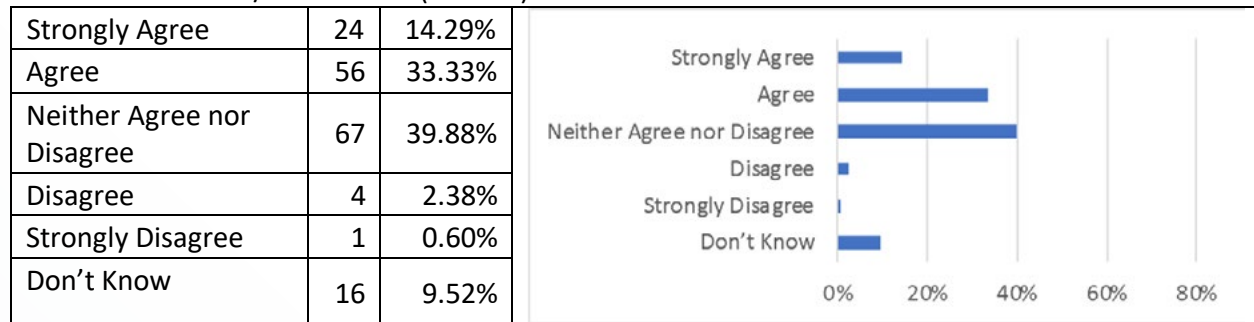
Men (n = 577)



Women (n = 373)

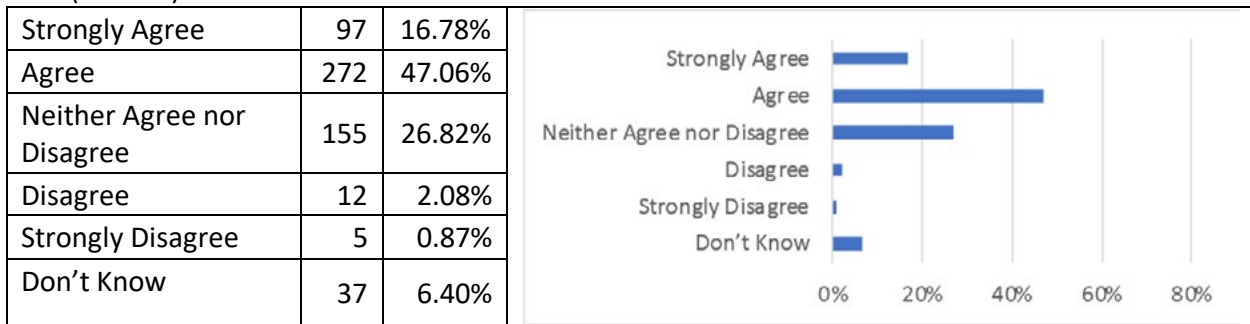


Don't Care to Share/Don't Know (n = 168)

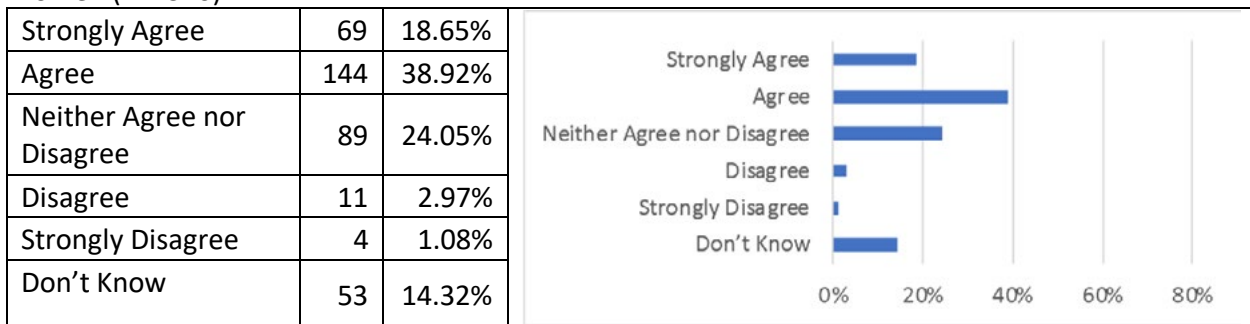


The City of St. Petersburg's practices enable the success and promotion of individuals no matter their disability status.

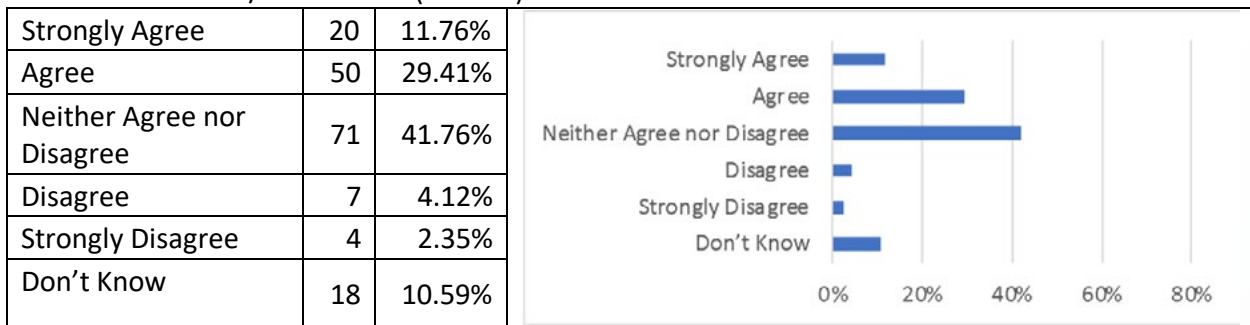
Men (n = 578)



Women (n = 370)



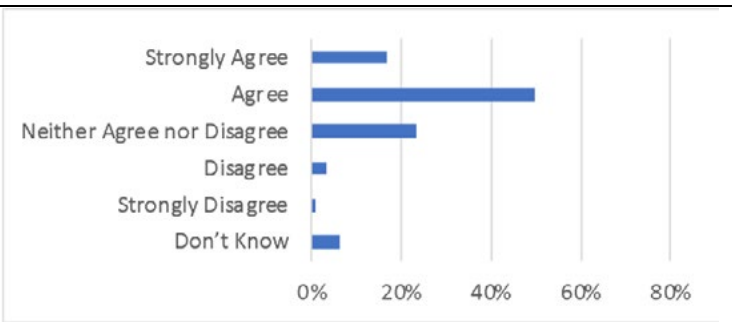
Don't Care to Share/Don't Know (n = 170)



The City of St. Petersburg's practices enable the success and promotion of individuals from all genders and gender identities.

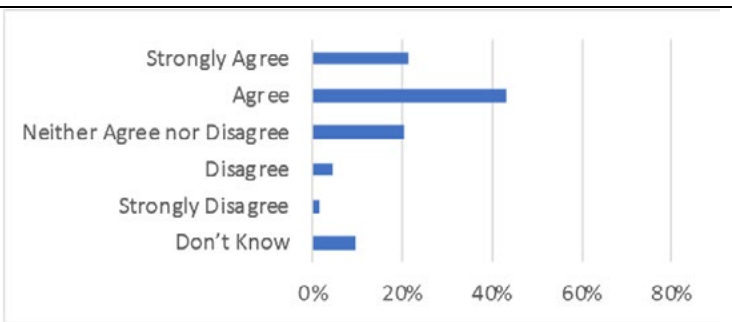
Men (n = 577)

Strongly Agree	97	16.81%
Agree	286	49.57%
Neither Agree nor Disagree	135	23.40%
Disagree	18	3.12%
Strongly Disagree	5	0.87%
Don't Know	36	6.24%



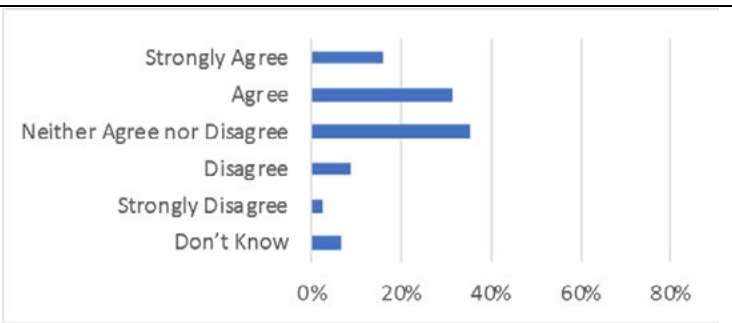
Women (n = 364)

Strongly Agree	77	21.15%
Agree	157	43.13%
Neither Agree nor Disagree	74	20.33%
Disagree	16	4.40%
Strongly Disagree	5	1.37%
Don't Know	35	9.62%



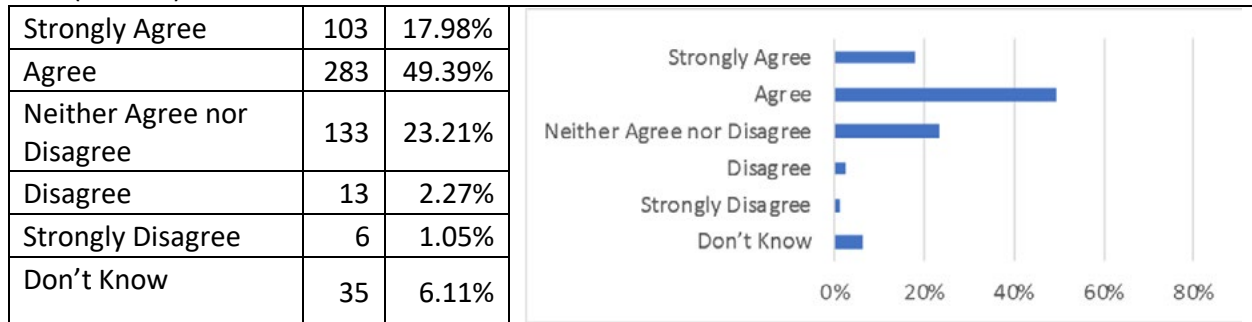
Don't Care to Share/Don't Know (n = 165)

Strongly Agree	26	15.76%
Agree	52	31.52%
Neither Agree nor Disagree	58	35.15%
Disagree	14	8.48%
Strongly Disagree	4	2.42%
Don't Know	11	6.67%

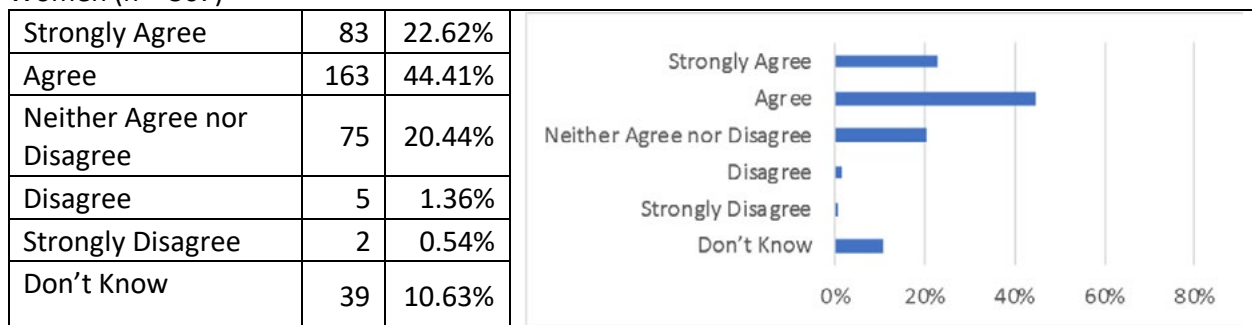


The City of St. Petersburg's practices enable the success and promotion of individuals from all sexual orientations.

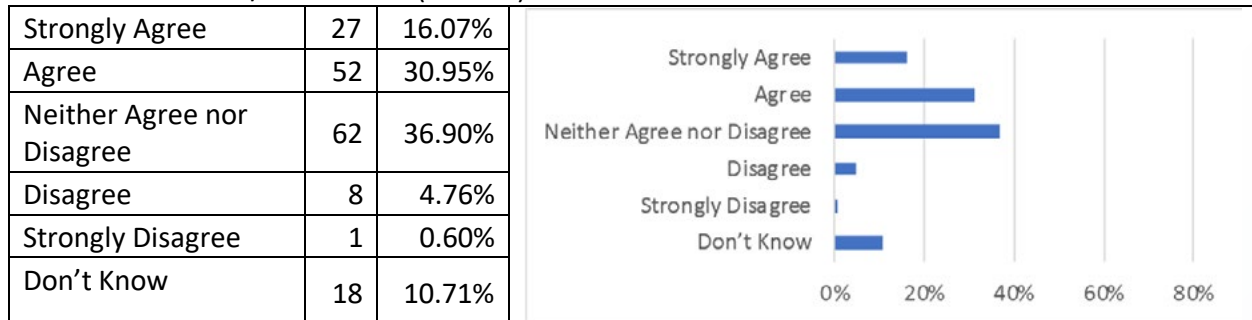
Men (n = 573)



Women (n = 367)

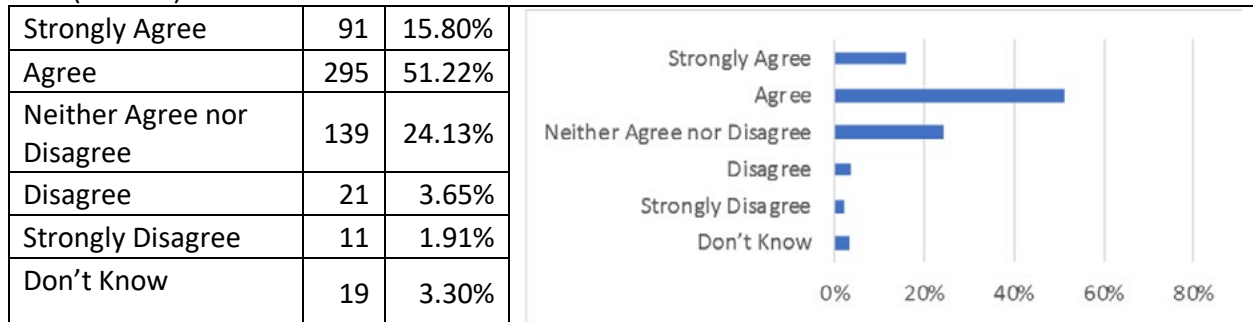


Don't Care to Share/Don't Know (n = 168)

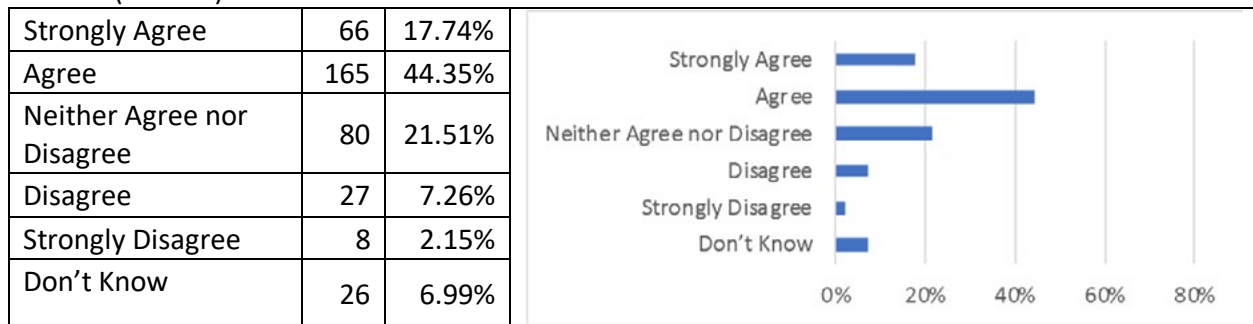


The City of St. Petersburg's practices enable the success and promotion of individuals from all age groups.

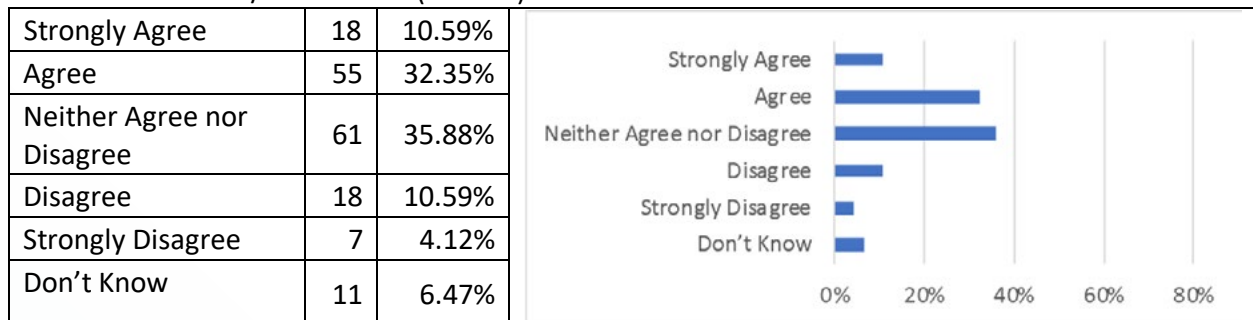
Men (n = 576)



Women (n = 372)

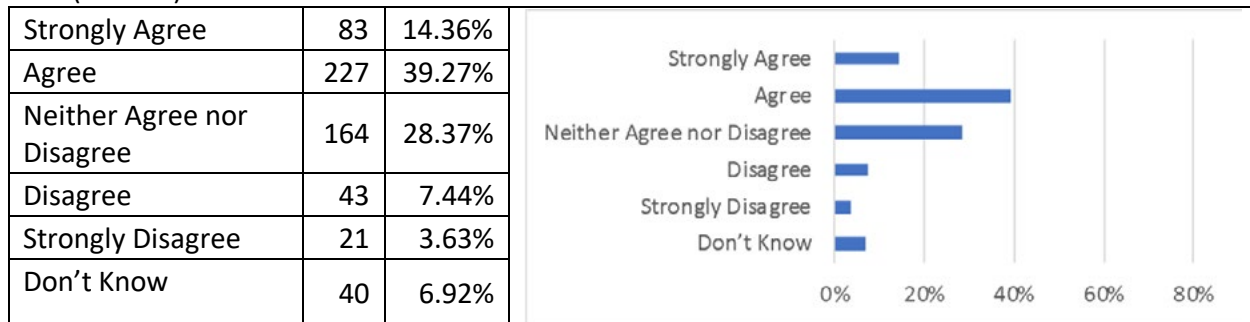


Don't Care to Share/Don't Know (n = 170)

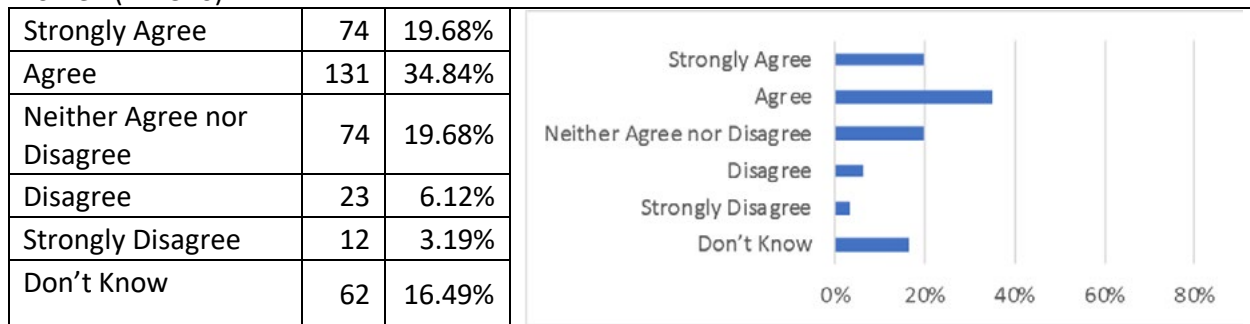


Whenever a conflict arises, the City of St. Petersburg will resolve it based on the facts of the case alone, and not on the basis of race/ethnicity, color, national origin, religion, socio-economic background, gender or gender identity, disability, sex.

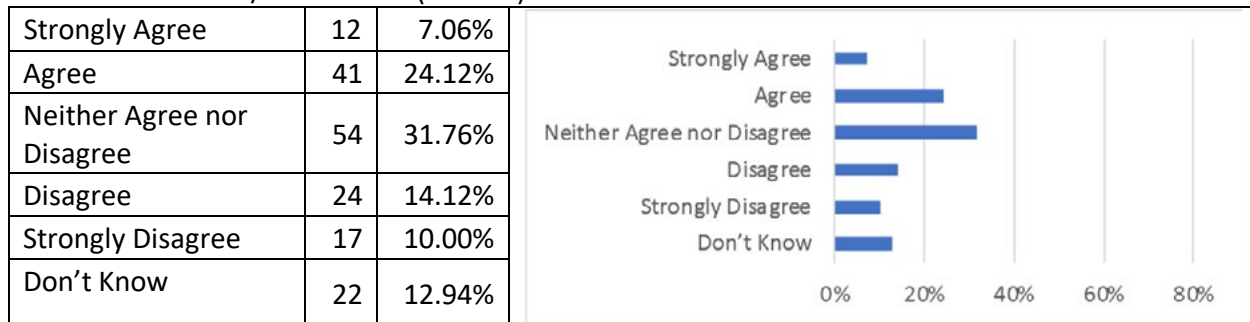
Men (n = 578)



Women (n = 376)

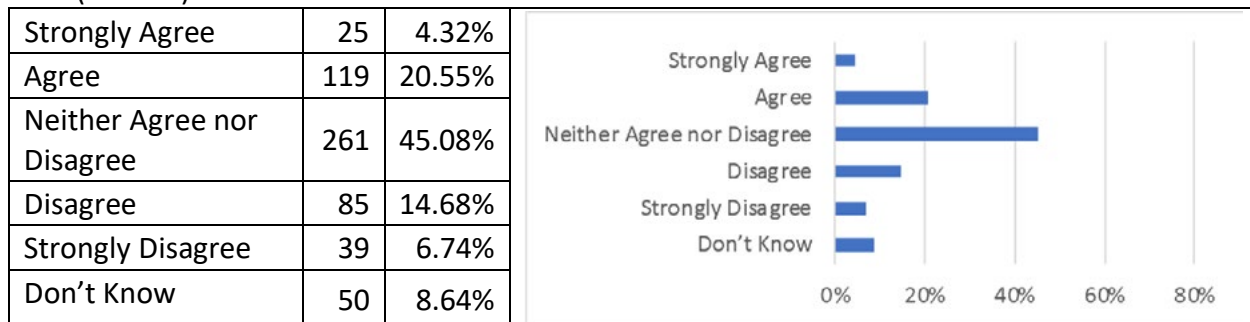


Don't Care to Share/Don't Know (n = 170)

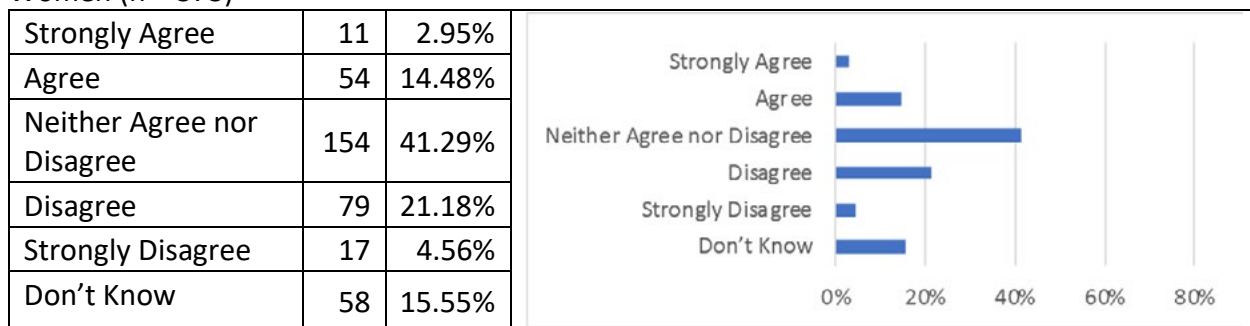


Some of the rules and policies of the City of St. Petersburg rely on beliefs/assumptions that may be biased.

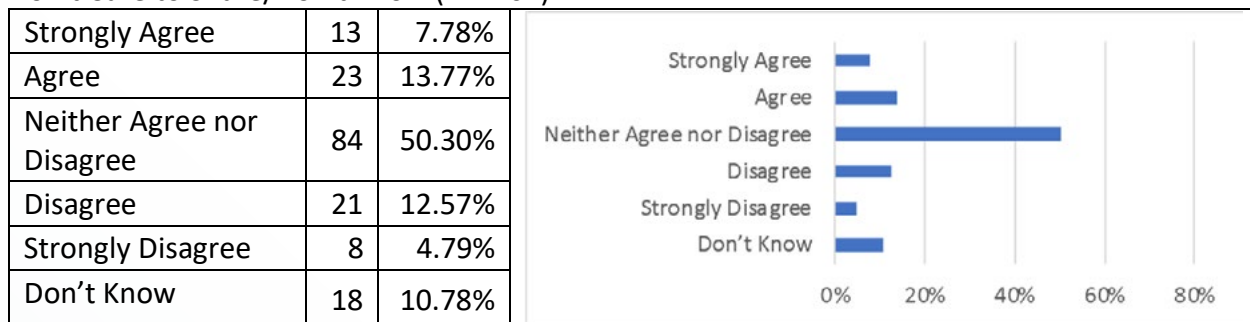
Men (n = 579)



Women (n = 373)

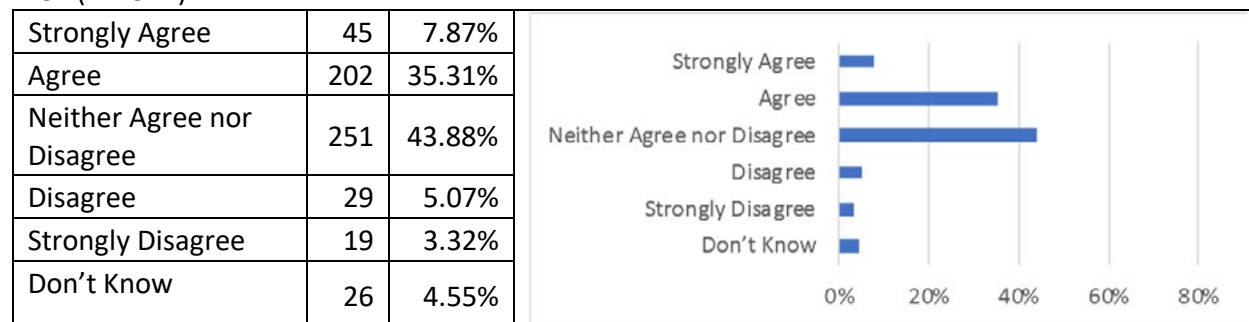


Don't Care to Share/Don't Know (n = 167)

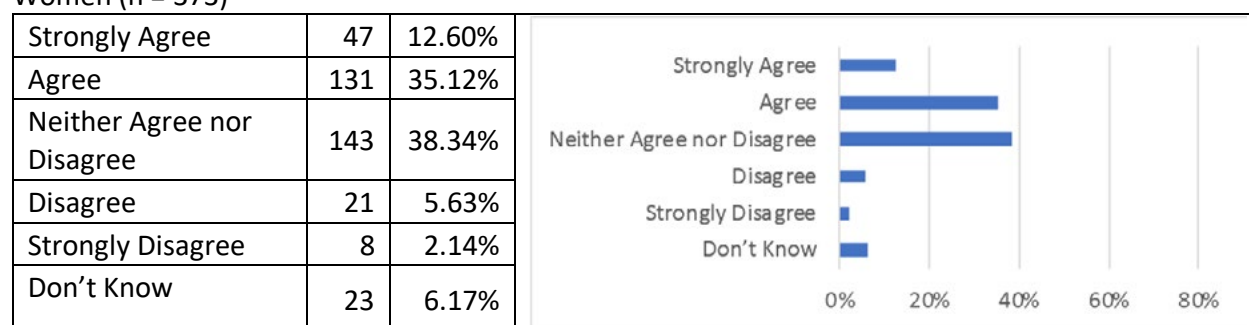


It would be useful if the internal documents in the City of St. Petersburg, such as policy and procedure manuals, pay slips, etc, were easily available in multiple languages.

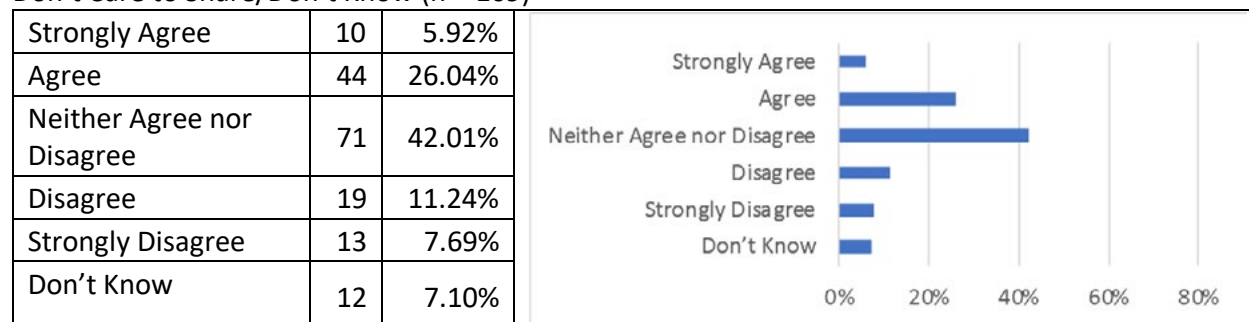
Men (n = 572)



Women (n = 373)

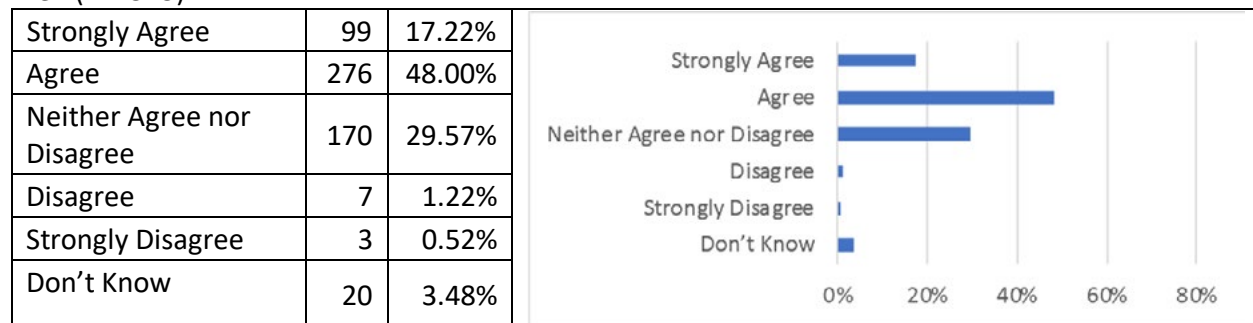


Don't Care to Share/Don't Know (n = 169)

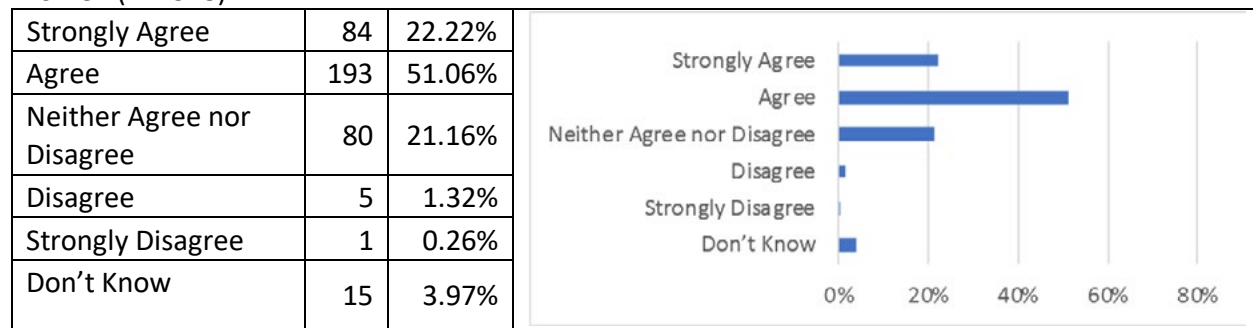


It would be useful if the internal documents in the City of St. Petersburg, such as policy and procedure manuals, pay slips, etc, were easily accessible to people of all abilities, including for example people with visual or hearing impairments, or people with dyslexia.

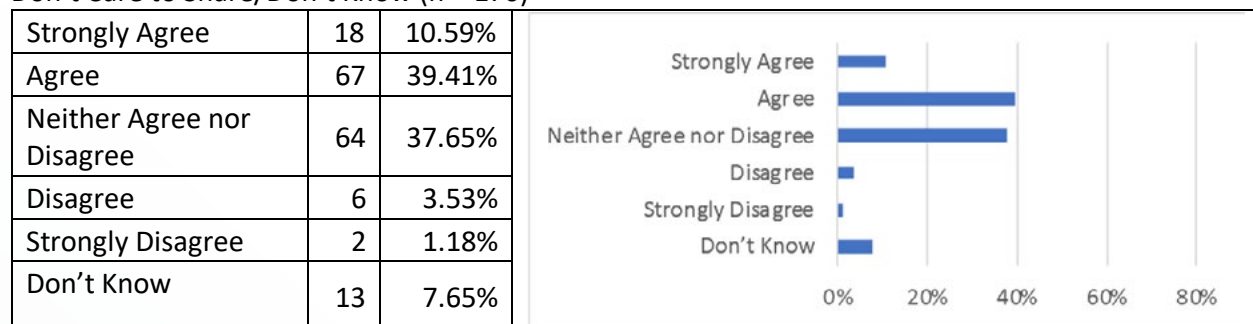
Men (n = 575)



Women (n = 378)



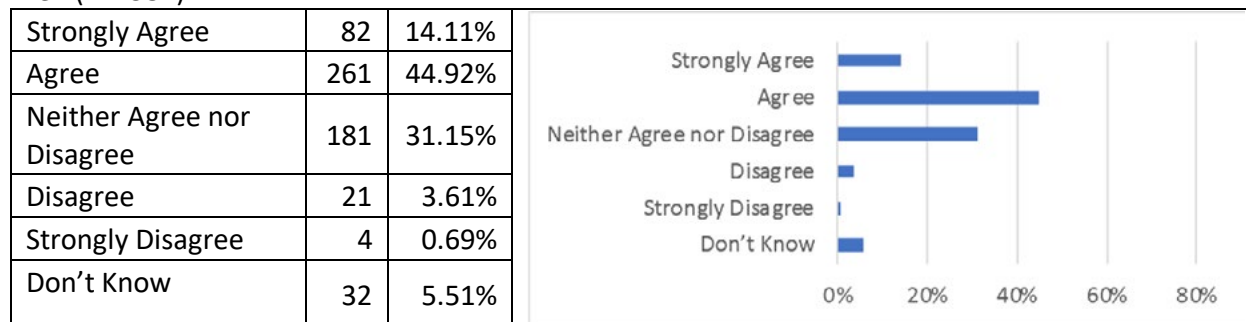
Don't Care to Share/Don't Know (n = 170)



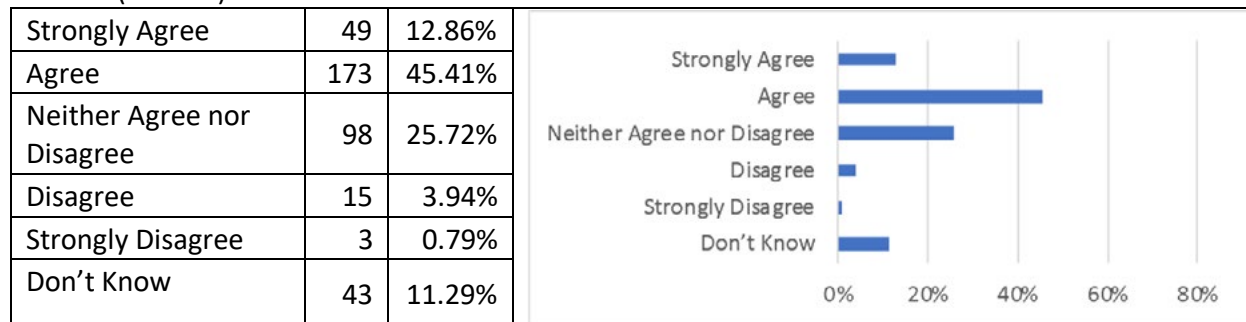
Programs and Services

The City of St. Petersburg attempts to reduce bias it or its employees may have about the community it serves.

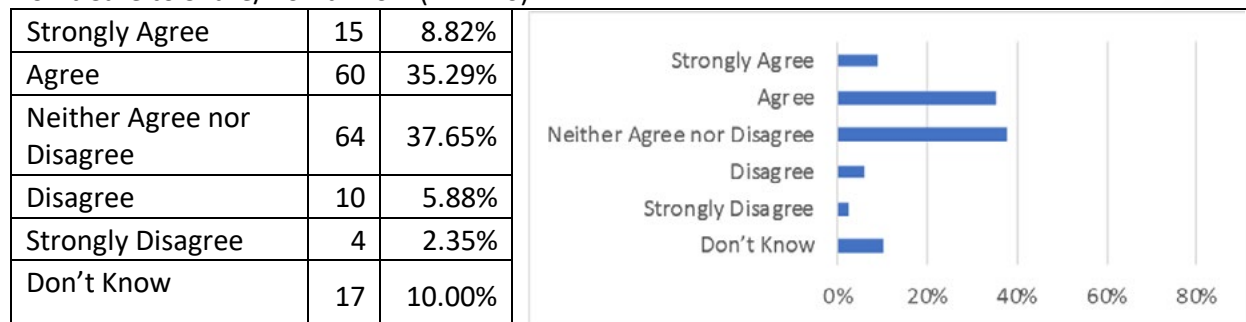
Men (n = 581)



Women (n = 381)

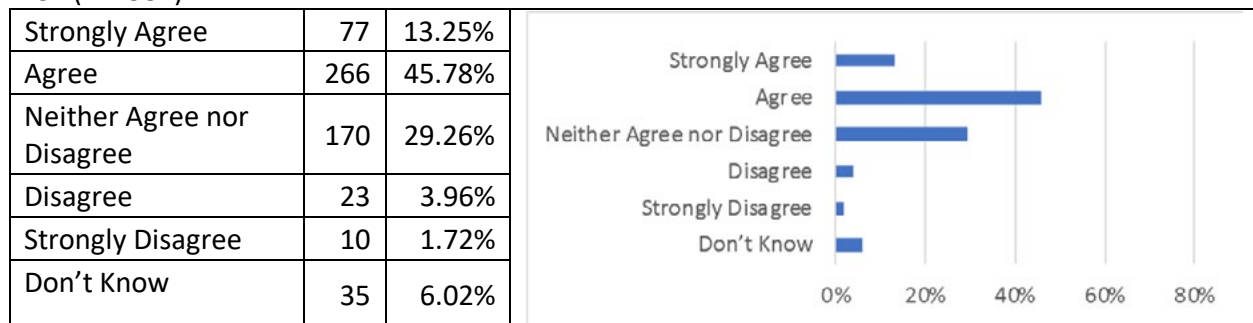


Don't Care to Share/Don't Know (n = 170)

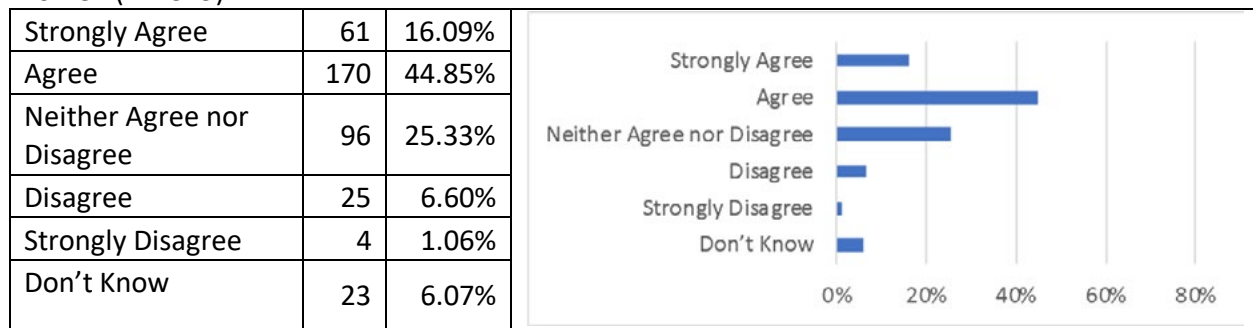


The City of St. Petersburg staff understands the communities it serves, including their culture, values, norms, history, customs, and particularly the types of discrimination, marginalization, and exclusion they may face or may have faced.

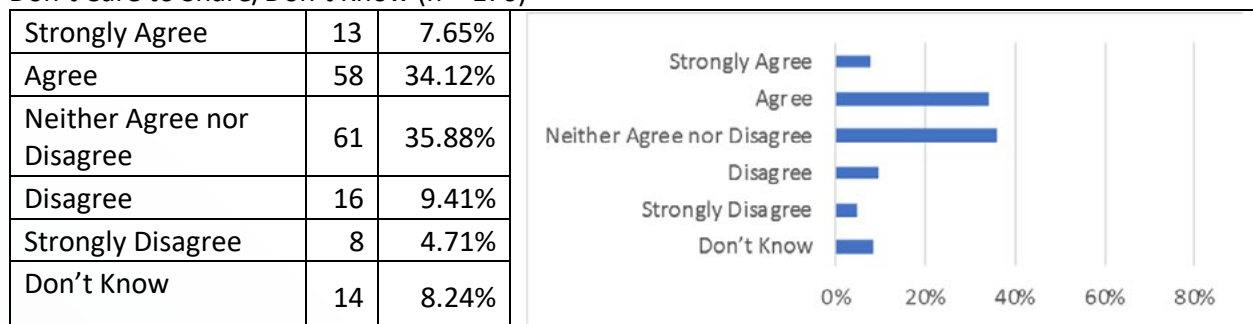
Men (n = 581)



Women (n = 379)

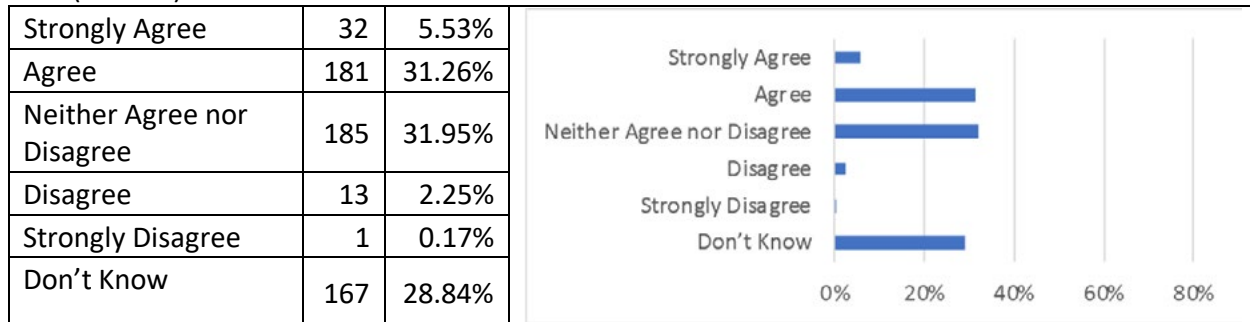


Don't Care to Share/Don't Know (n = 170)

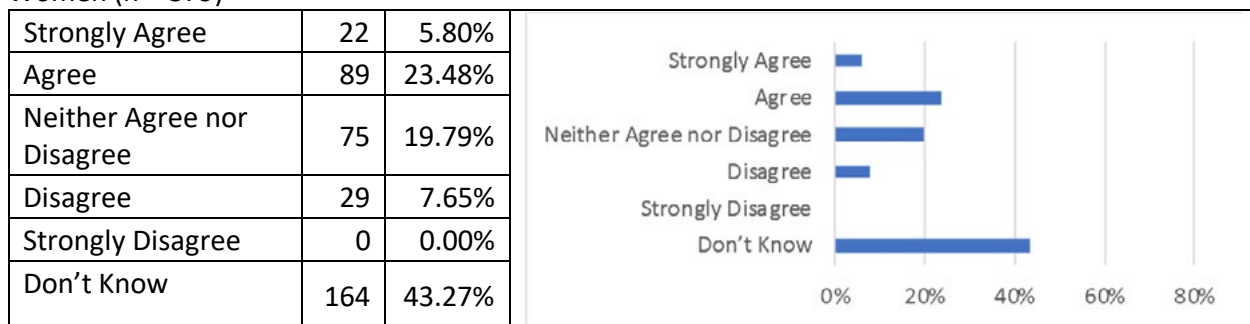


Information and materials for the community are available in multiple languages.

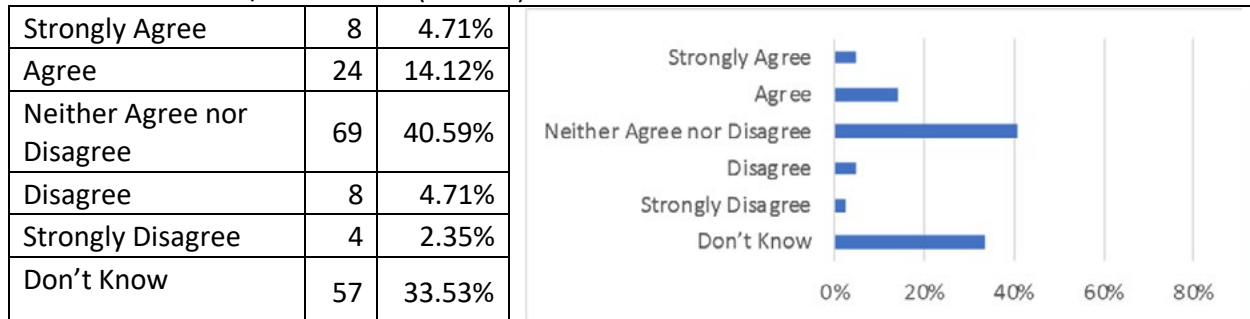
Men (n = 579)



Women (n = 379)

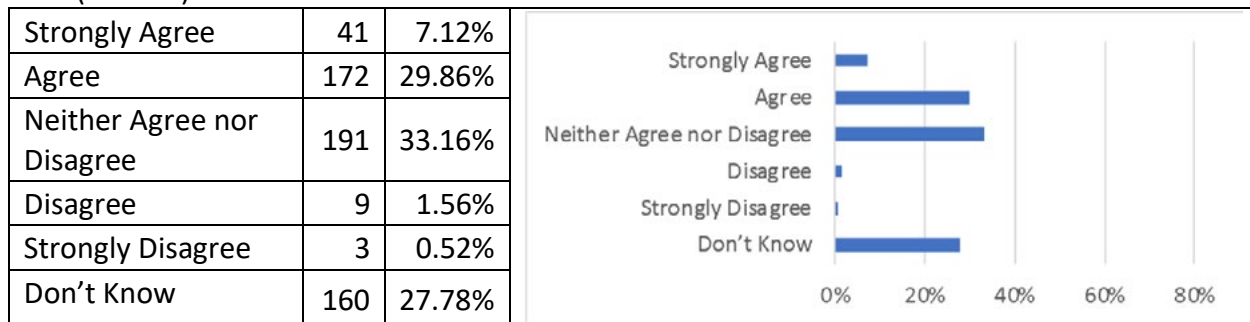


Don't Care to Share/Don't Know (n = 170)

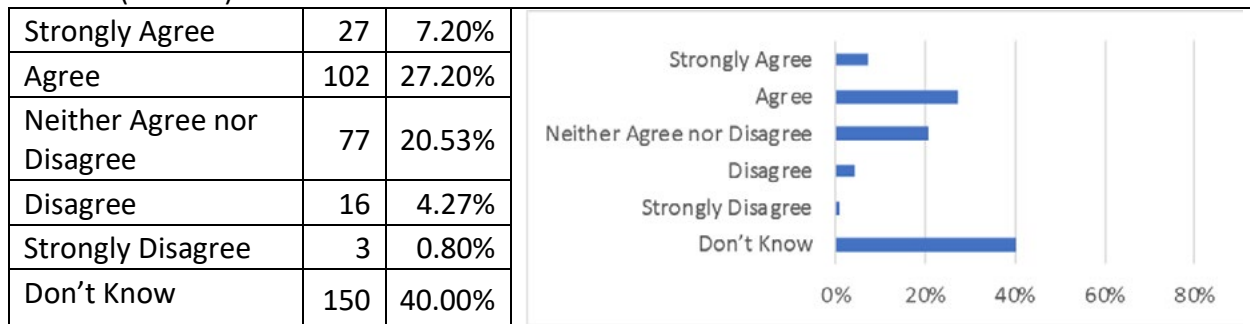


Information and materials for the community is accessible to people of all abilities, including for example people with visual or hearing impairments, or people with dyslexia.

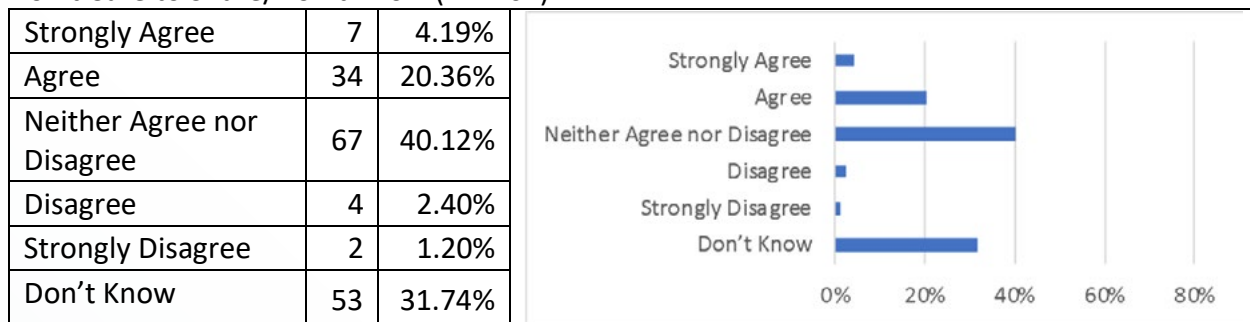
Men (n = 576)



Women (n = 375)

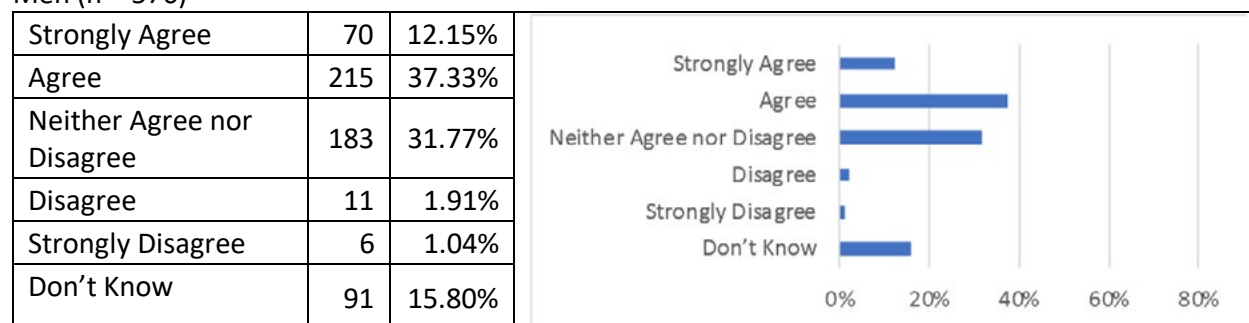


Don't Care to Share/Don't Know (n = 167)

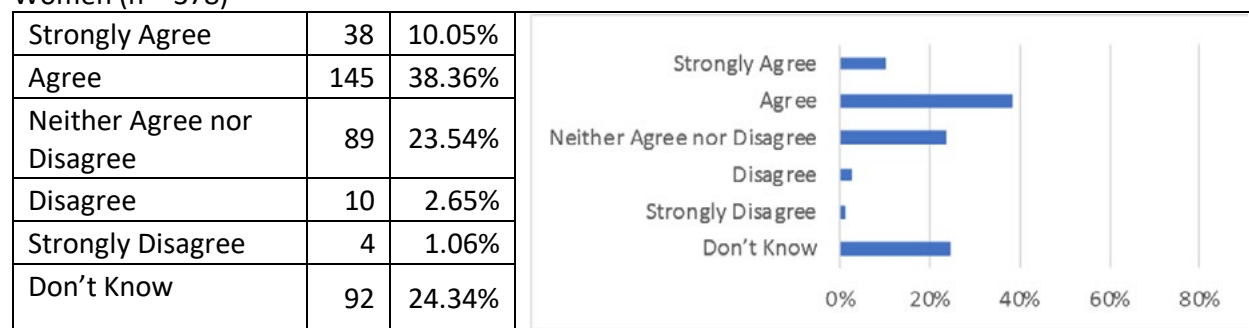


The City of St. Petersburg analyzes and remedies barriers to access to full engagement based on race/ethnicity, color, national origin, religion, gender, marital status, age, disability, age, sexual orientation, or genetic information.

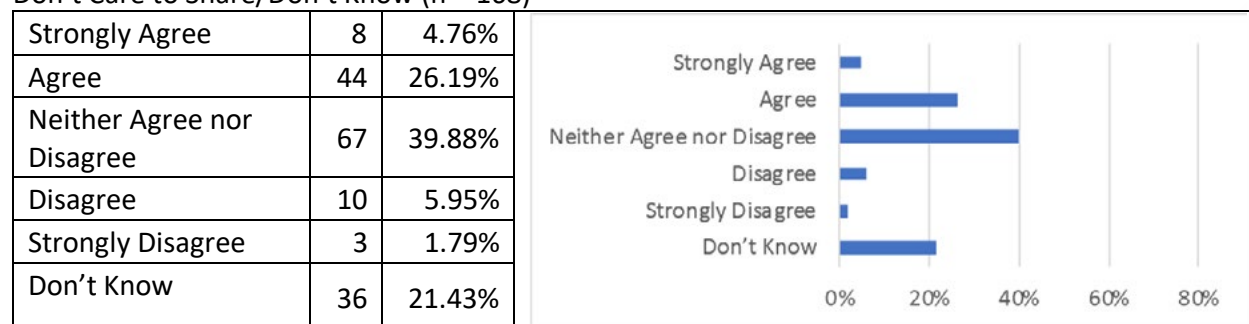
Men (n = 576)



Women (n = 378)



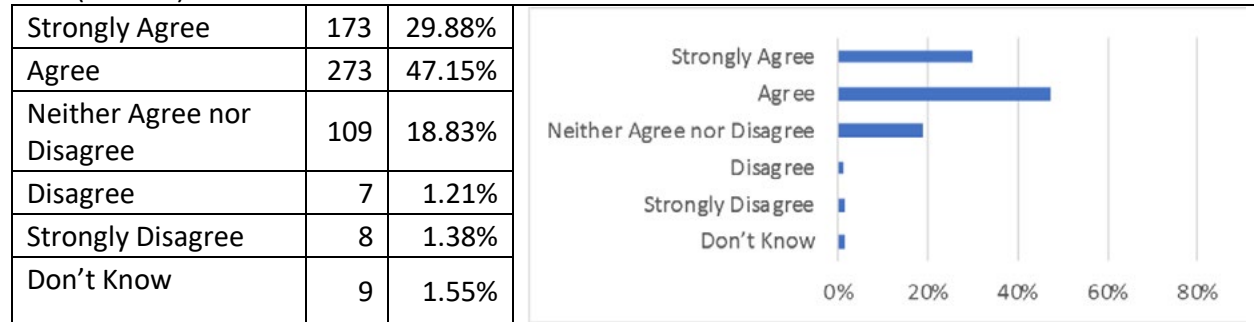
Don't Care to Share/Don't Know (n = 168)



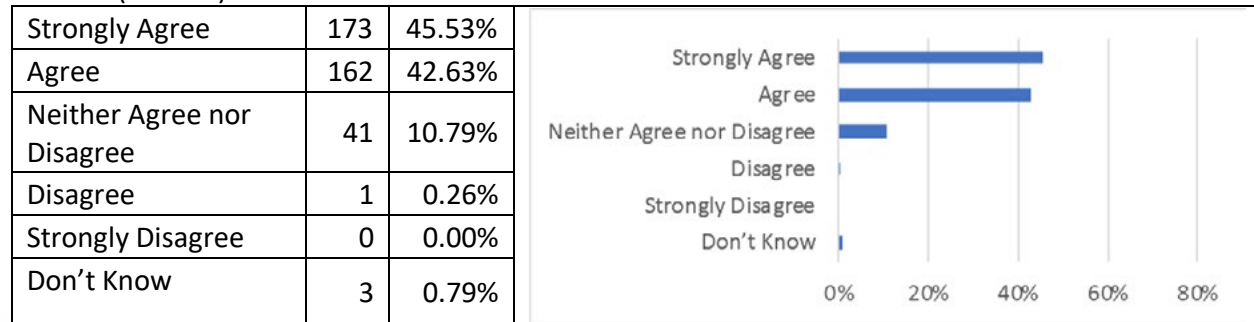
Personal Awareness

It is important to me to work for an organization that emphasizes getting to know people from different backgrounds.

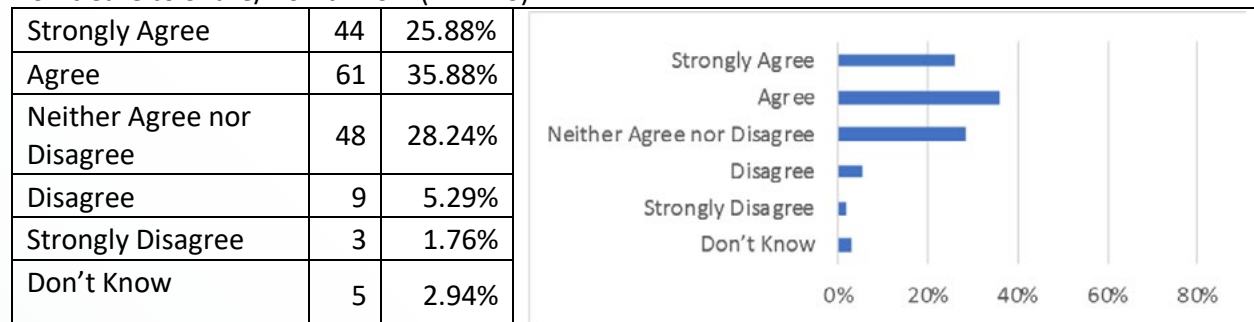
Men (n = 579)



Women (n = 380)

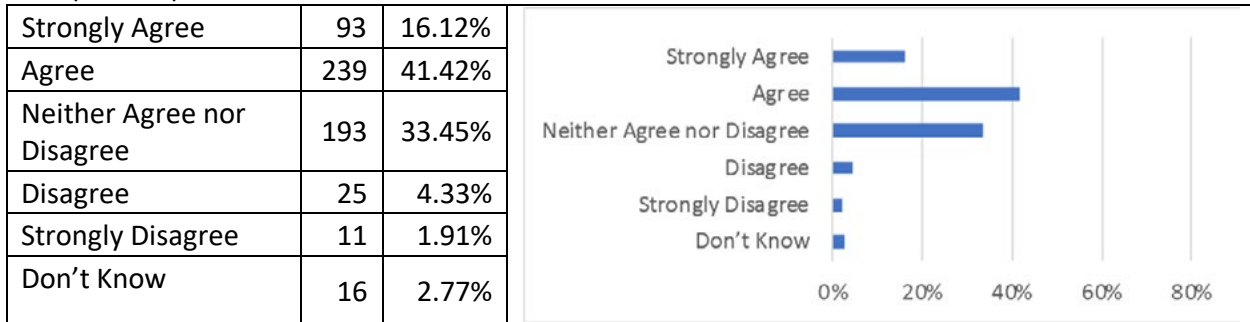


Don't Care to Share/Don't Know (n = 170)

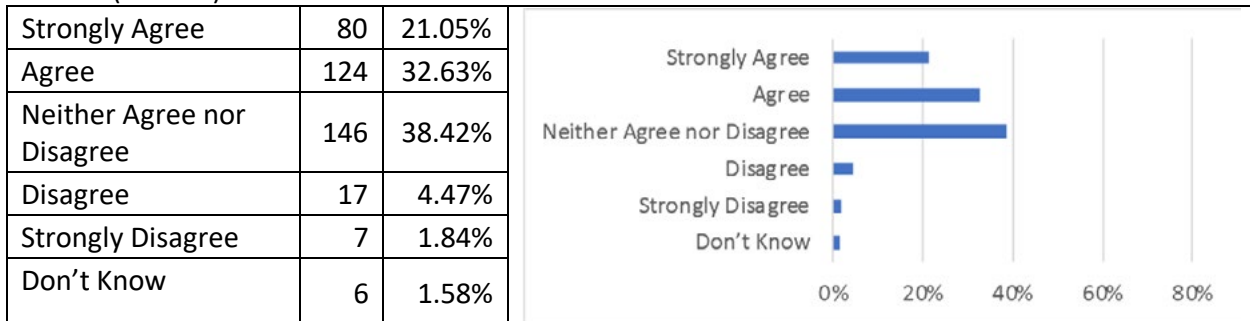


Knowing how a person is different than me greatly enhances our friendship.

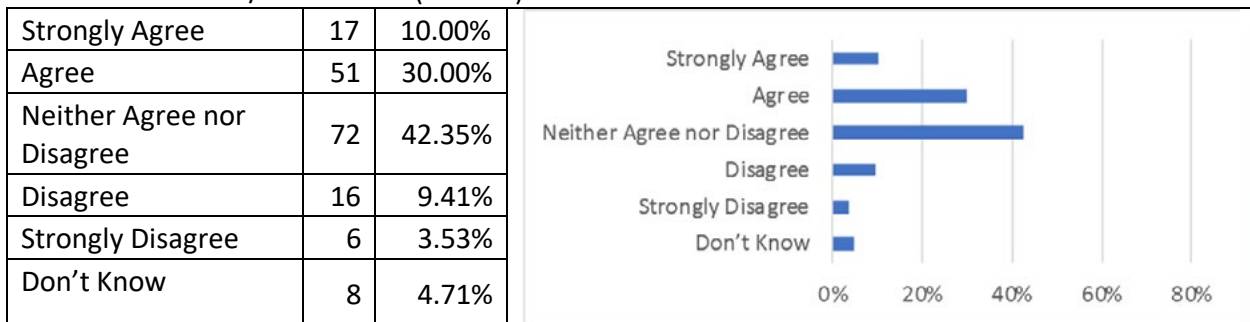
Men (n = 577)



Women (n = 380)

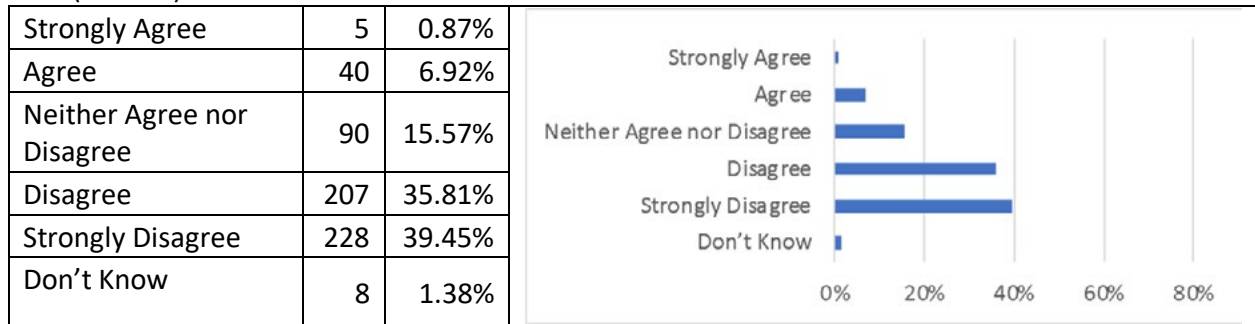


Don't Care to Share/Don't Know (n = 170)

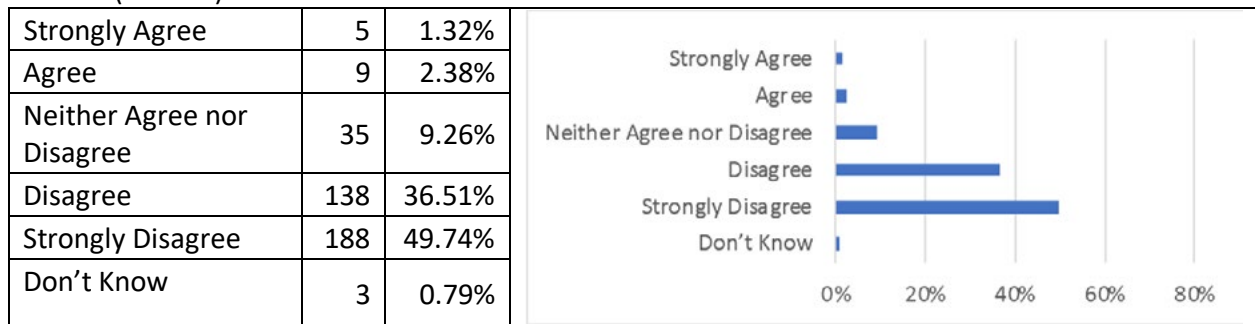


It is really hard for me to feel close to a person from another culture.

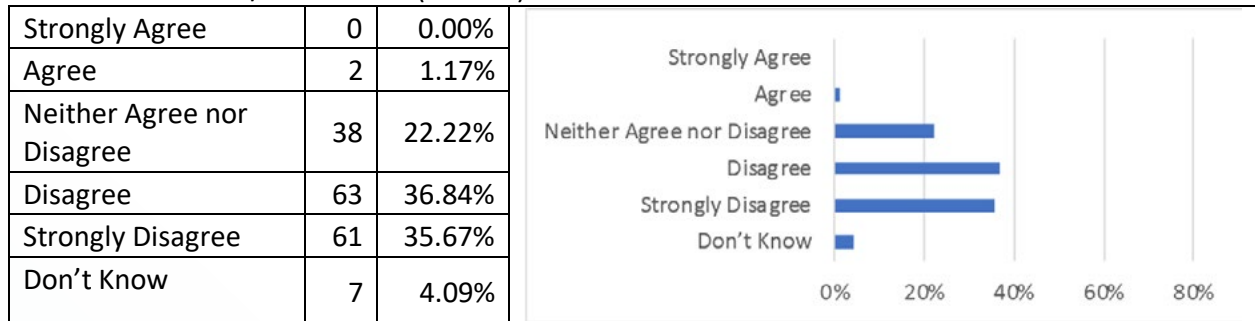
Men (n = 578)



Women (n = 378)

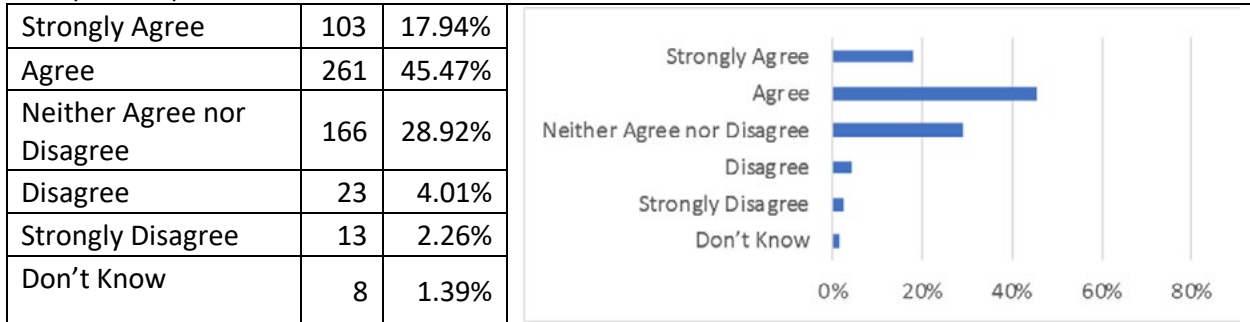


Don't Care to Share/Don't Know (n = 171)

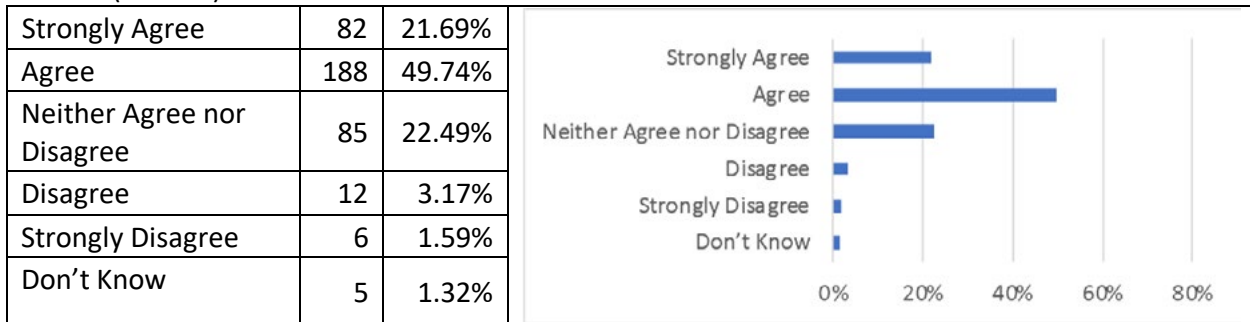


In getting to know someone, I like knowing both how they differ from me and are similar to me.

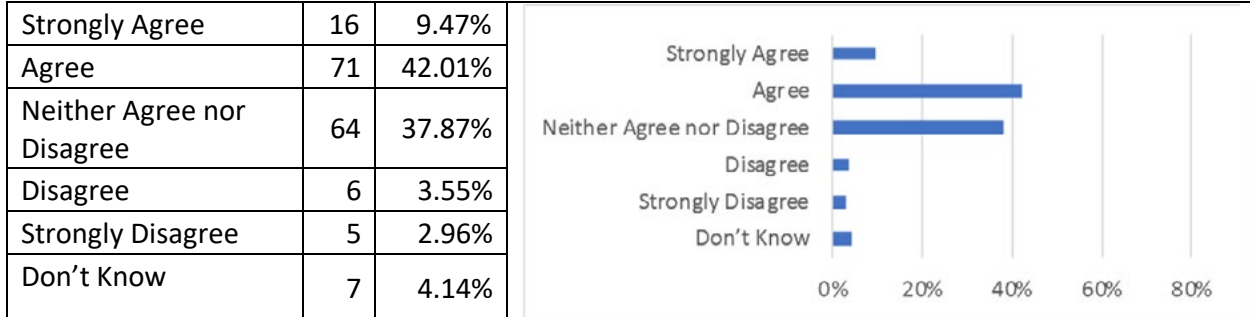
Men (n = 574)



Women (n = 378)

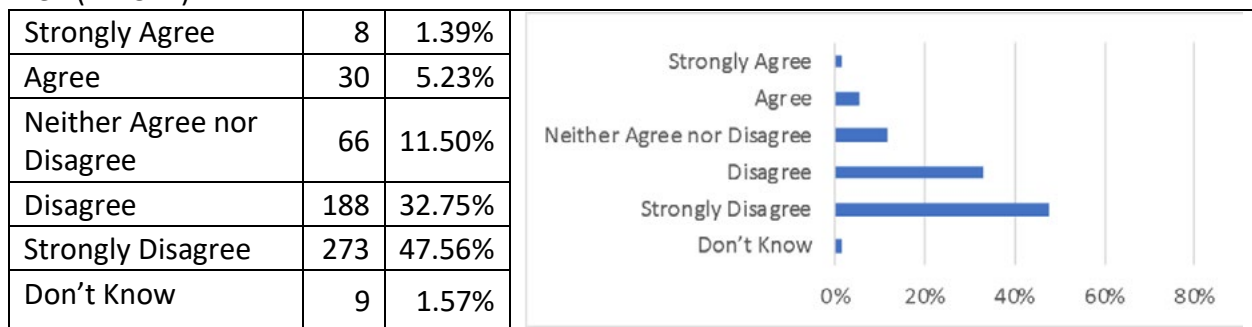


Don't Care to Share/Don't Know (n = 169)

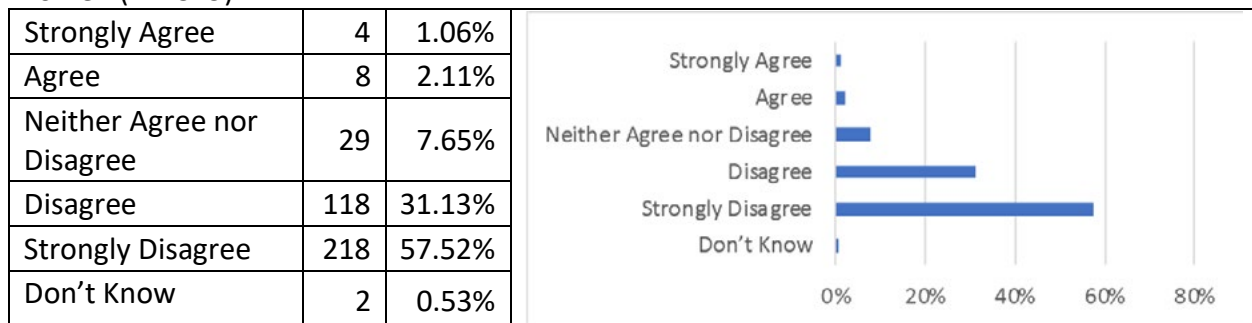


Getting to know someone from another race is generally an uncomfortable experience for me.

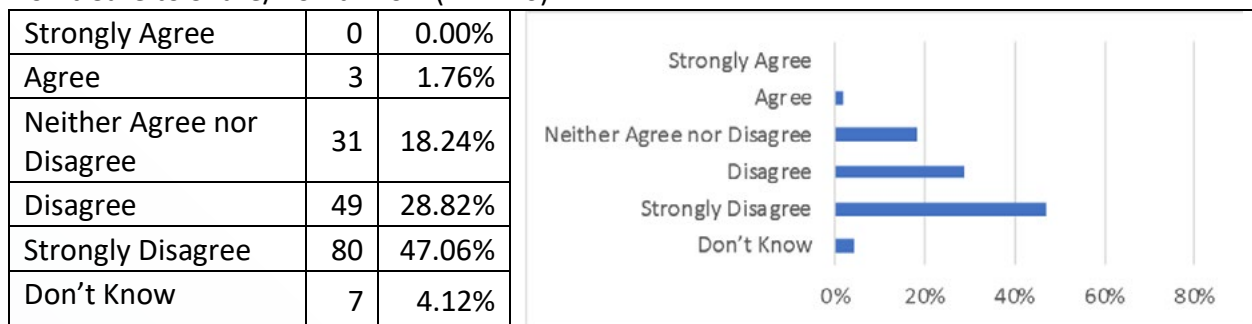
Men (n = 574)



Women (n = 379)

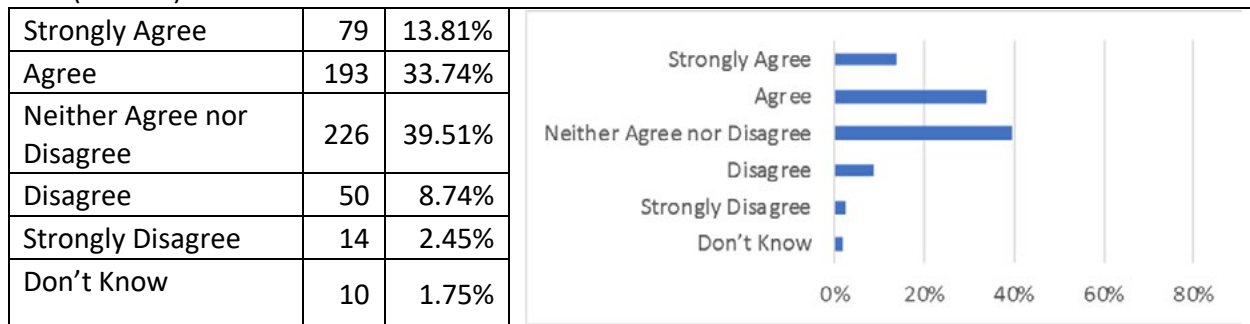


Don't Care to Share/Don't Know (n = 170)

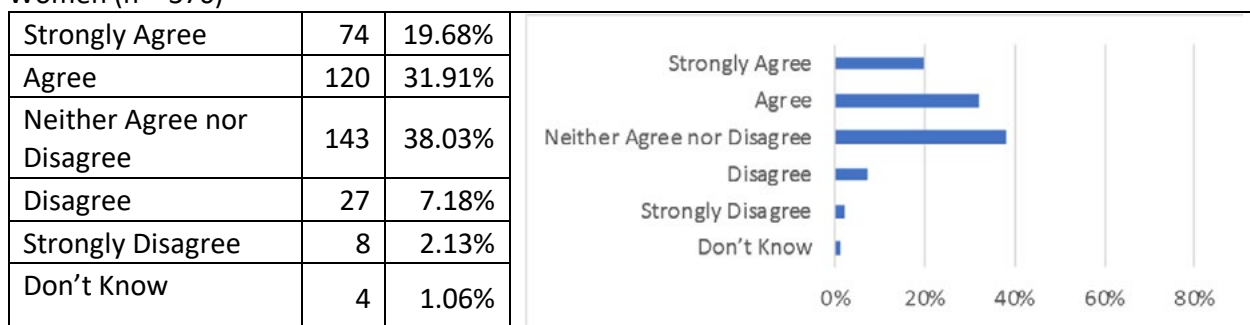


I actively seek out experiences that could expose me to people who have a different cultural, racial, or ethnic background from me.

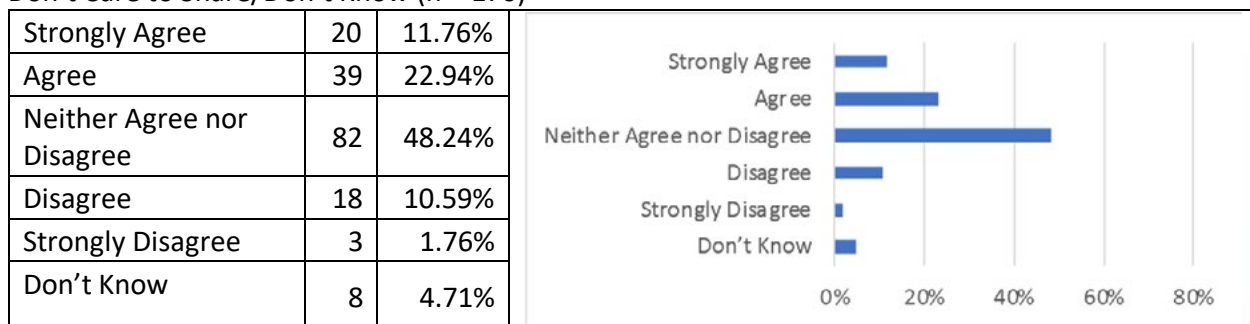
Men (n = 572)



Women (n = 376)

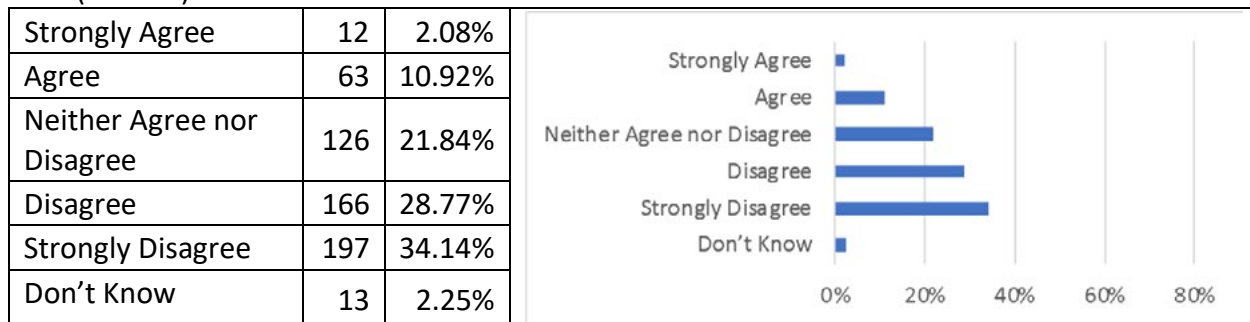


Don't Care to Share/Don't Know (n = 170)

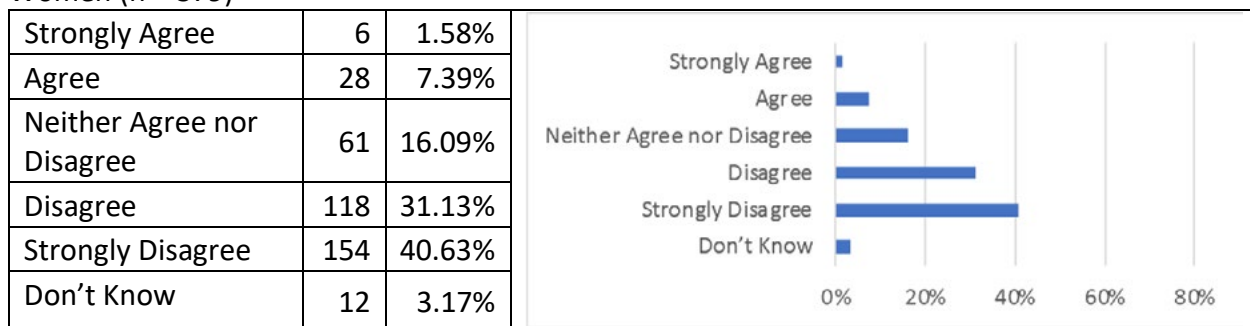


My biases and prejudices affect how I interact with people from different racial and ethnic backgrounds.

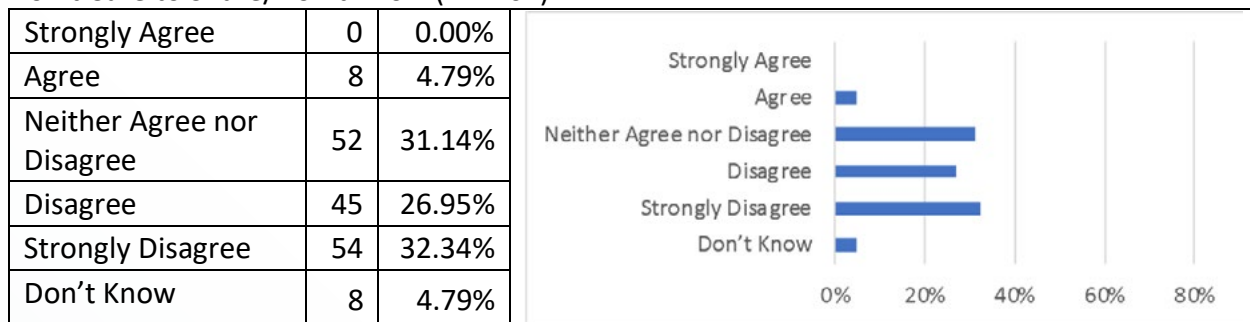
Men (n = 577)



Women (n = 379)

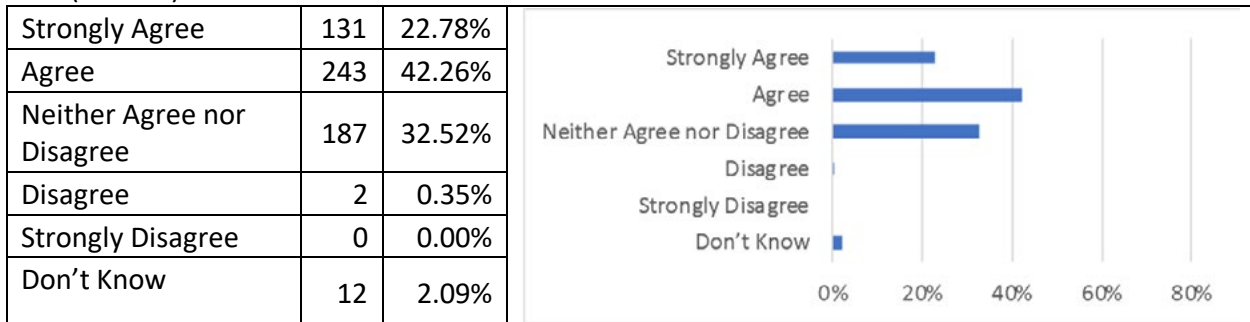


Don't Care to Share/Don't Know (n = 167)

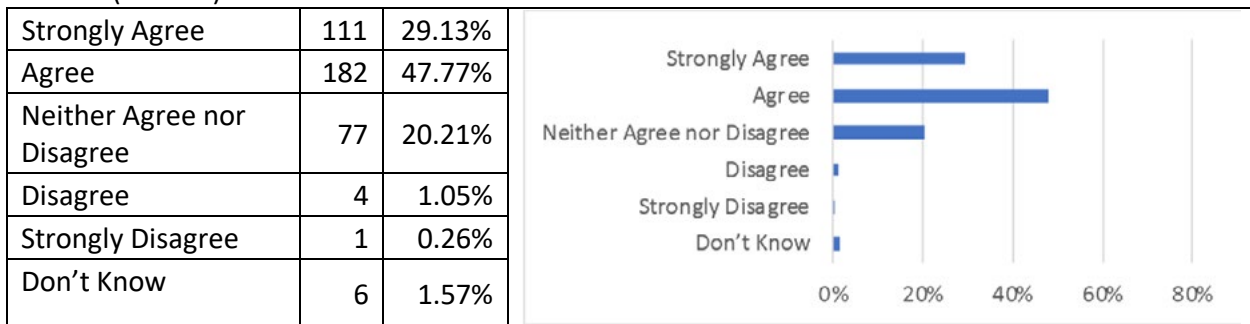


I enjoy working with communities whose cultures are different from my own.

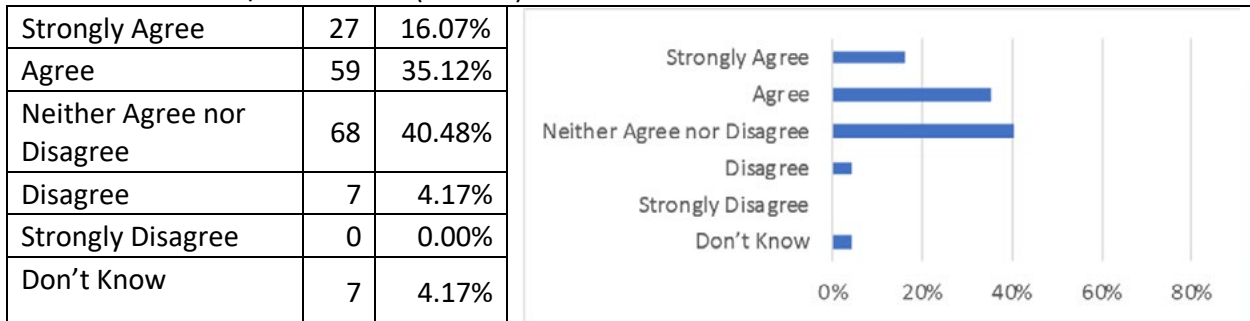
Men (n = 575)



Women (n = 381)

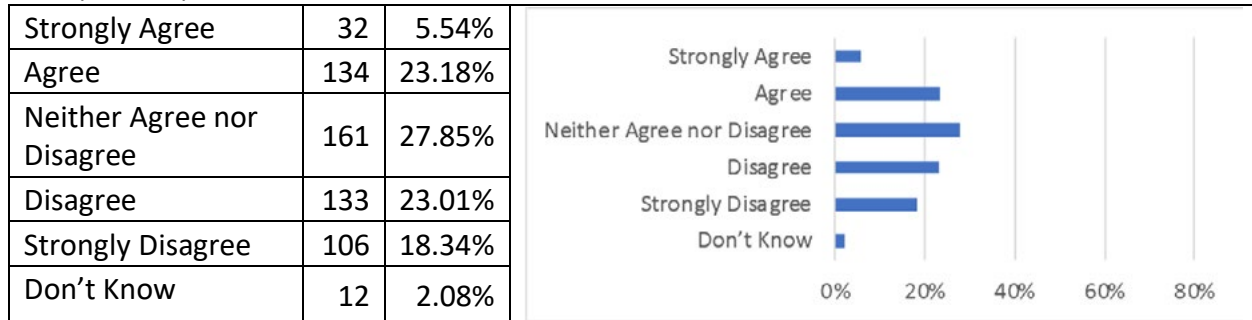


Don't Care to Share/Don't Know (n = 168)

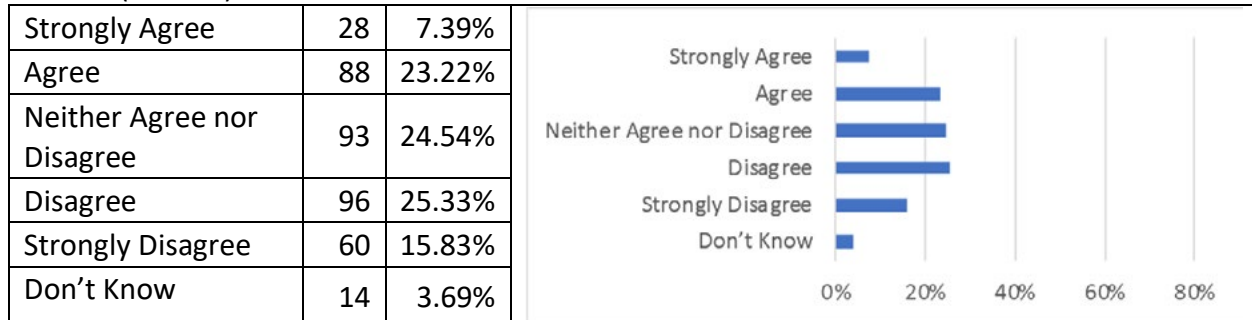


My social identities (race/ethnicity, color, national origin, religion, socio-economic background, gender or gender identity, disability, sexual orientation, genetic information, or age) influence the way I interact with my community.

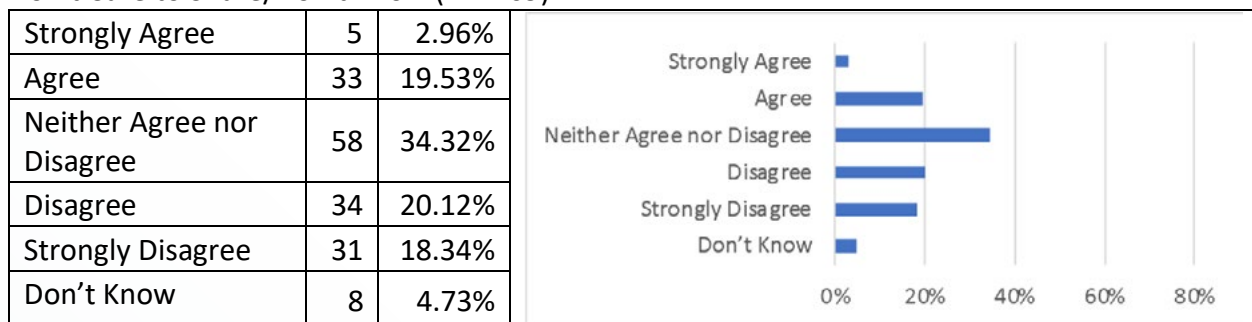
Men (n = 578)



Women (n = 379)

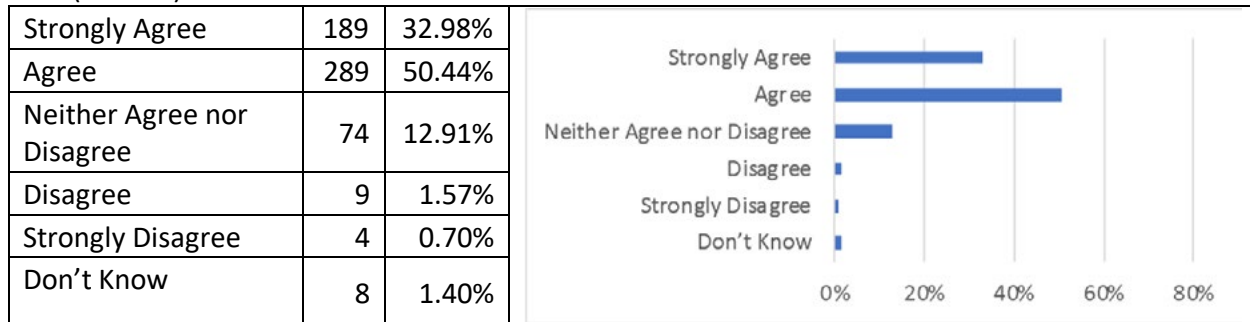


Don't Care to Share/Don't Know (n = 169)

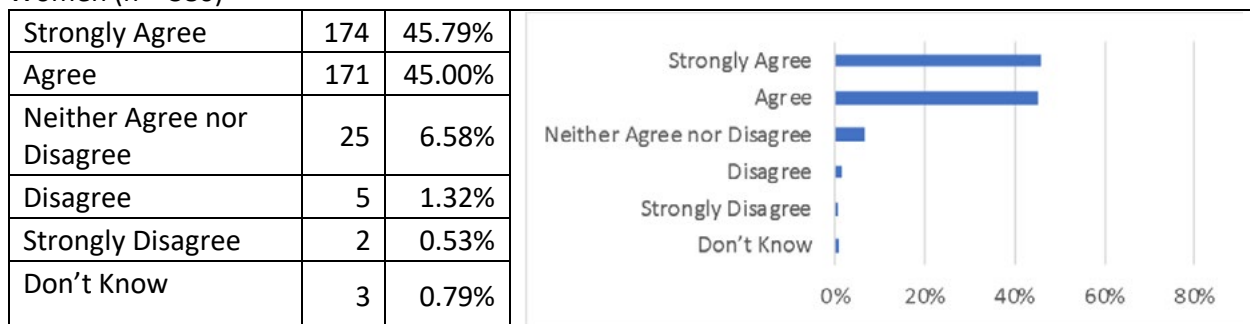


It is important for me to show patience for people that do not speak English fluently.

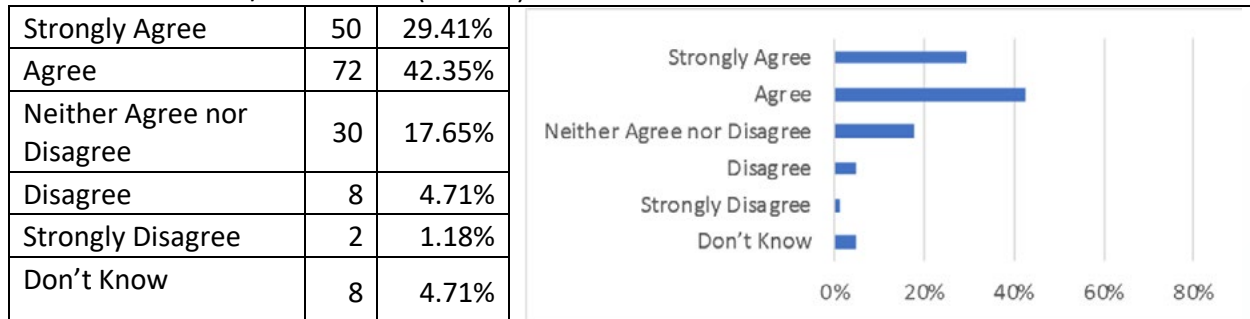
Men (n = 573)



Women (n = 380)

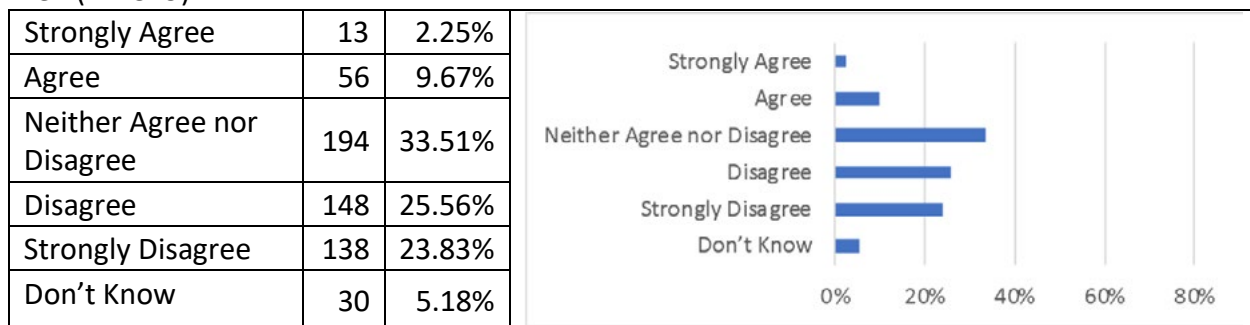


Don't Care to Share/Don't Know (n = 170)

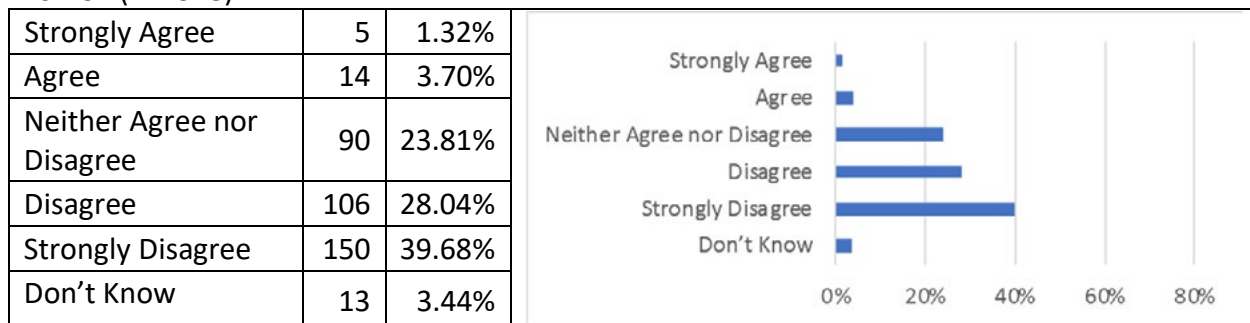


People in poverty are often there because of their own doing.

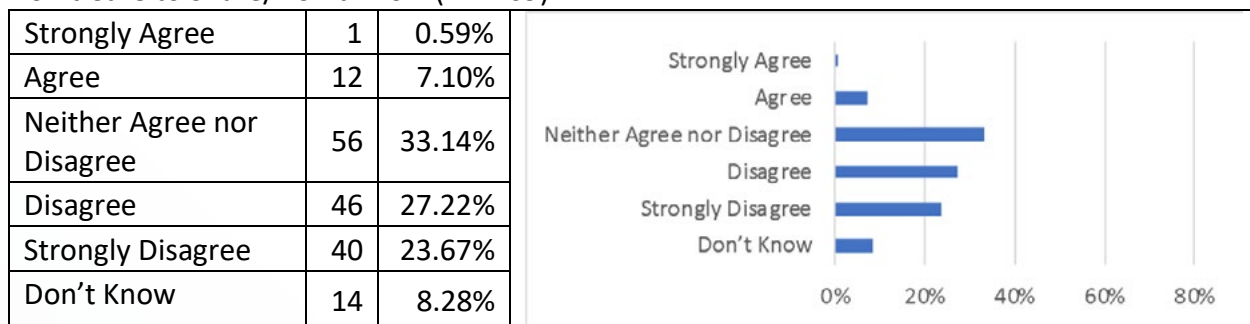
Men (n = 579)



Women (n = 378)

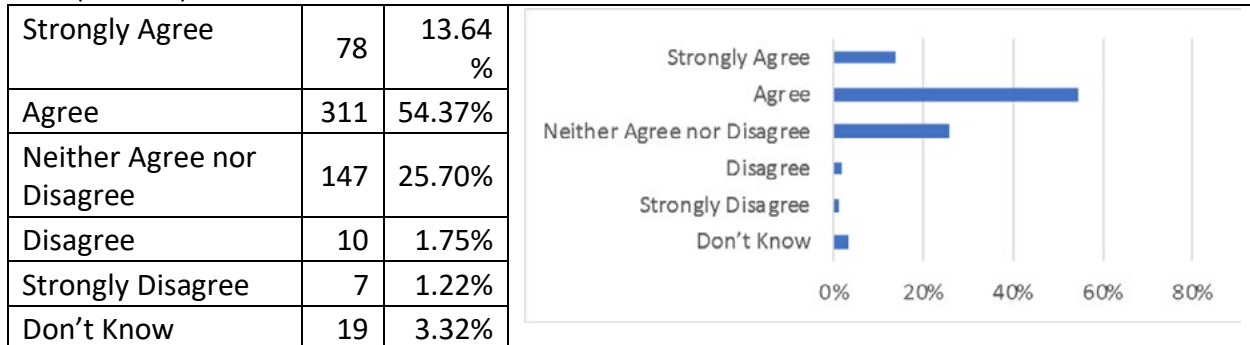


Don't Care to Share/Don't Know (n = 169)

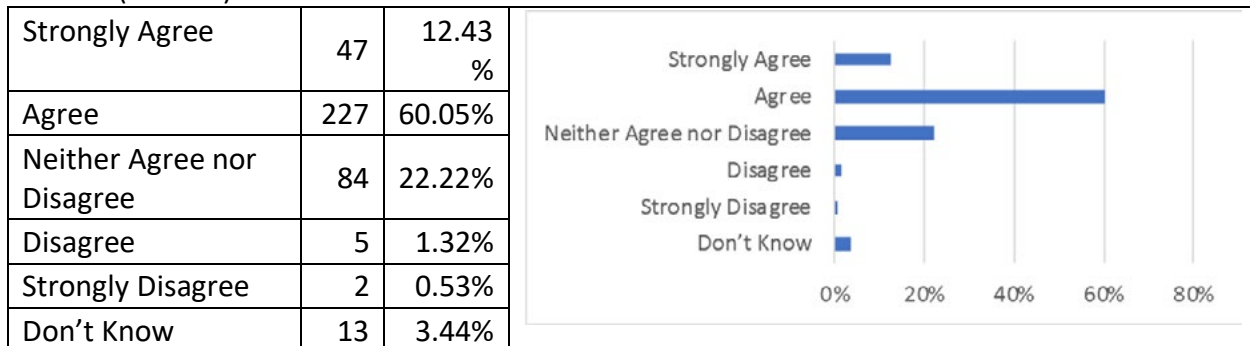


I feel that I am aware of my own biases.

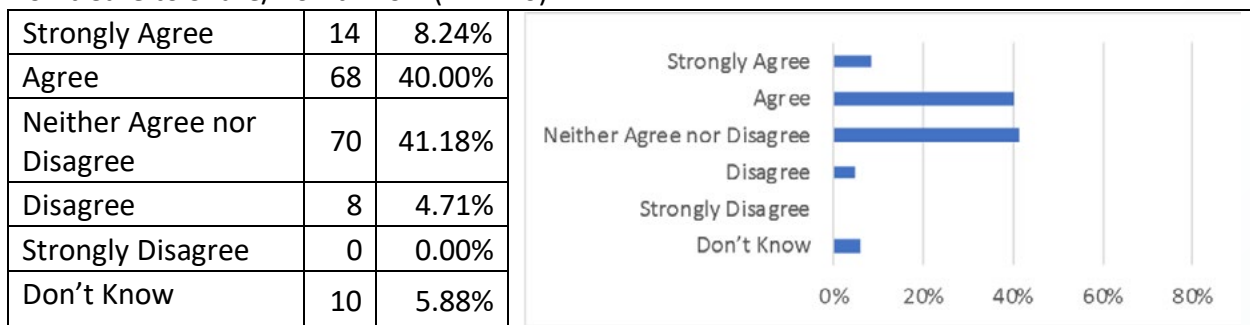
Men (n = 572)



Women (n = 378)



Don't Care to Share/Don't Know (n = 170)

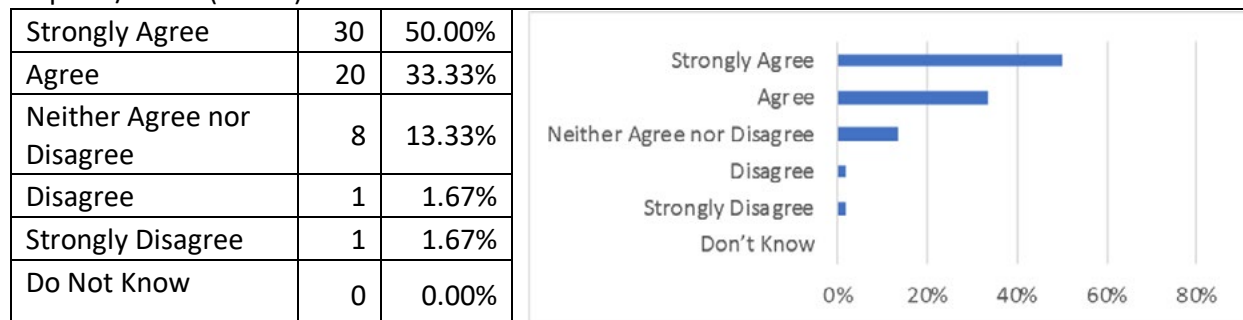


By Race and Ethnicity

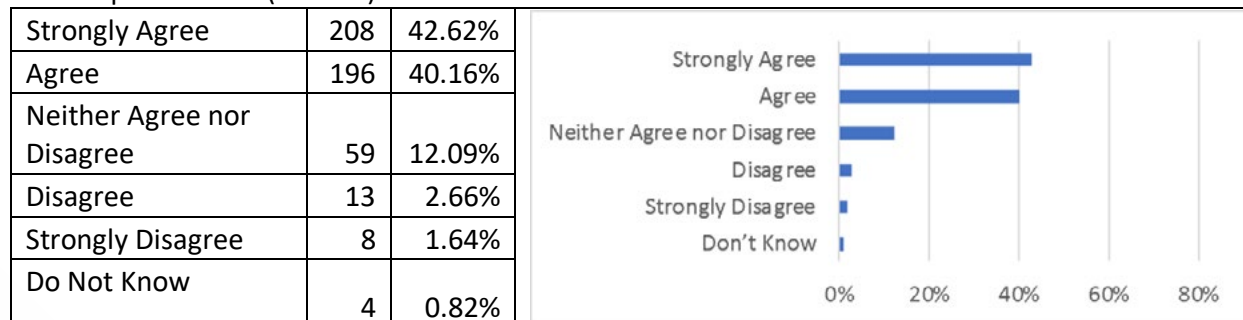
Business Case

Diversity is vital to the City of St. Petersburg's success.

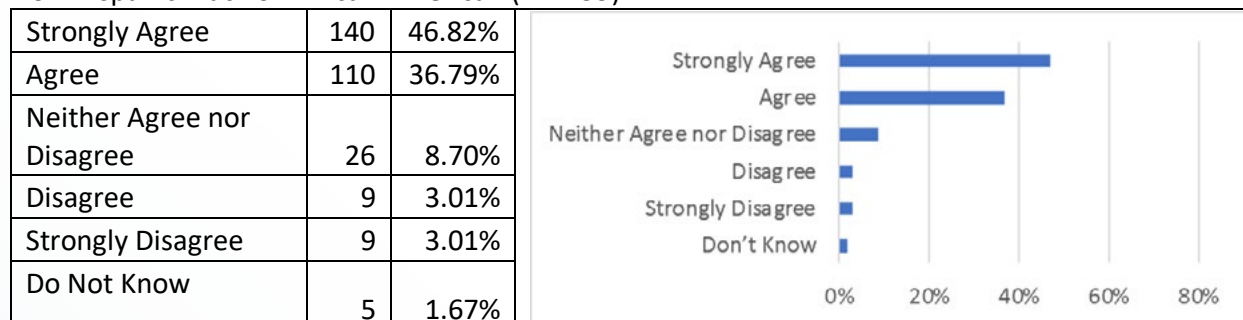
Hispanic/Latinx (n = 60)



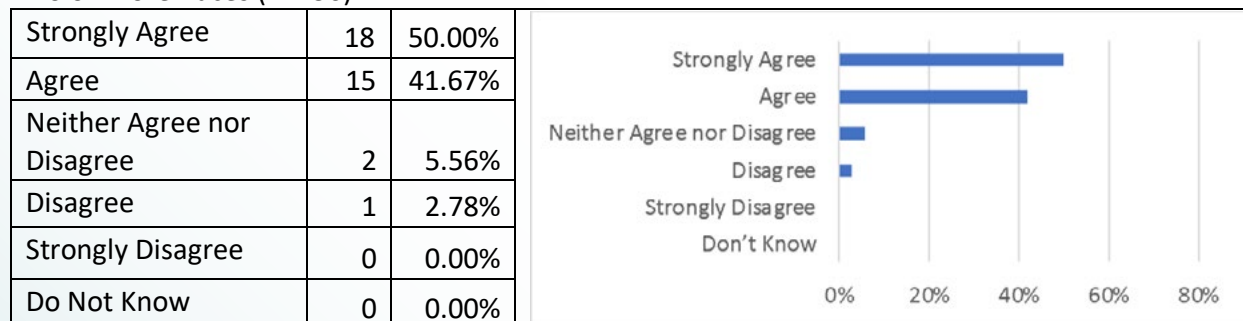
Non-Hispanic White (n = 488)



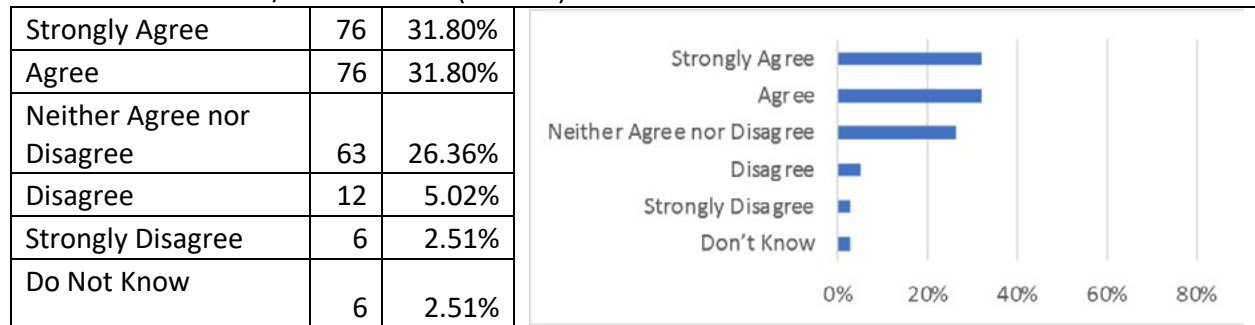
Non-Hispanic Black or African American (n = 299)



Two or More Races (n = 36)

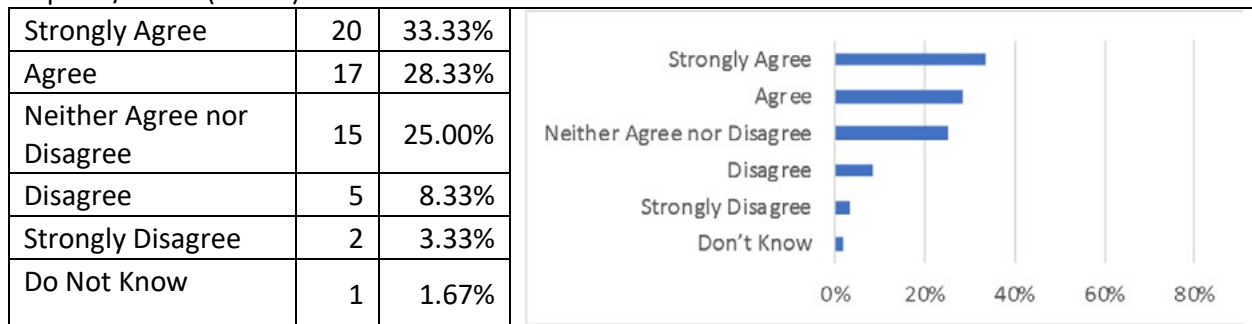


Do Not Care to Share/Do Not Know (n = 239)

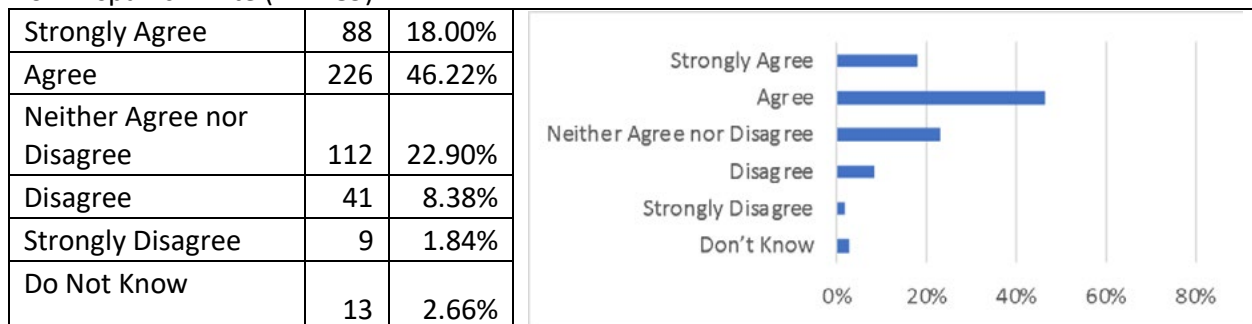


The City of St. Petersburg's culture supports and encourages positive change to enable the City to better achieve its objectives.

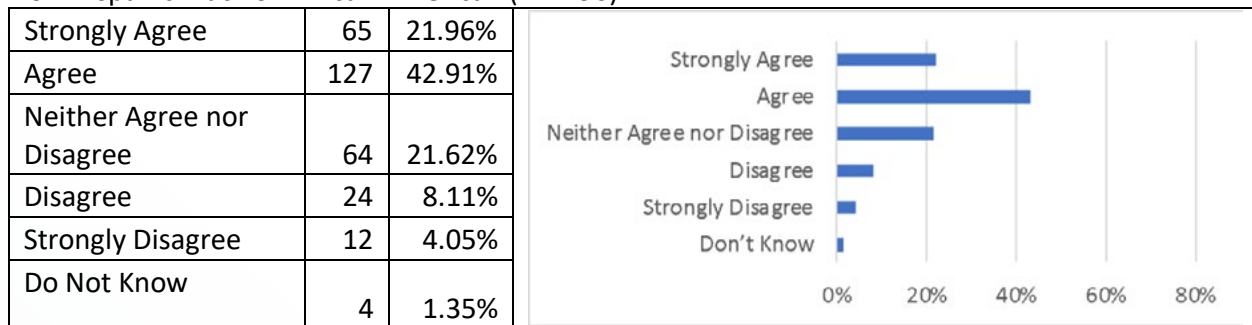
Hispanic/Latinx (n = 60)



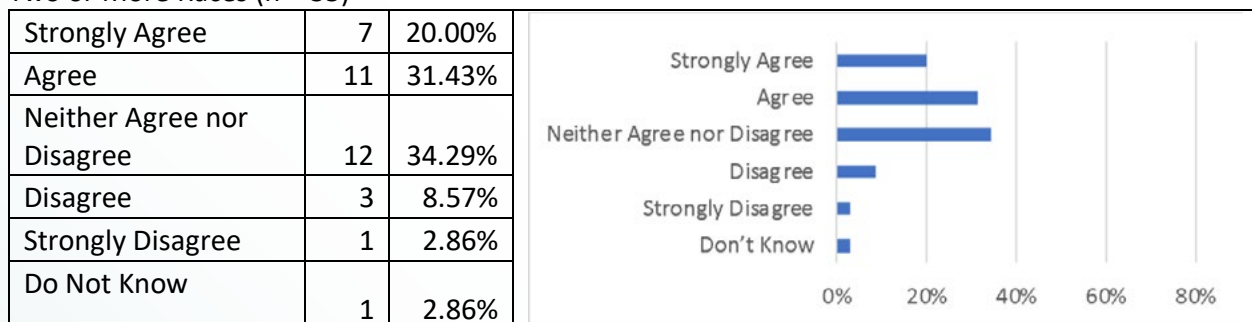
Non-Hispanic White (n = 489)



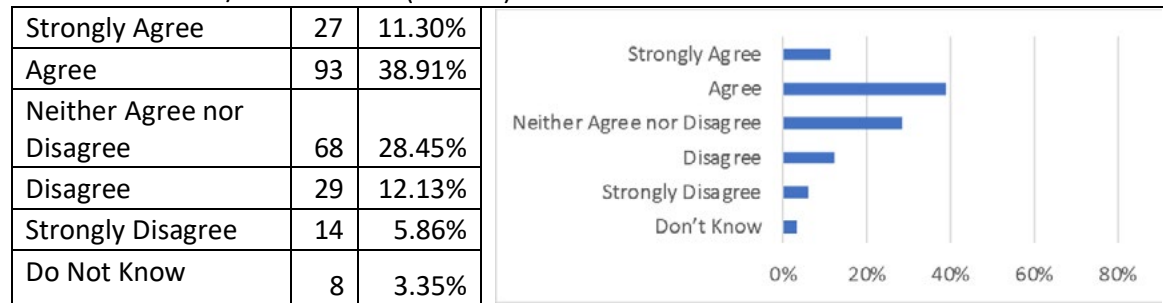
Non-Hispanic Black or African American (n = 296)



Two or More Races (n = 35)



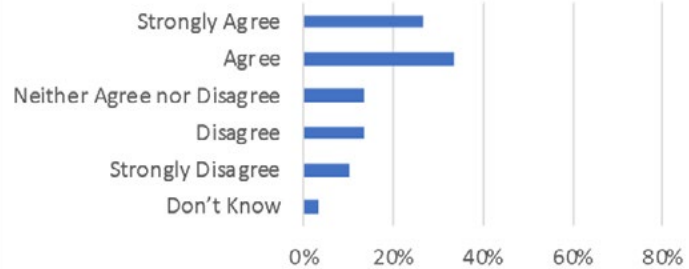
Not Care to Share/Do Not Know (n = 239)



The City of St. Petersburg is committed to retaining and developing its employees.

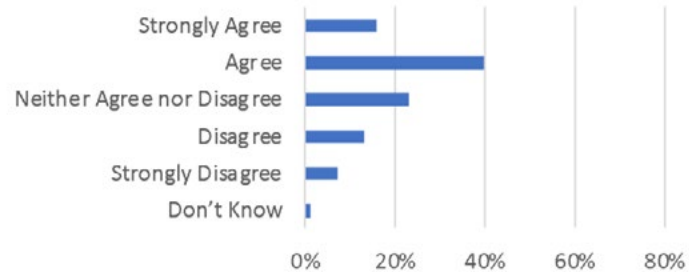
Hispanic/Latinx (n = 60)

Strongly Agree	16	26.67%
Agree	20	33.33%
Neither Agree nor Disagree	8	13.33%
Disagree	8	13.33%
Strongly Disagree	6	10.00%
Do Not Know	2	3.33%



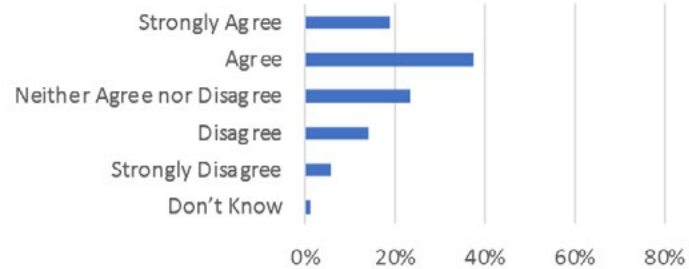
Non-Hispanic White (n = 486)

Strongly Agree	77	15.84%
Agree	193	39.71%
Neither Agree nor Disagree	112	23.05%
Disagree	64	13.17%
Strongly Disagree	34	7.00%
Do Not Know	6	1.23%



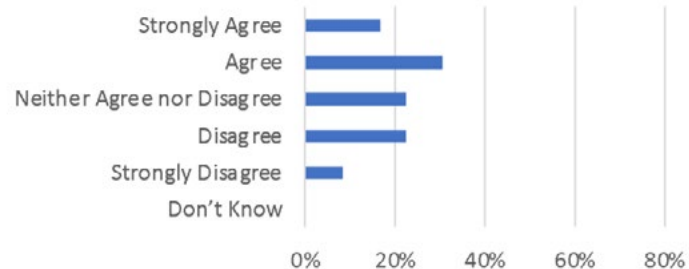
Non-Hispanic Black or African American (n = 298)

Strongly Agree	56	18.79%
Agree	111	37.25%
Neither Agree nor Disagree	69	23.15%
Disagree	42	14.09%
Strongly Disagree	17	5.70%
Do Not Know	3	1.01%

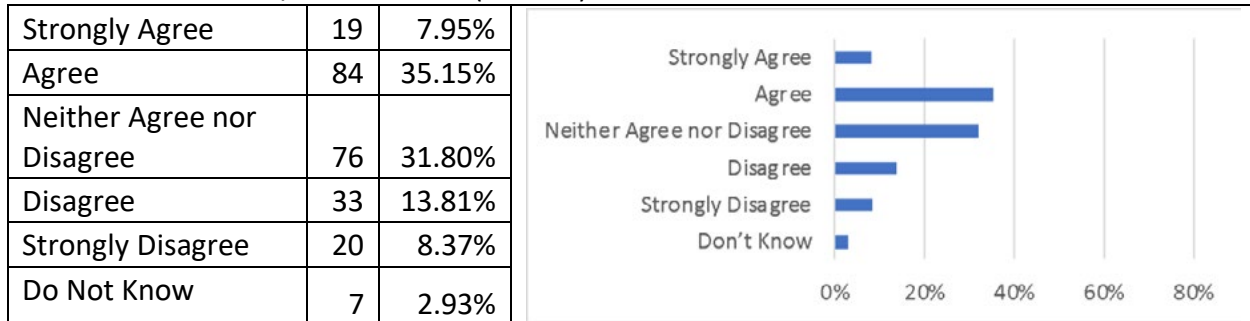


Two or More Races (n = 36)

Strongly Agree	6	16.67%
Agree	11	30.56%
Neither Agree nor Disagree	8	22.22%
Disagree	8	22.22%
Strongly Disagree	3	8.33%
Do Not Know	0	0.00%



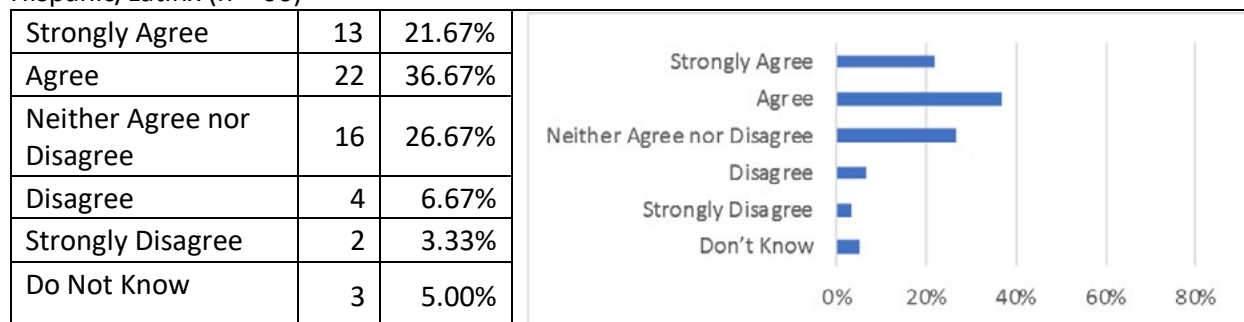
Do Not Care to Share/Do Not Know (n = 239)



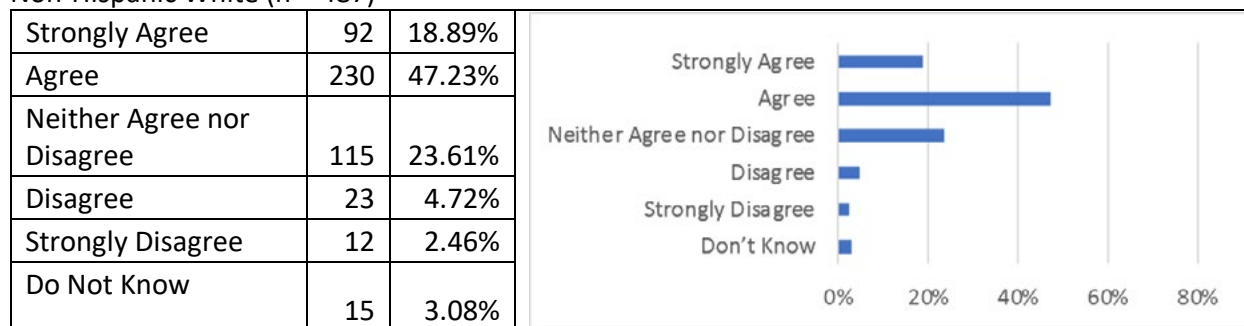
Internal Culture of the City

The City of St. Petersburg's leadership is committed to advancing equity principles in the organization.

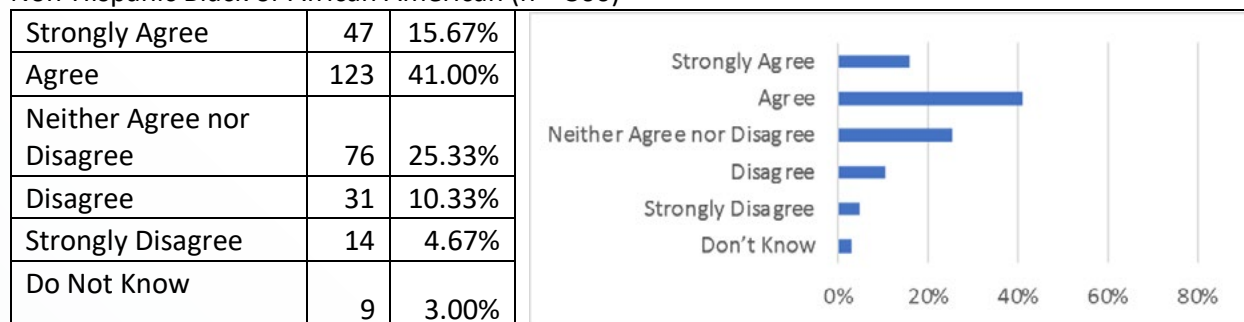
Hispanic/Latinx (n = 60)



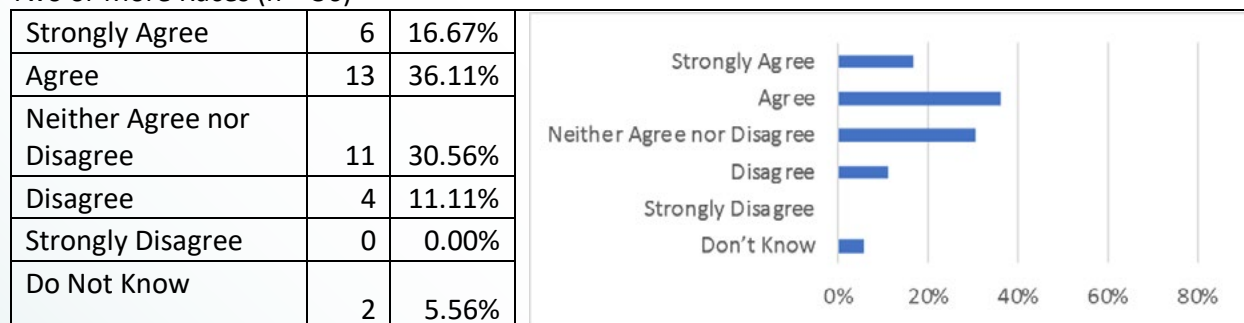
Non-Hispanic White (n = 487)



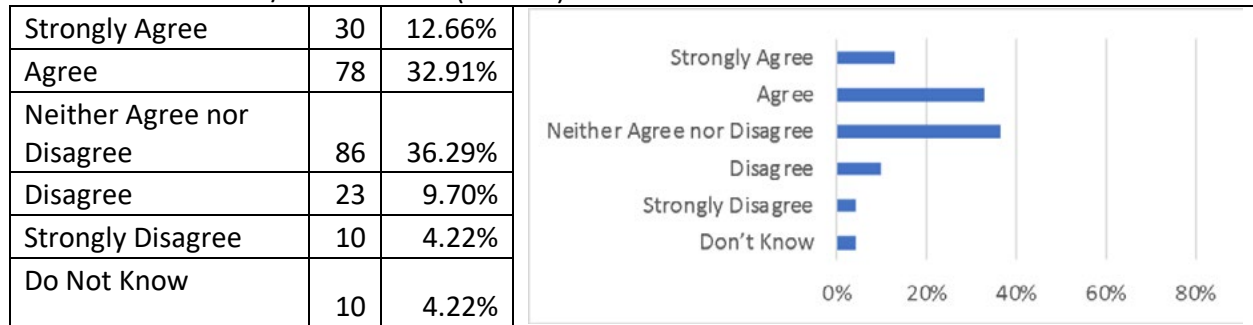
Non-Hispanic Black or African American (n = 300)



Two or More Races (n = 36)

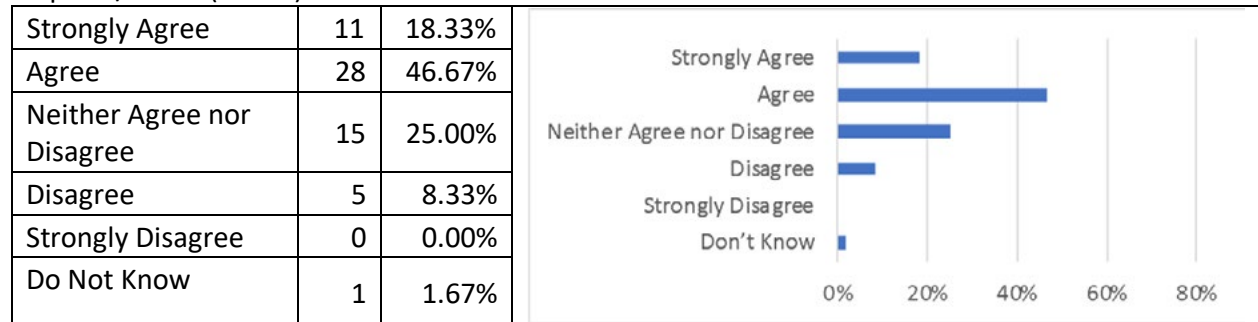


Do Not Care to Share/Do Not Know (n = 237)

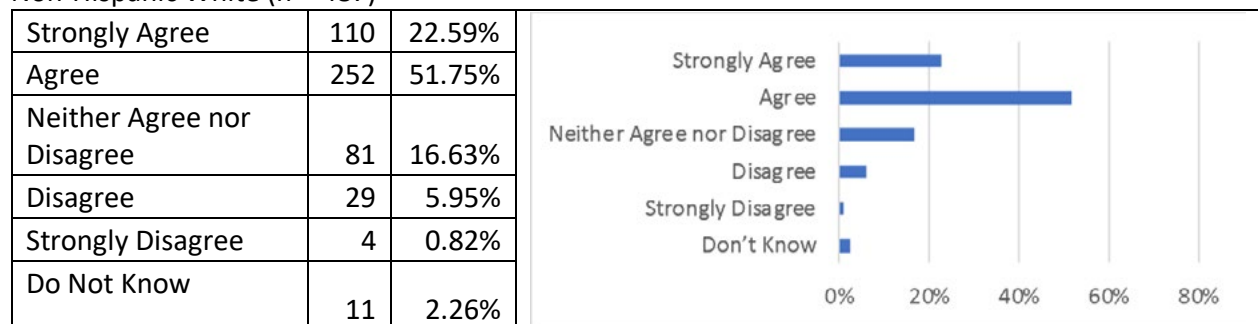


The City of St. Petersburg's employees represent a diverse workforce at all levels.

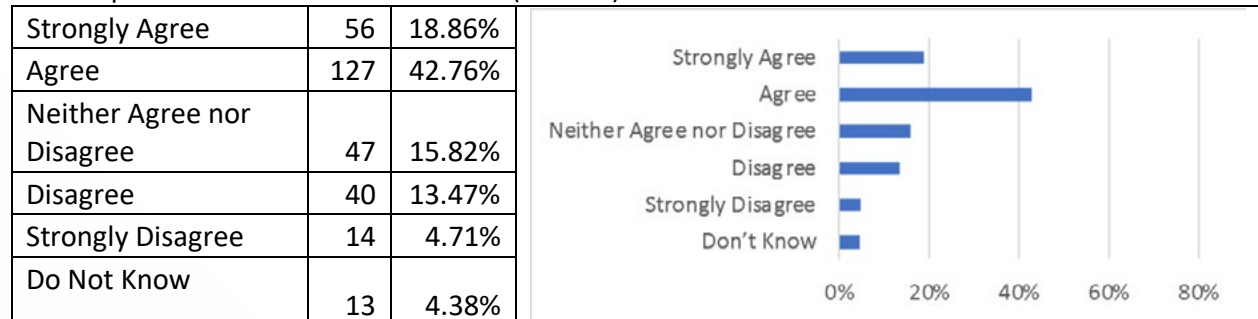
Hispanic/Latinx (n = 60)



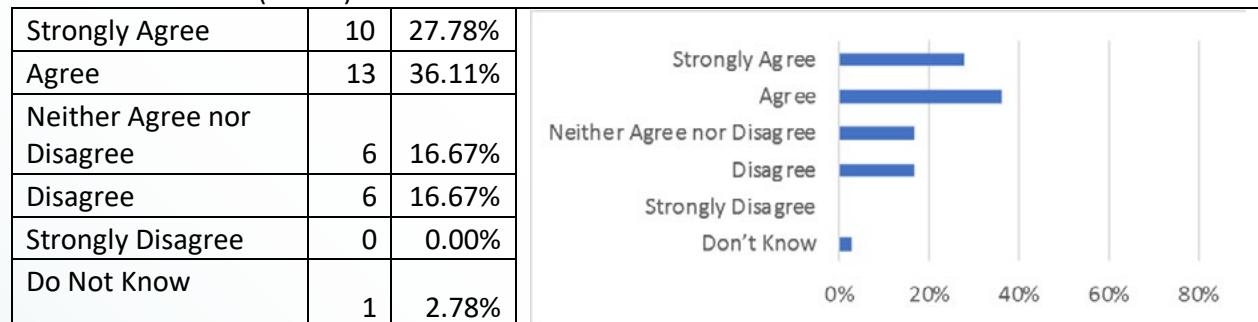
Non-Hispanic White (n = 487)



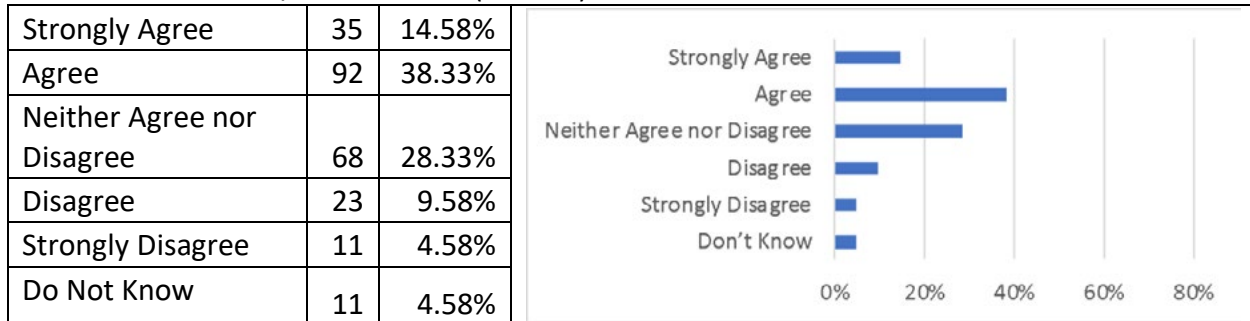
Non-Hispanic Black or African American (n = 297)



Two or More Races (n = 36)

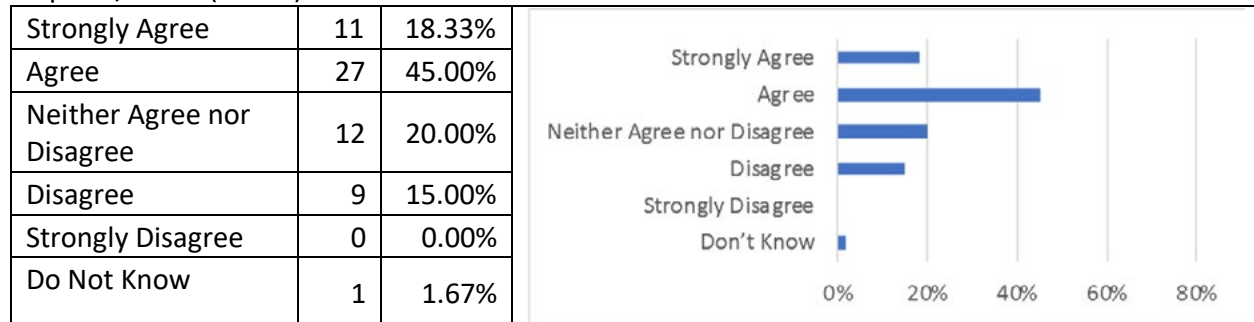


Do Not Care to Share/Do Not Know (n = 240)

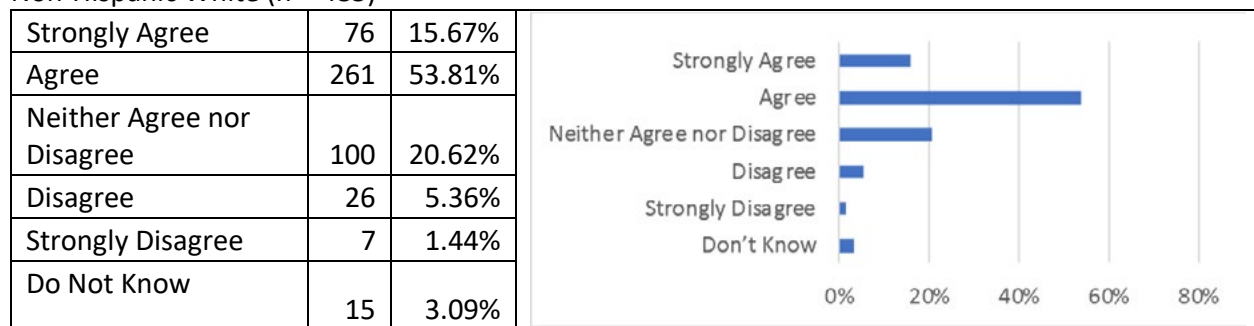


The City of St. Petersburg's staff and leadership reflect the demographics of the people it serves.

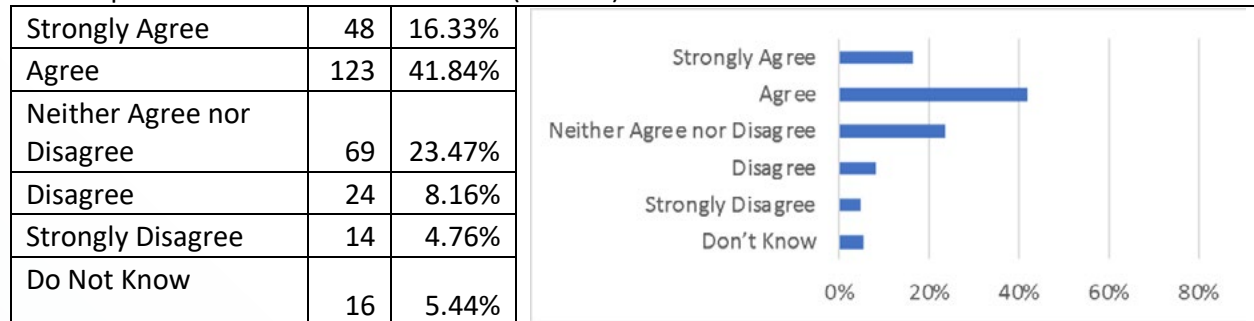
Hispanic/Latinx (n = 60)



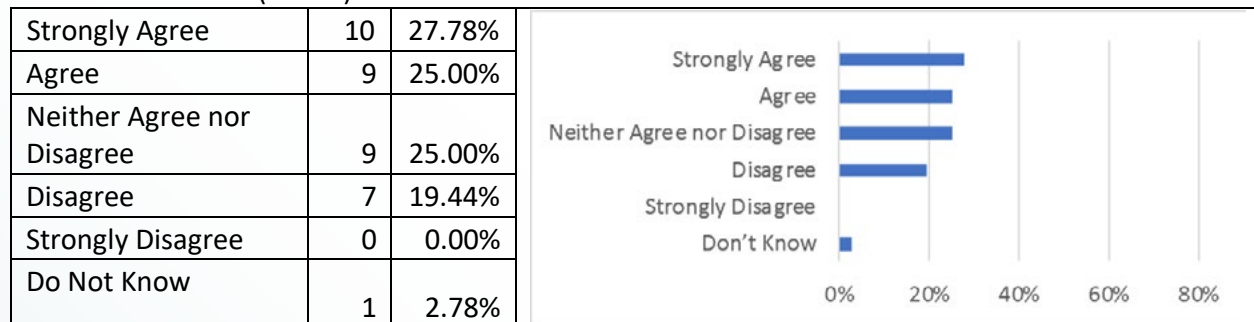
Non-Hispanic White (n = 485)



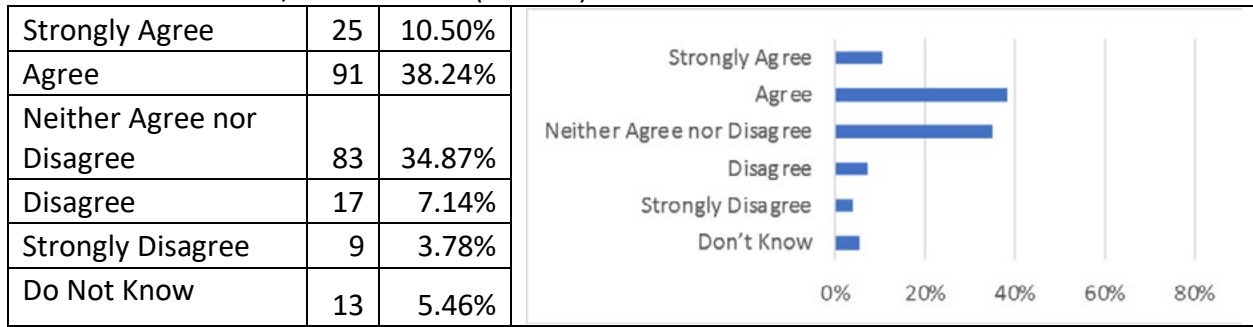
Non-Hispanic Black or African American (n = 294)



Two or More Races (n = 36)

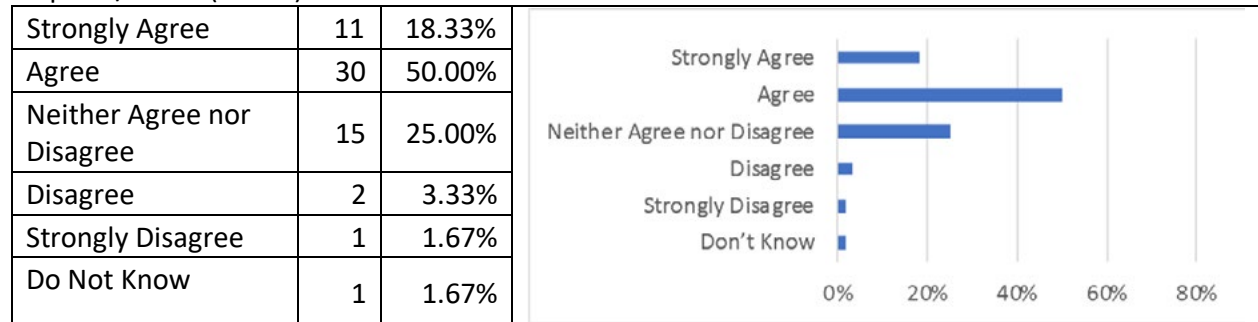


Do Not Care to Share/Do Not Know (n = 238)

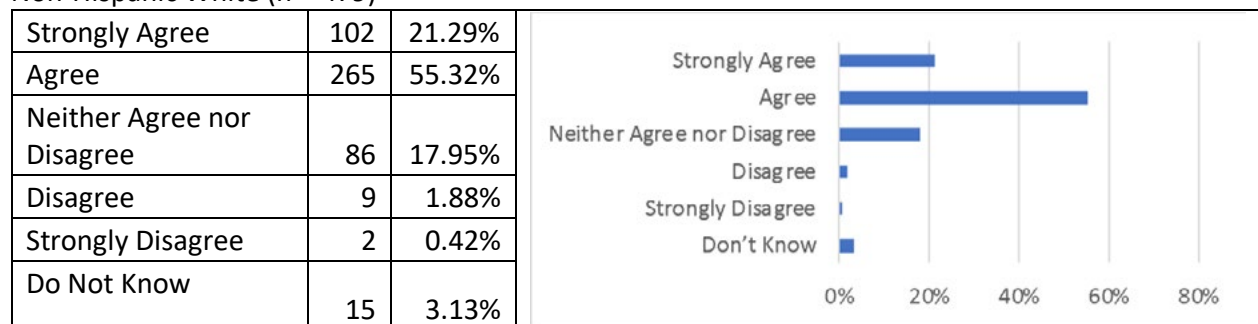


The City of St. Petersburg has an established commitment to a diverse workforce.

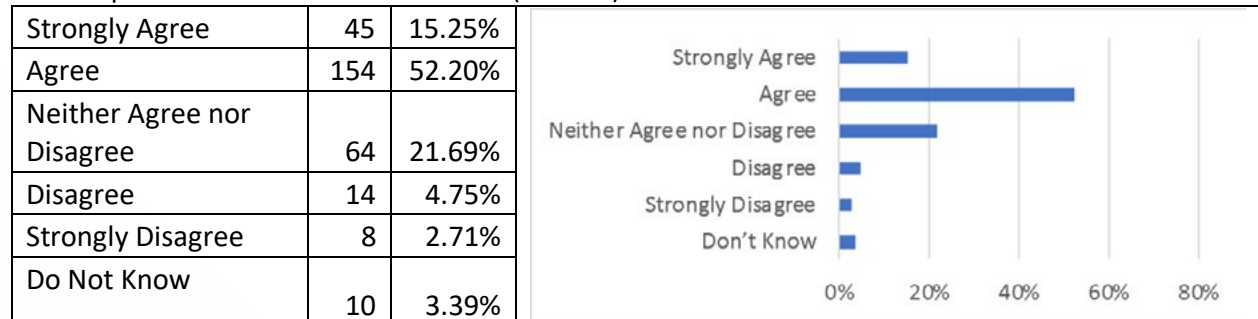
Hispanic/Latinx (n = 60)



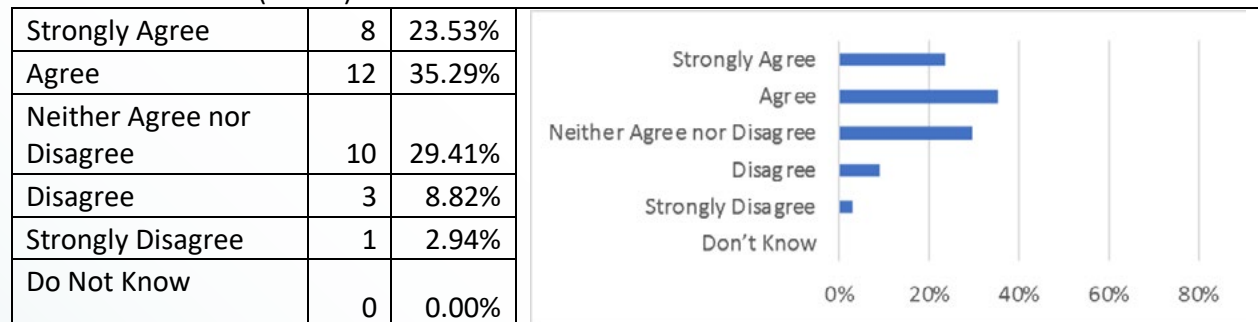
Non-Hispanic White (n = 479)



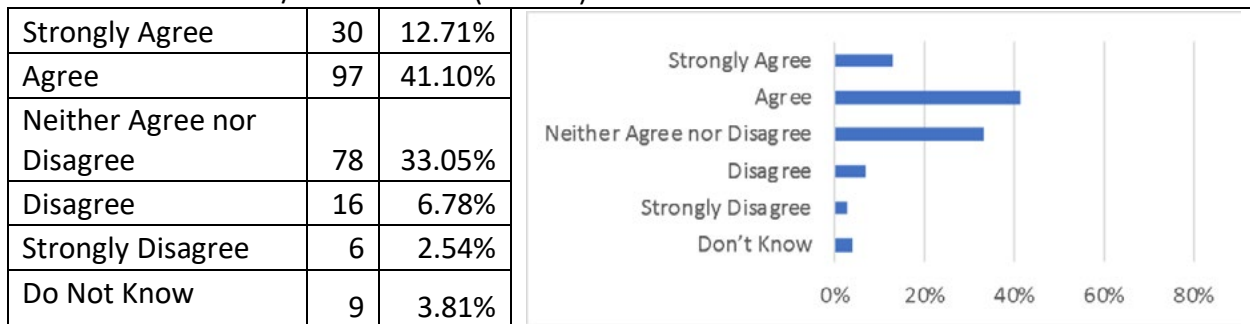
Non-Hispanic Black or African American (n = 295)



Two or More Races (n = 34)

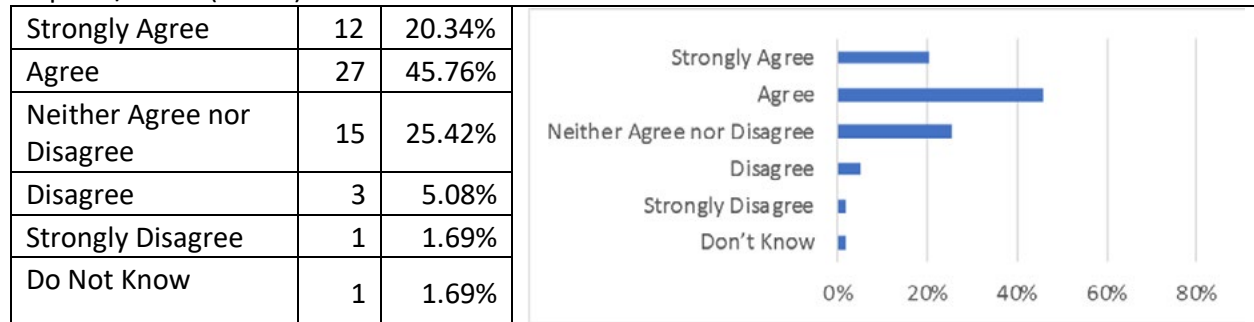


Do Not Care to Share/Do Not Know (n = 236)

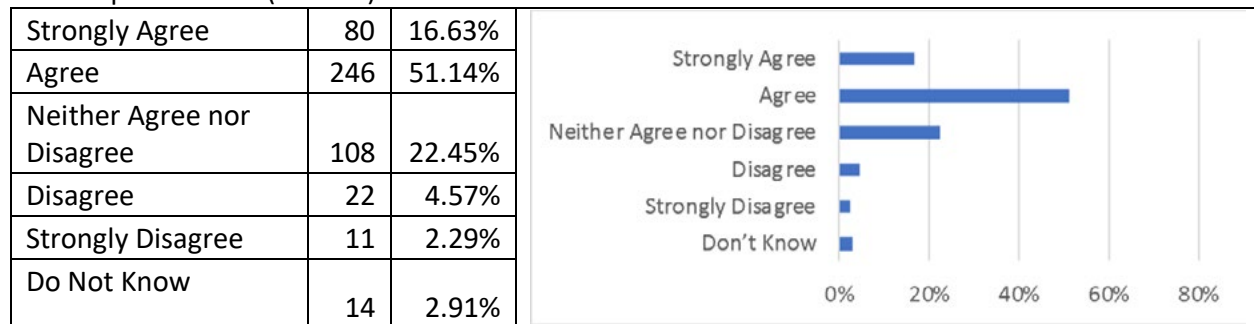


The City of St. Petersburg promotes a core set of values to enhance equity.

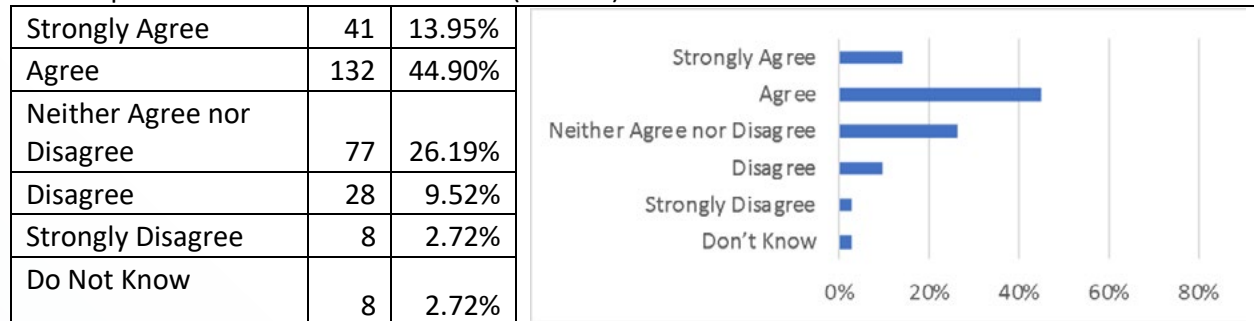
Hispanic/Latinx (n = 59)



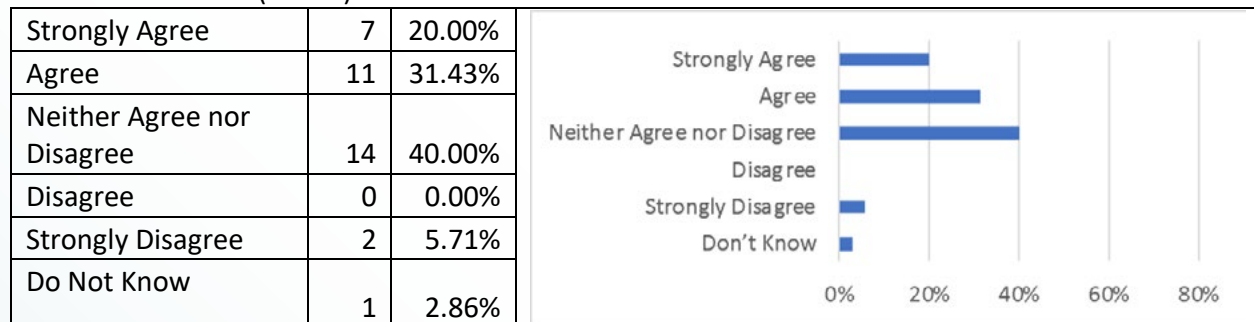
Non-Hispanic White (n = 481)



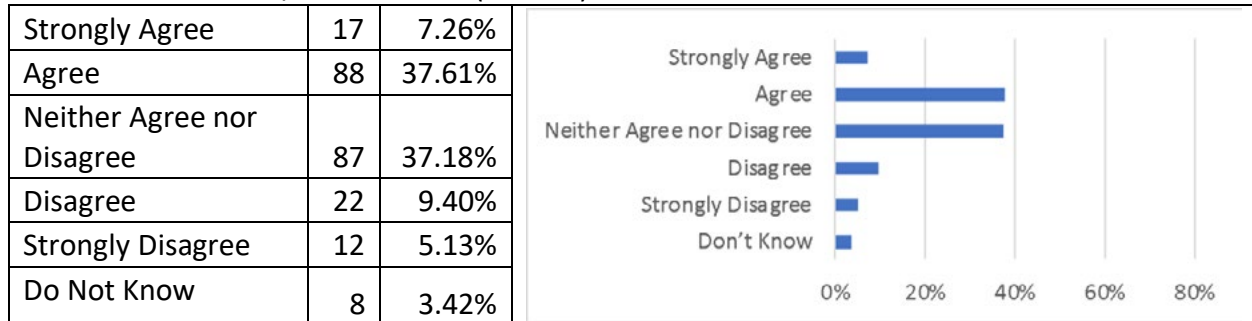
Non-Hispanic Black or African American (n = 294)



Two or More Races (n = 35)

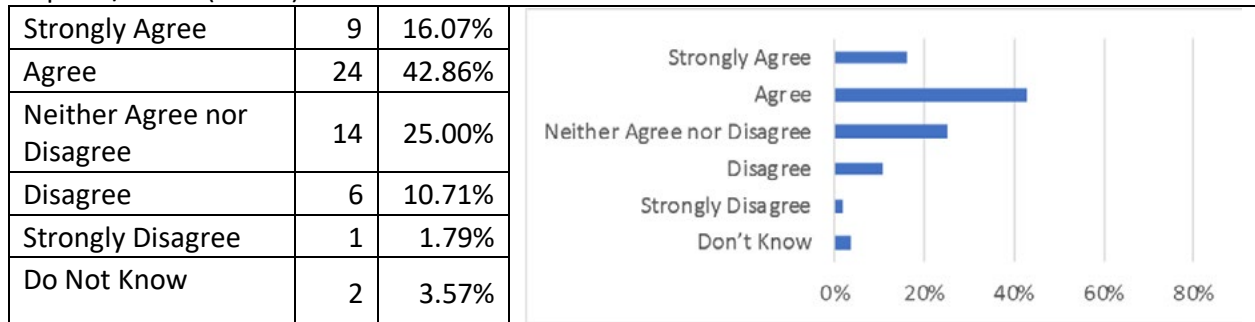


Do Not Care to Share/Do Not Know (n = 234)

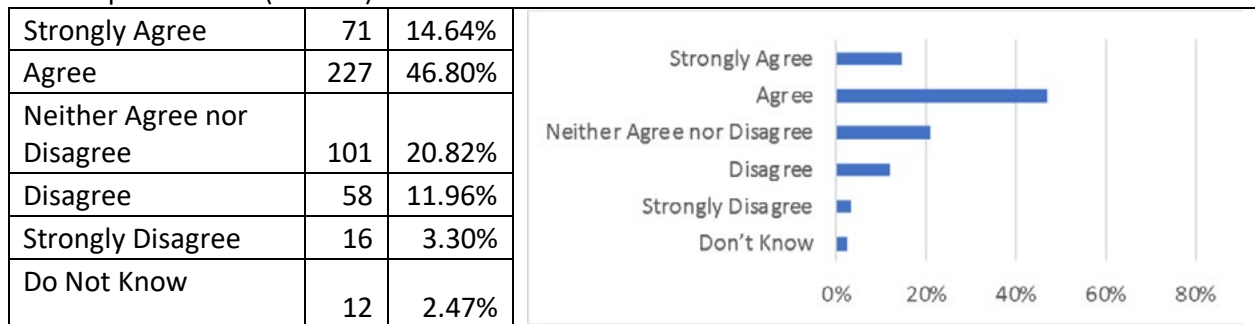


The City of St. Petersburg attempts to reduce bias in the workplace (ex. training, team building).

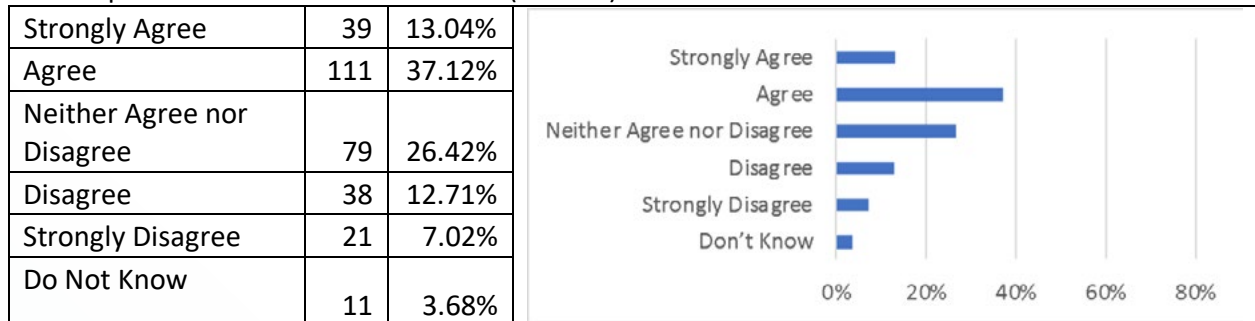
Hispanic/Latinx (n = 56)



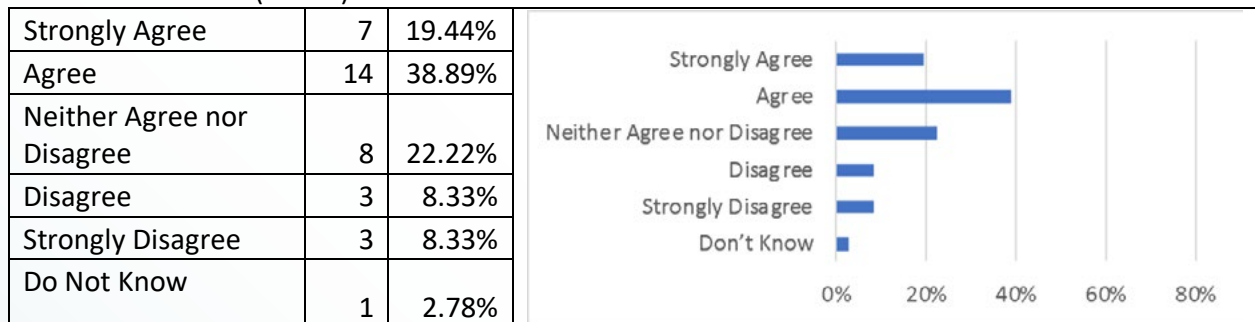
Non-Hispanic White (n = 485)



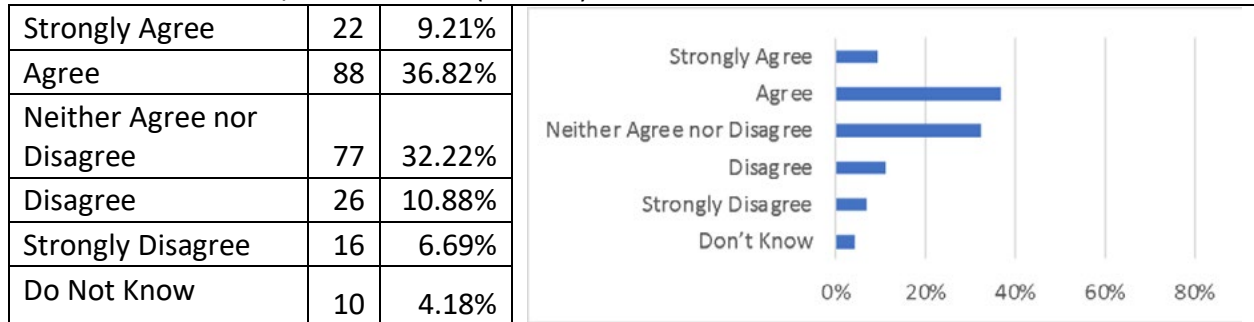
Non-Hispanic Black or African American (n = 299)



Two or More Races (n = 36)



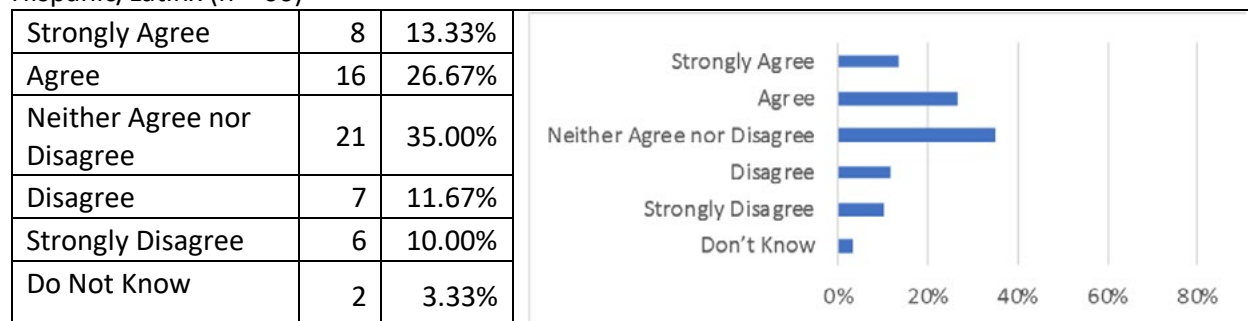
Do Not Care to Share/Do Not Know (n = 239)



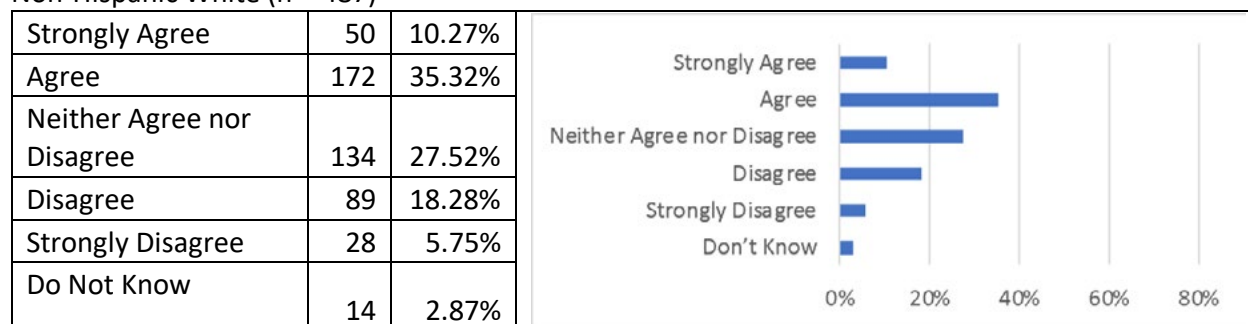
Organizational Climate

The City of St. Petersburg values everyone's input at all levels.

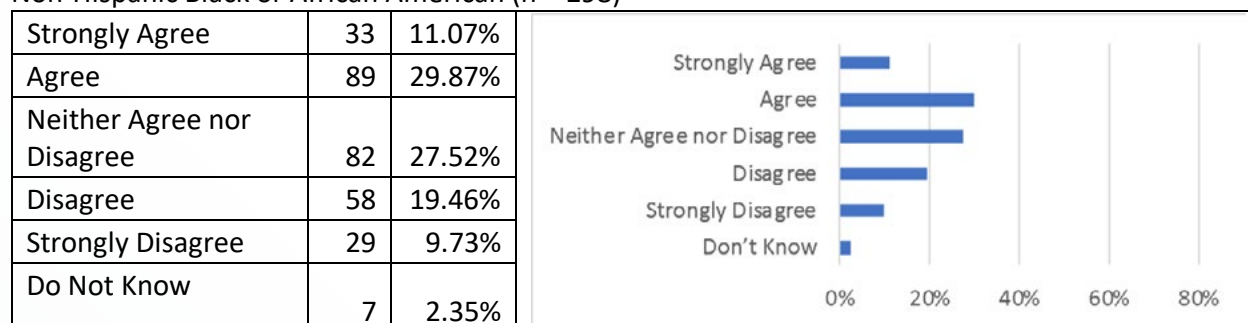
Hispanic/Latinx (n = 60)



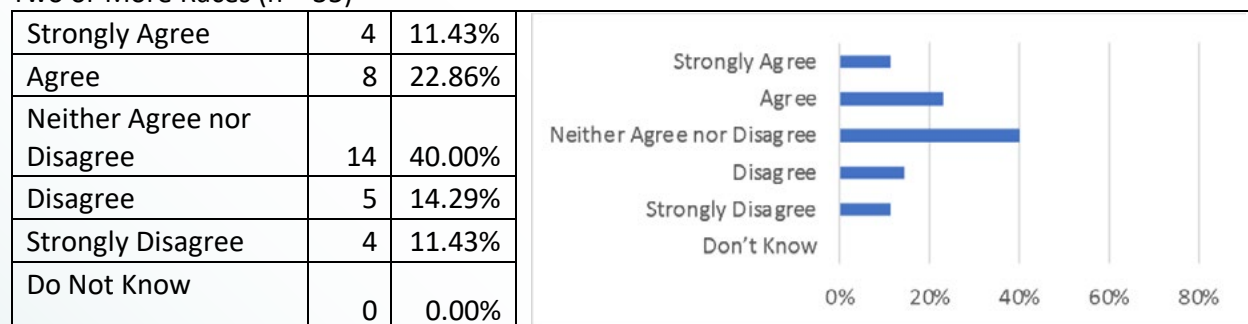
Non-Hispanic White (n = 487)



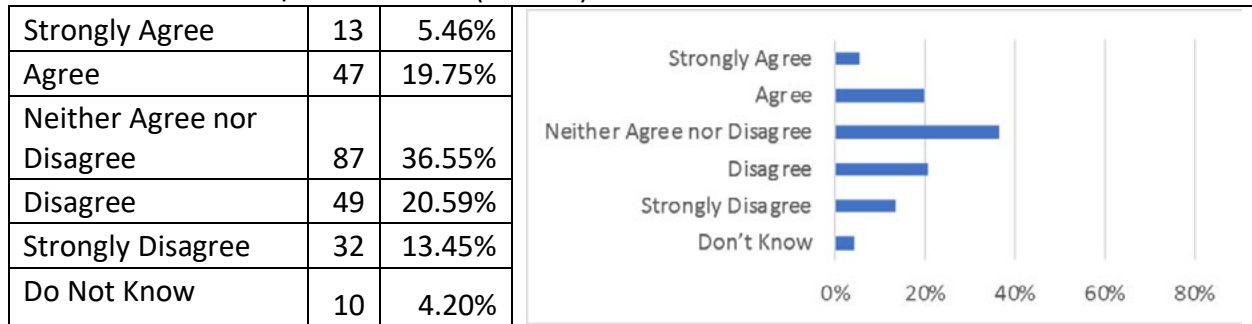
Non-Hispanic Black or African American (n = 298)



Two or More Races (n = 35)

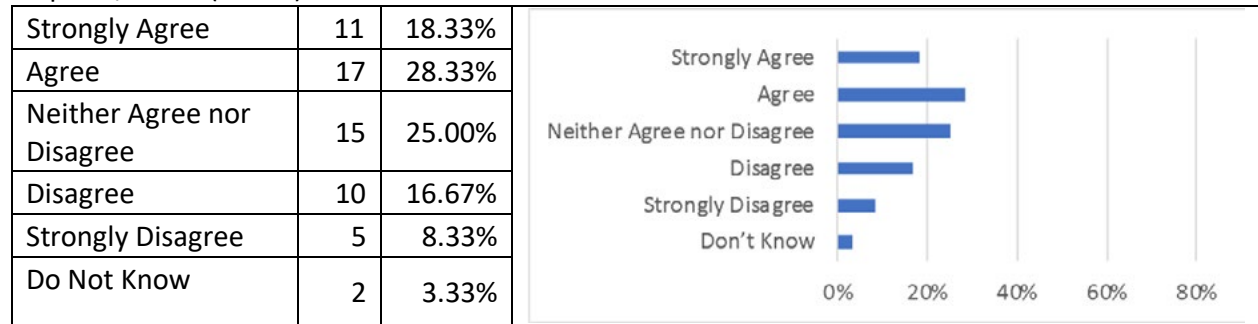


Do Not Care to Share/Do Not Know (n = 238)

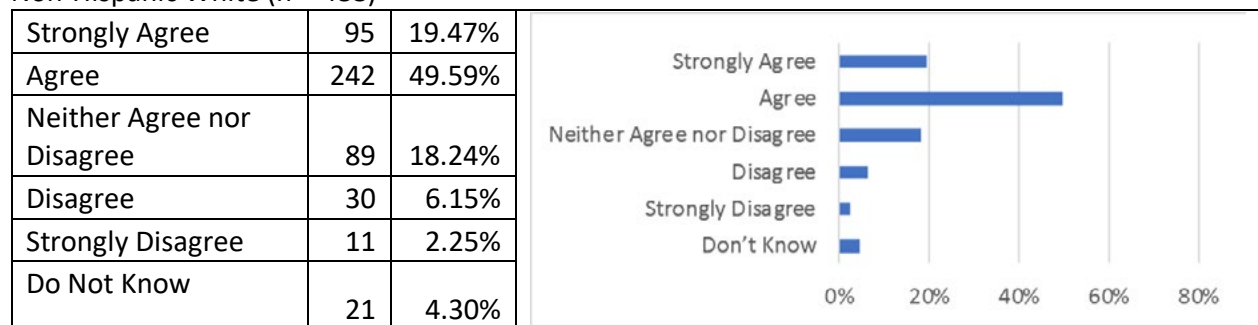


The City of St. Petersburg's practices enable the success and promotion of individuals from all racial/ethnic groups.

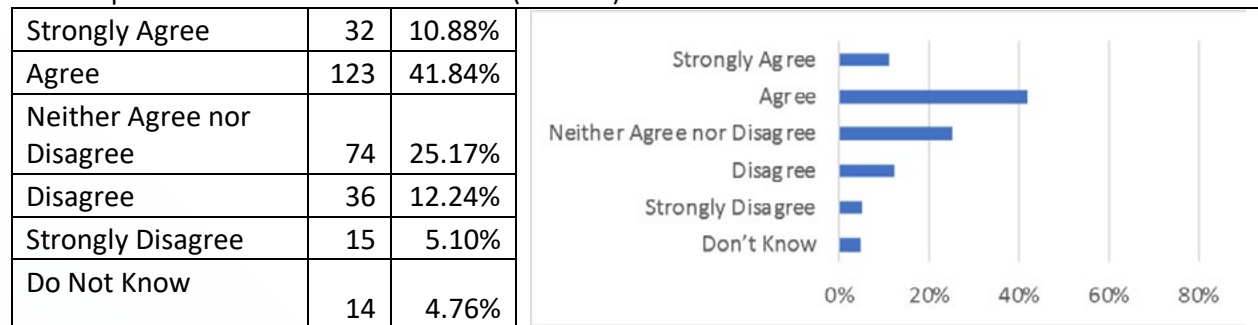
Hispanic/Latinx (n = 60)



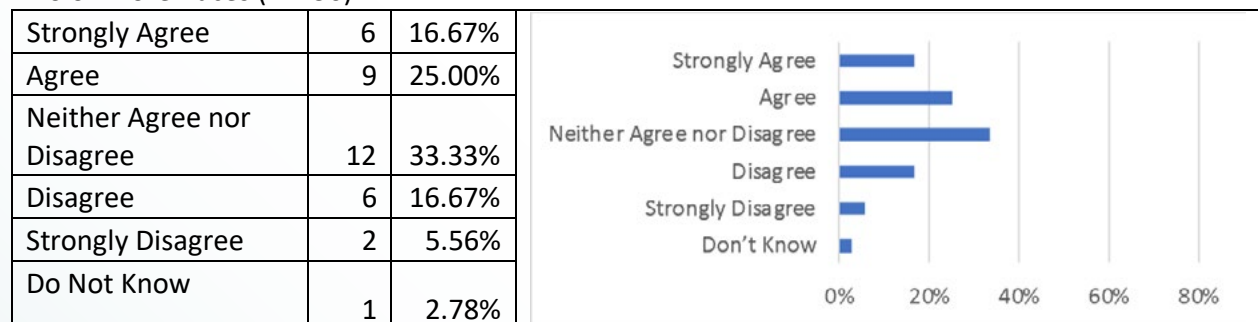
Non-Hispanic White (n = 488)



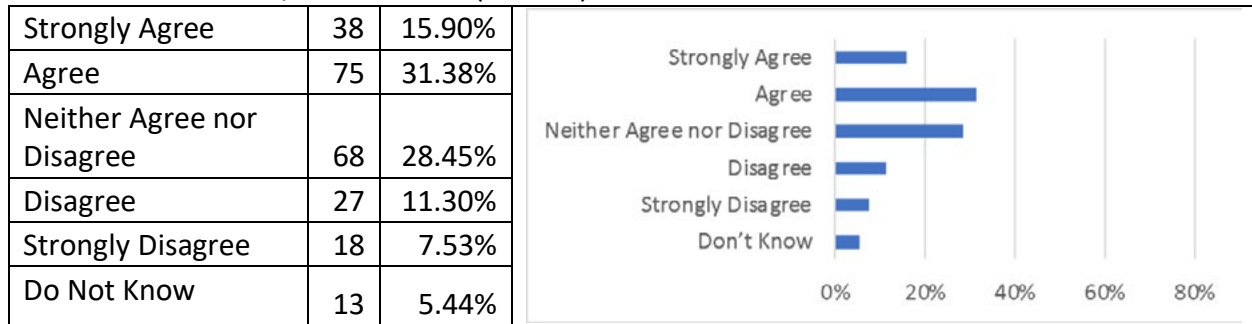
Non-Hispanic Black or African American (n = 294)



Two or More Races (n = 36)

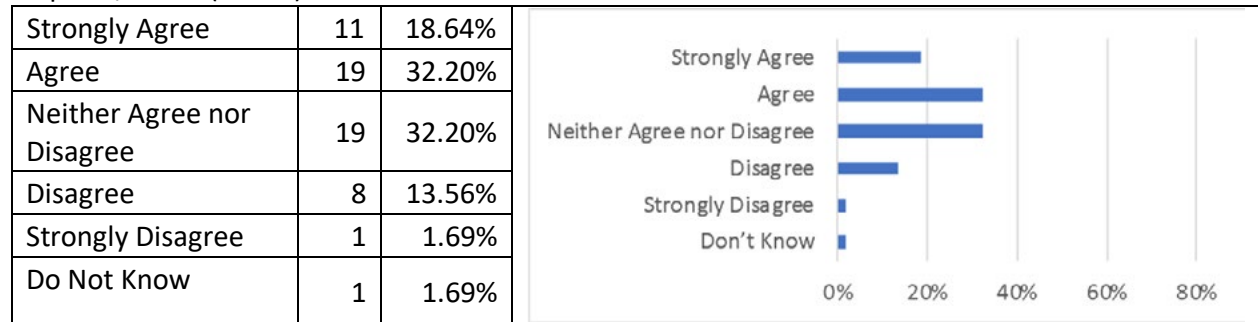


Do Not Care to Share/Do Not Know (n = 239)

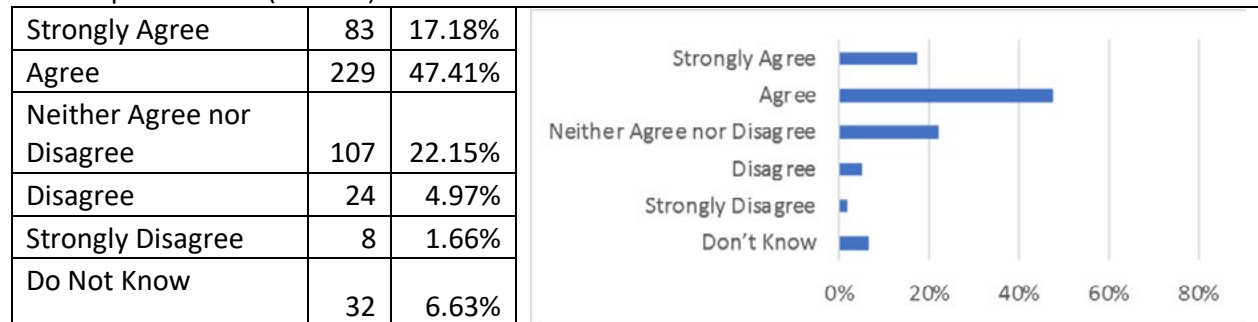


The City of St. Petersburg's practices enable the success and promotion of individuals from all socio-economic backgrounds.

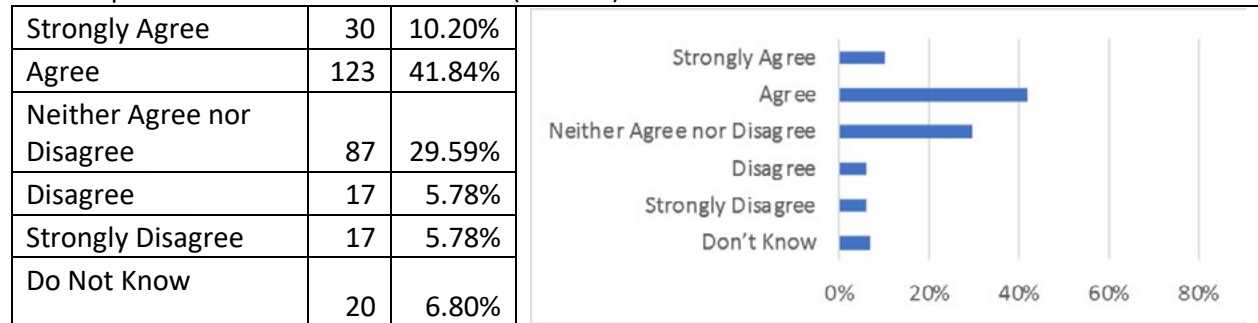
Hispanic/Latinx (n = 59)



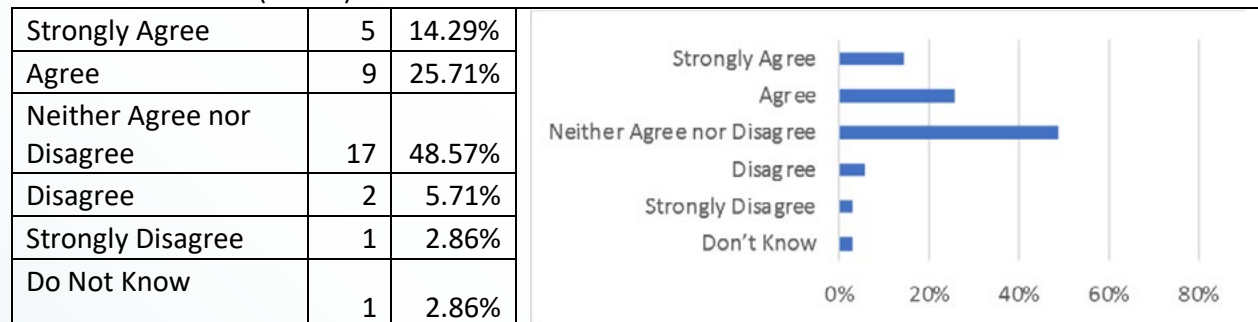
Non-Hispanic White (n = 483)



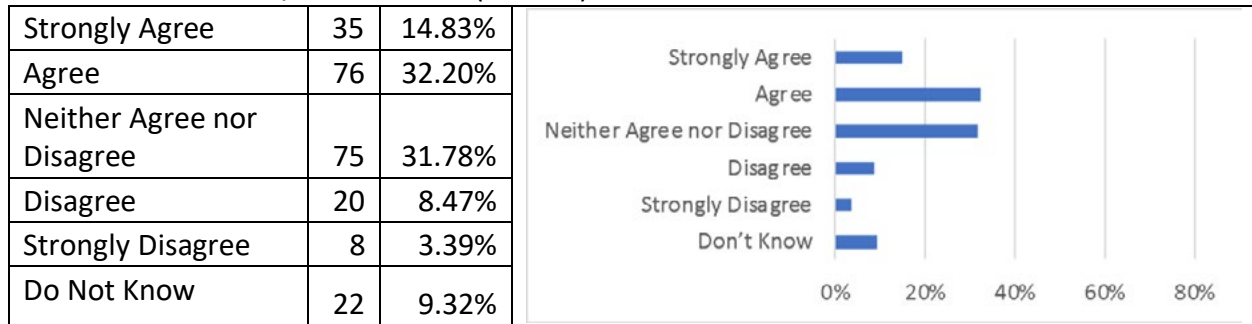
Non-Hispanic Black or African American (n = 294)



Two or More Races (n = 35)

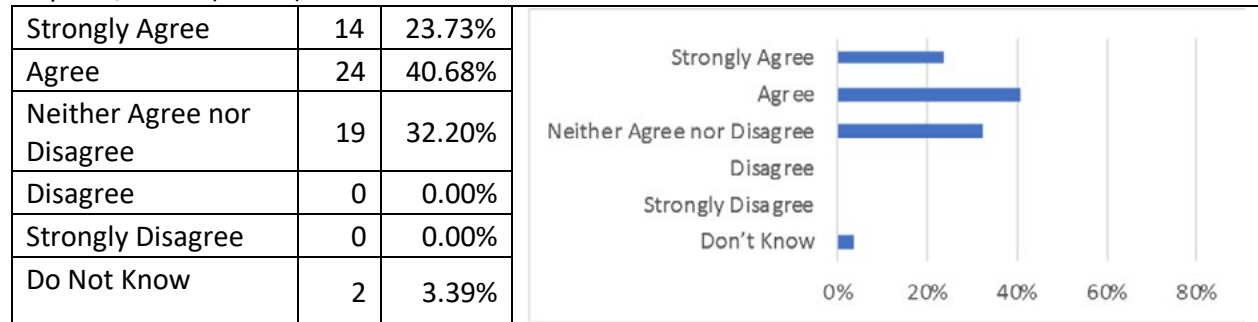


Do Not Care to Share/Do Not Know (n = 236)

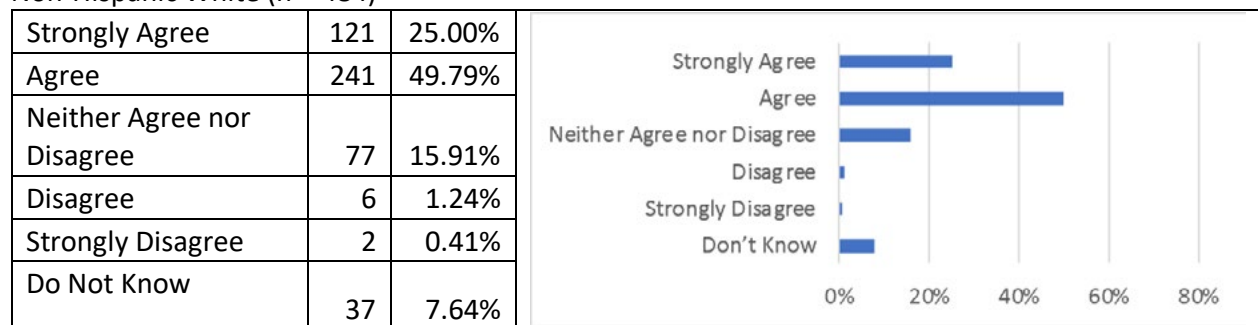


The City of St. Petersburg's practices enable the success and promotion of individuals no matter their marital status.

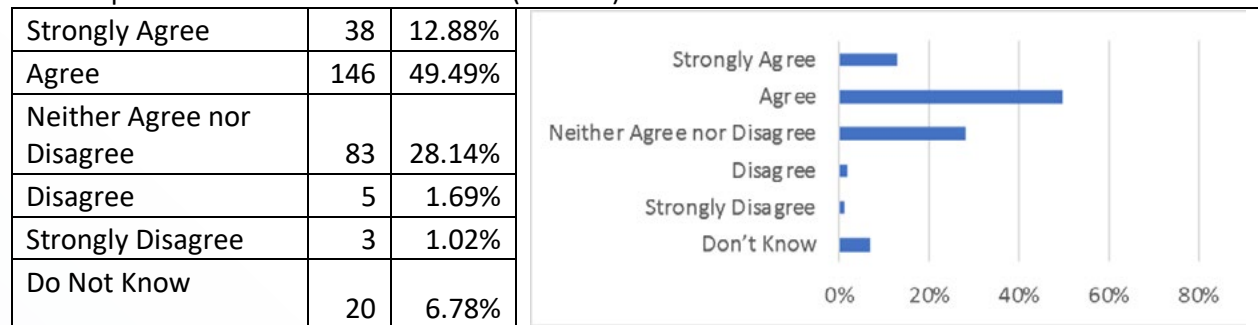
Hispanic/Latinx (n = 59)



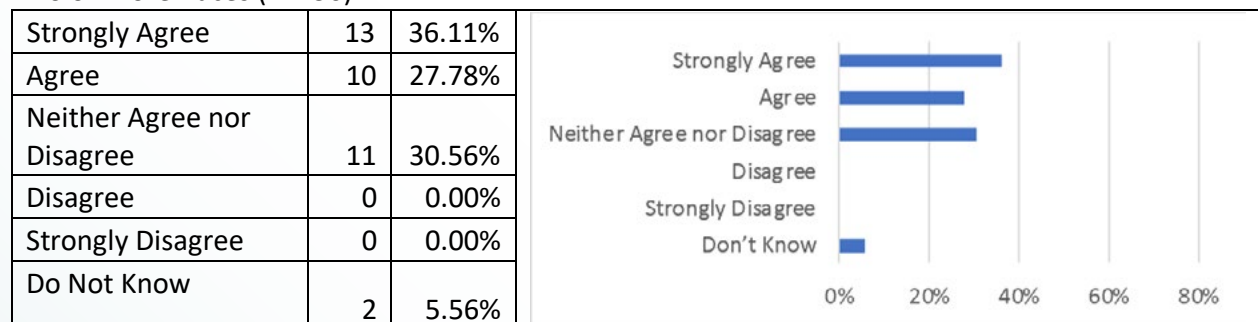
Non-Hispanic White (n = 484)



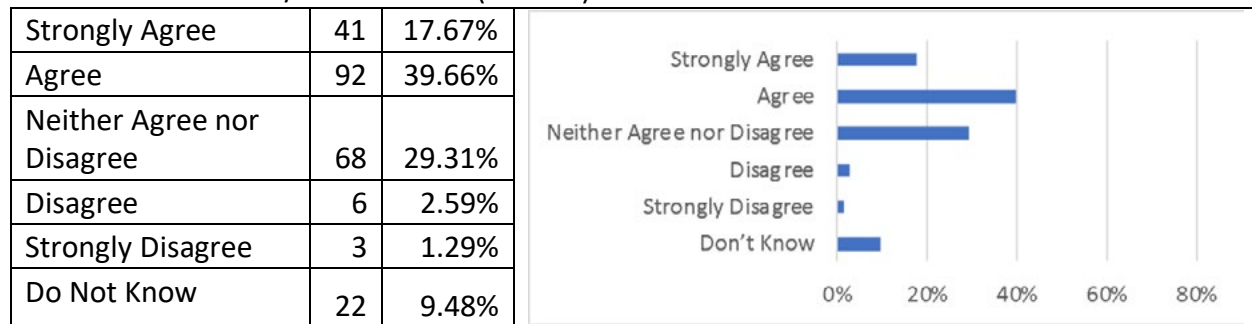
Non-Hispanic Black or African American (n = 295)



Two or More Races (n = 36)

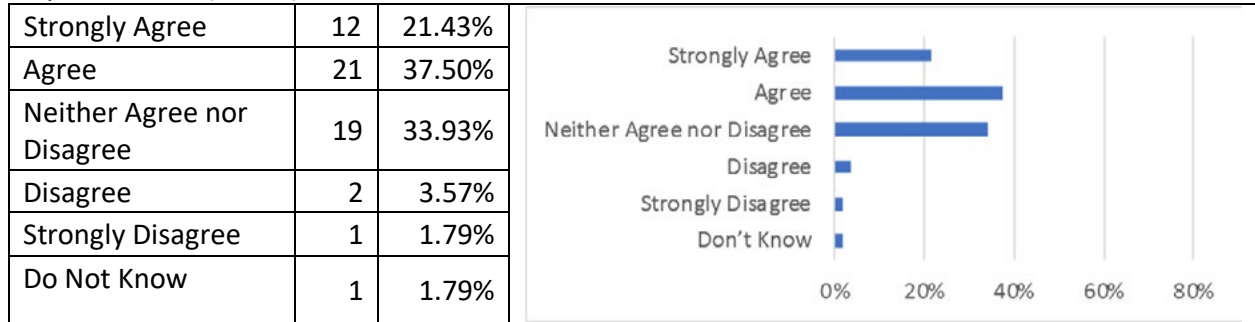


Do Not Care to Share/Do Not Know (n = 232)

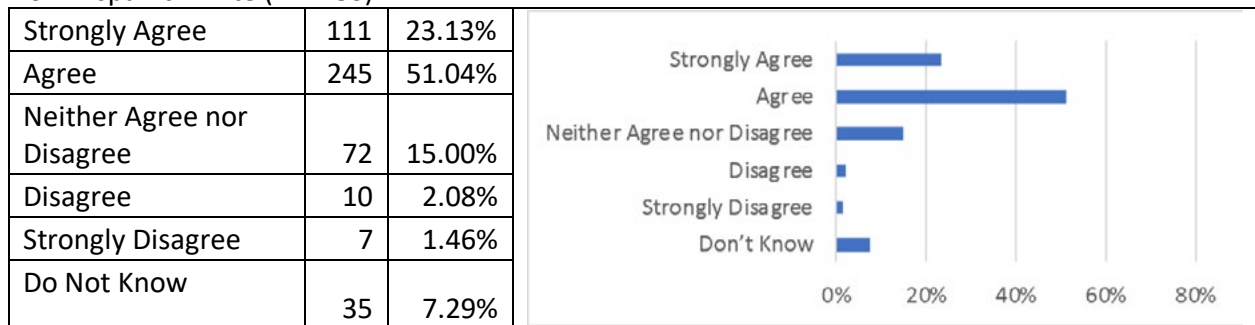


The City of St. Petersburg's practices enable the success and promotion of individuals no matter their national origin.

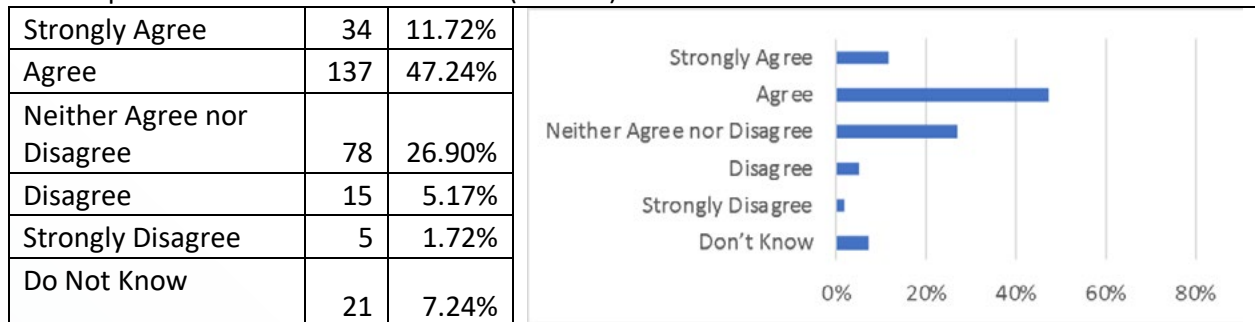
Hispanic/Latinx (n = 56)



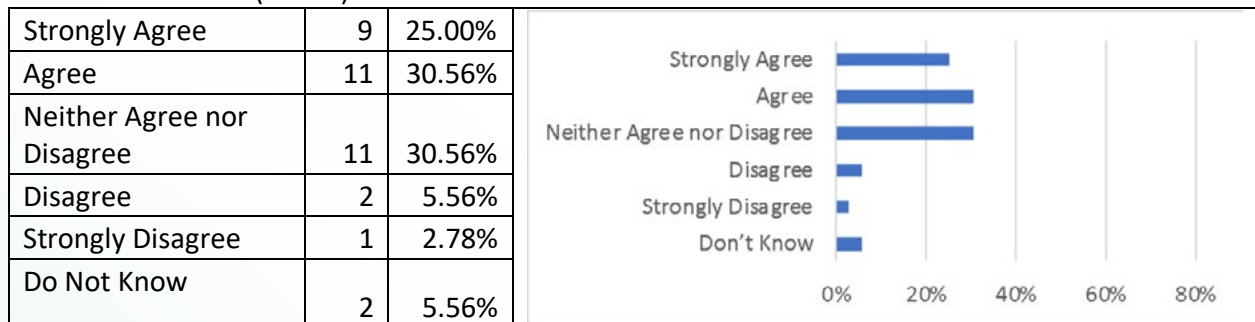
Non-Hispanic White (n = 480)



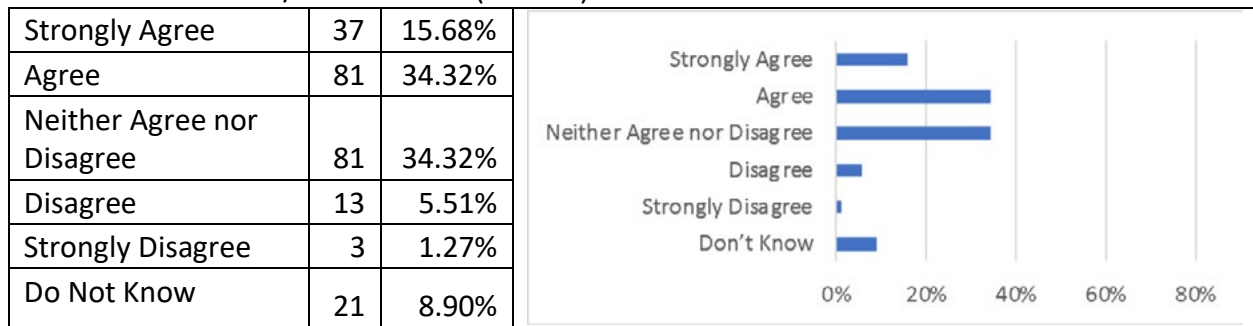
Non-Hispanic Black or African American (n = 290)



Two or More Races (n = 36)

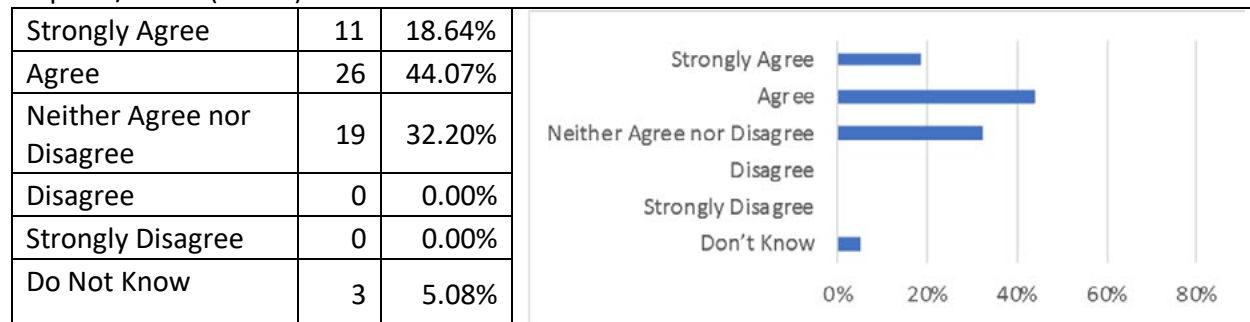


Do Not Care to Share/Do Not Know (n = 236)

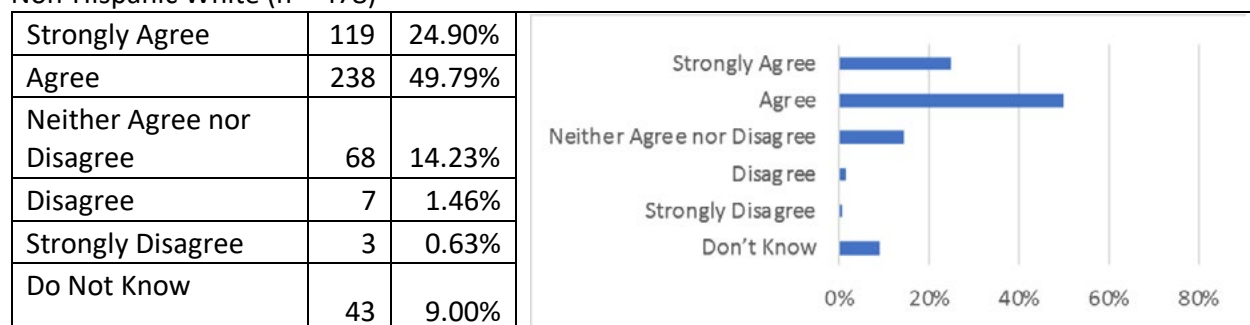


The City of St. Petersburg's practices enable the success and promotion of individuals no matter their religion.

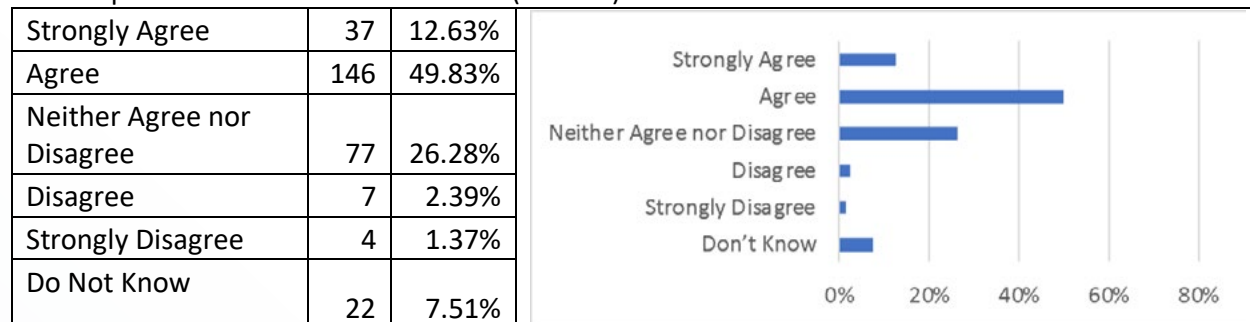
Hispanic/Latinx (n = 59)



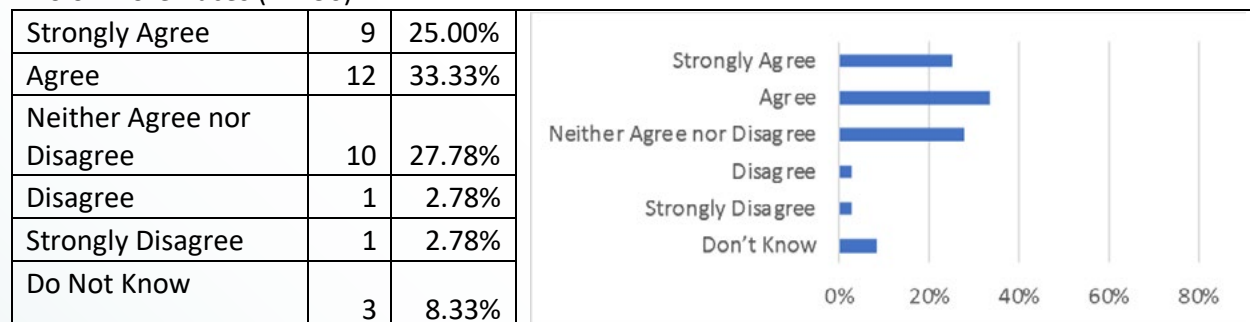
Non-Hispanic White (n = 478)



Non-Hispanic Black or African American (n = 293)

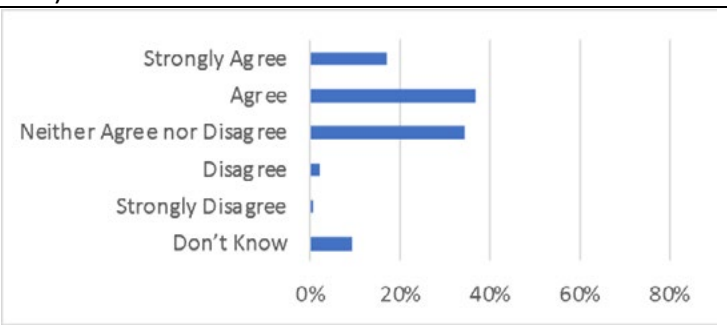


Two or More Races (n = 36)



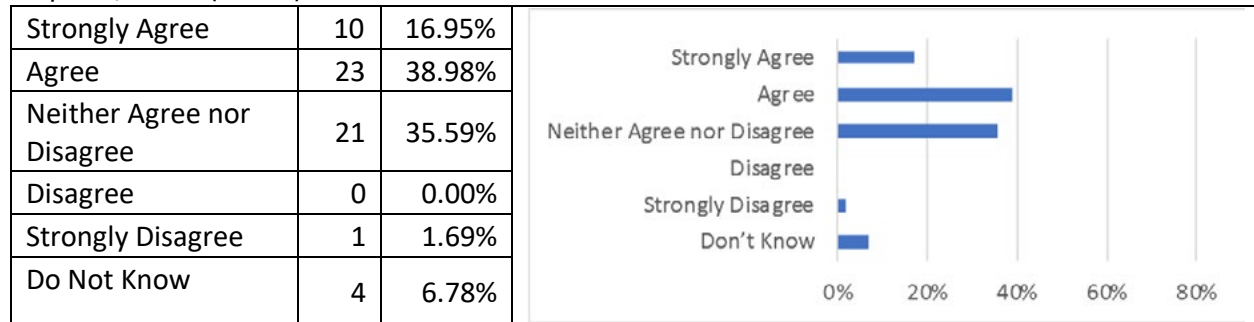
Do Not Care to Share/Do Not Know (n = 236)

Strongly Agree	40	16.95%
Agree	87	36.86%
Neither Agree nor Disagree	81	34.32%
Disagree	5	2.12%
Strongly Disagree	1	0.42%
Do Not Know	22	9.32%

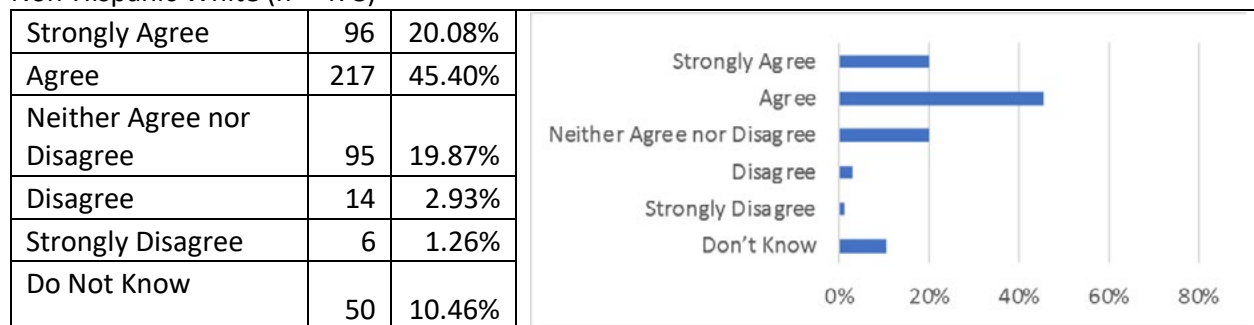


The City of St. Petersburg's practices enable the success and promotion of individuals no matter their disability status.

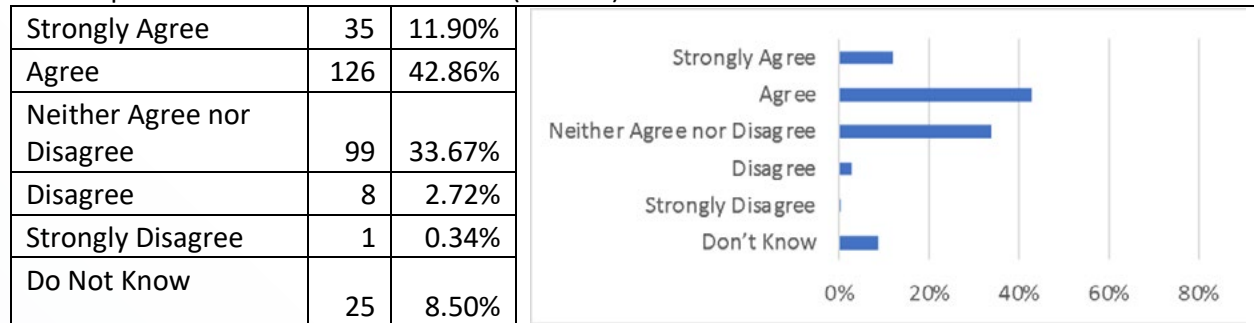
Hispanic/Latinx (n = 59)



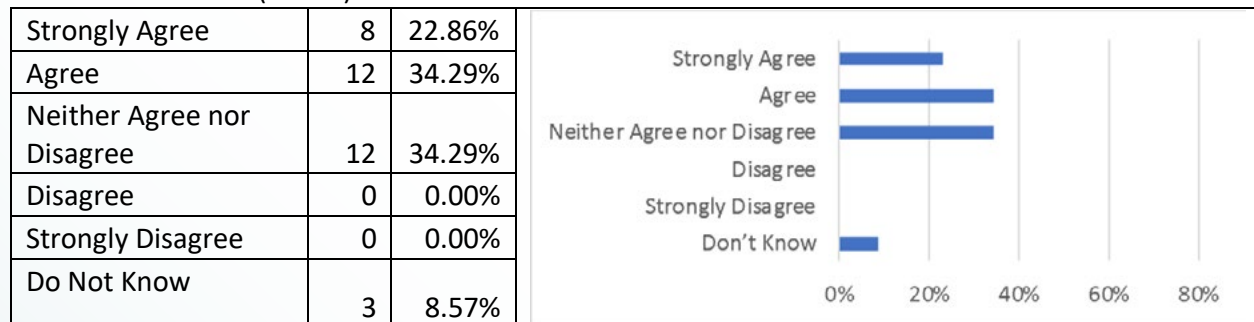
Non-Hispanic White (n = 478)



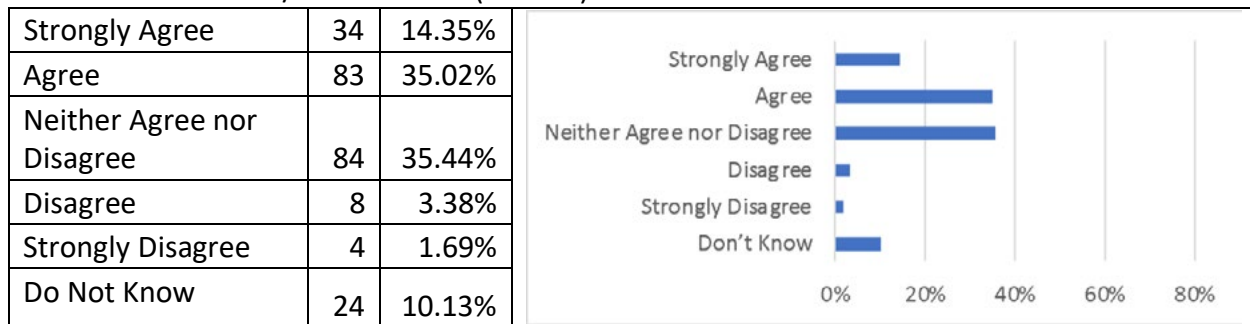
Non-Hispanic Black or African American (n = 294)



Two or More Races (n = 35)

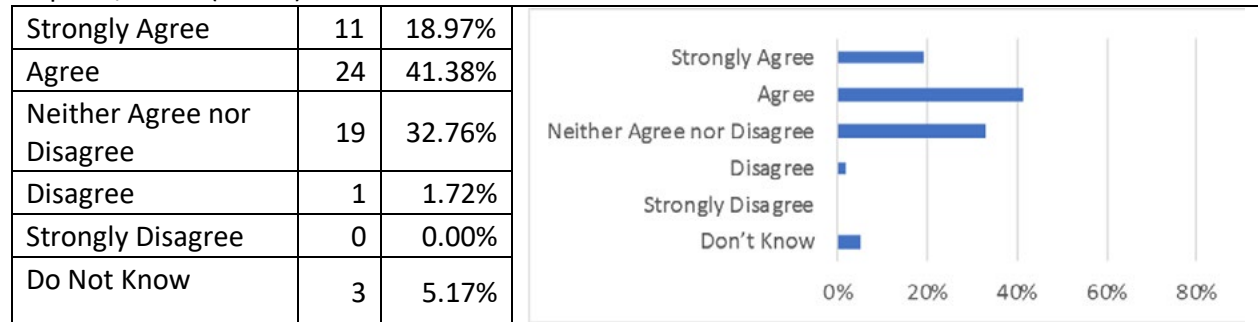


Do Not Care to Share/Do Not Know (n = 237)

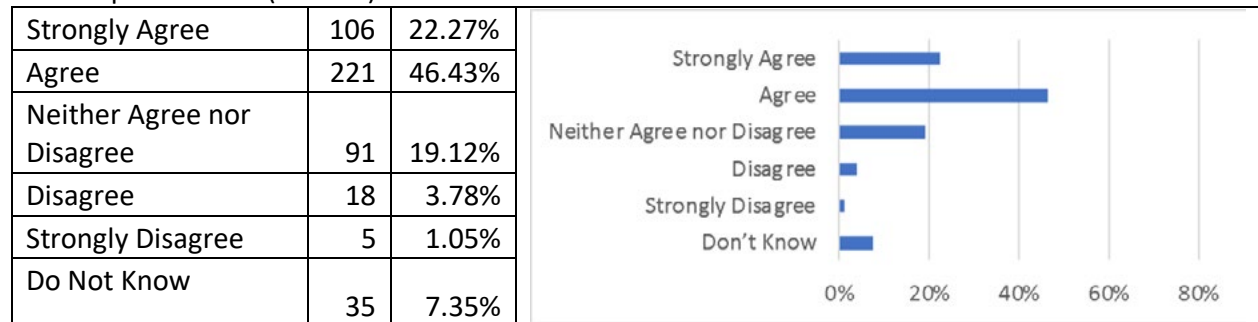


The City of St. Petersburg's practices enable the success and promotion of individuals from all genders and gender identities.

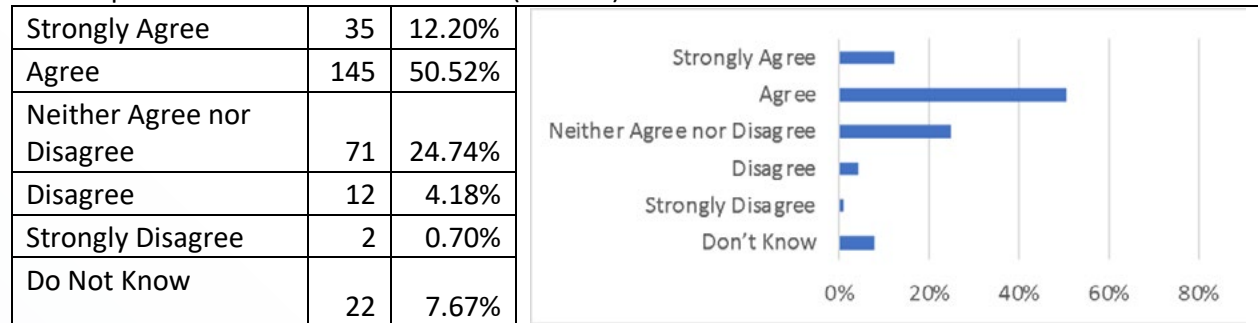
Hispanic/Latinx (n = 58)



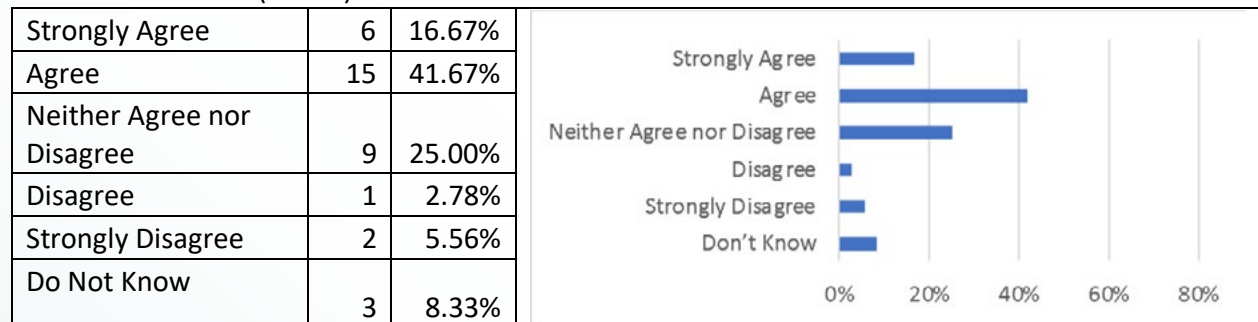
Non-Hispanic White (n = 476)



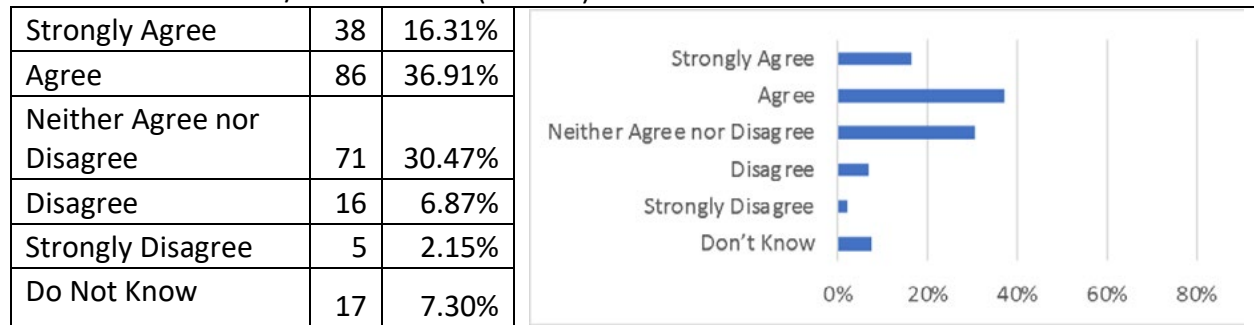
Non-Hispanic Black or African American (n = 297)



Two or More Races (n = 36)

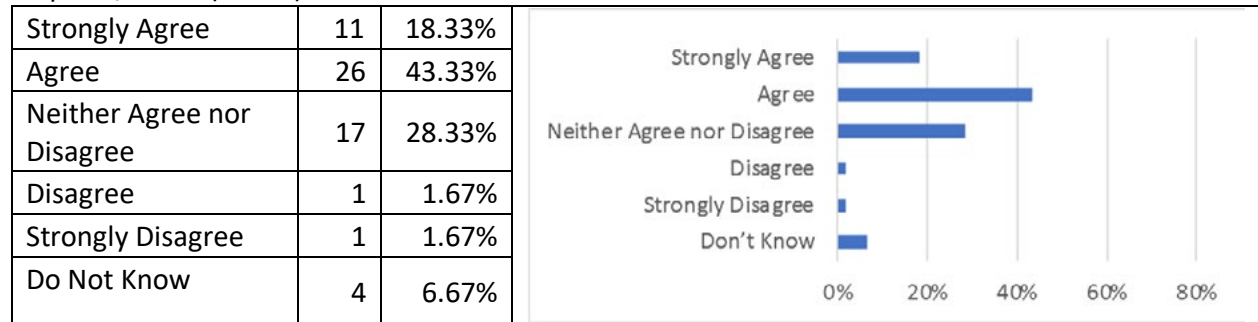


Do Not Care to Share/Do Not Know (n = 233)

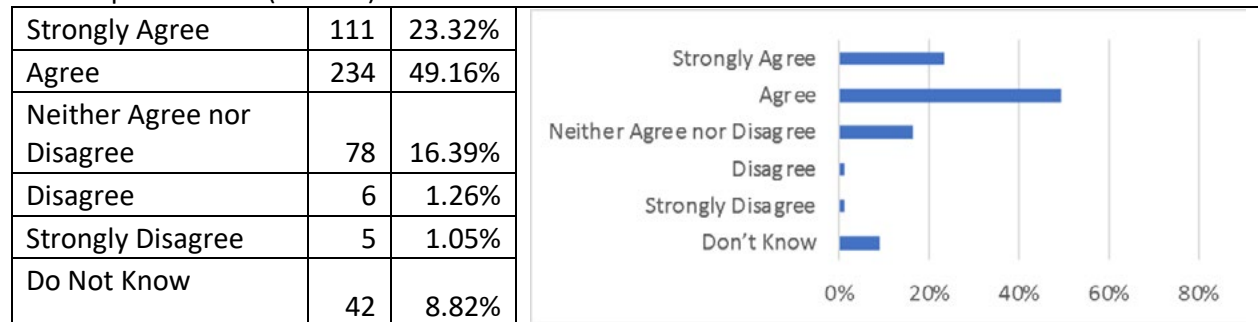


The City of St. Petersburg's practices enable the success and promotion of individuals from all sexual orientations.

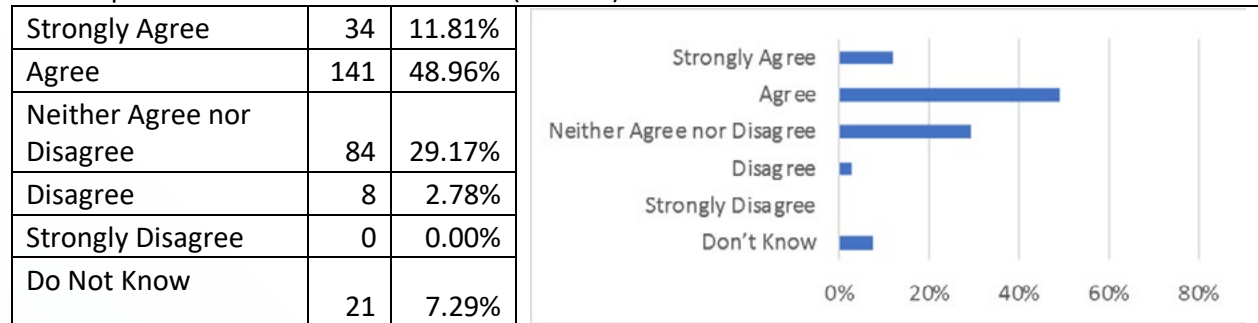
Hispanic/Latinx (n = 60)



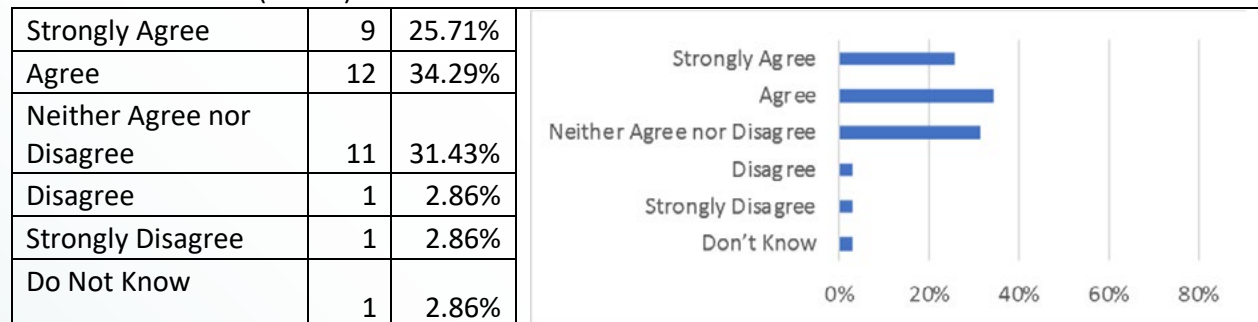
Non-Hispanic White (n = 476)



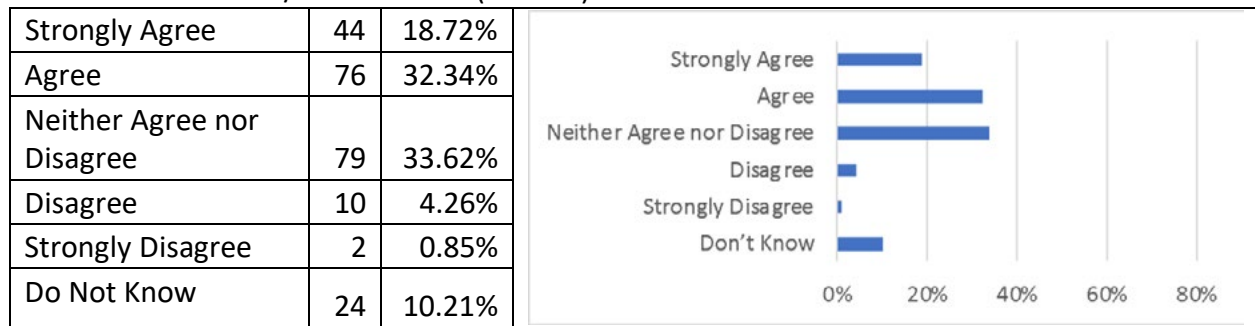
Non-Hispanic Black or African American (n = 288)



Two or More Races (n = 35)

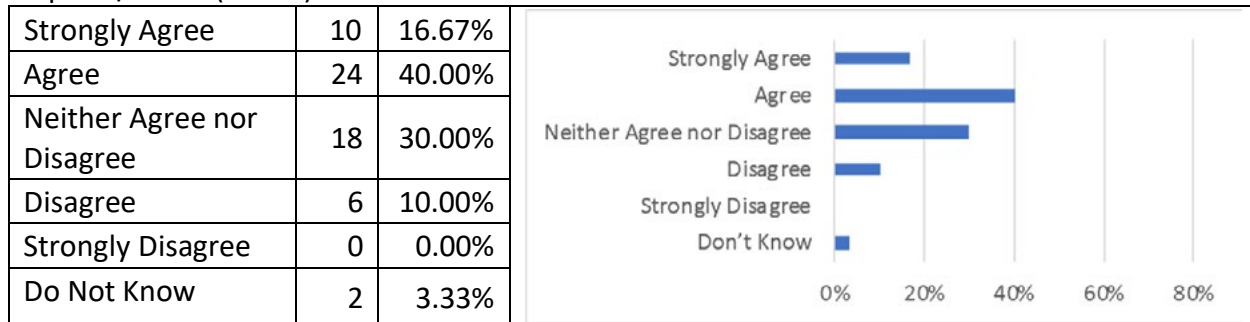


Do Not Care to Share/Do Not Know (n = 235)

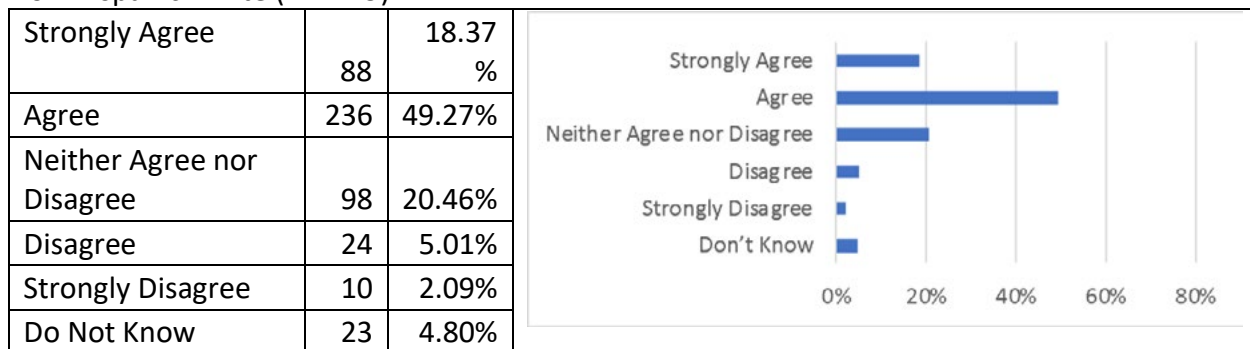


The City of St. Petersburg's practices enable the success and promotion of individuals from all age groups.

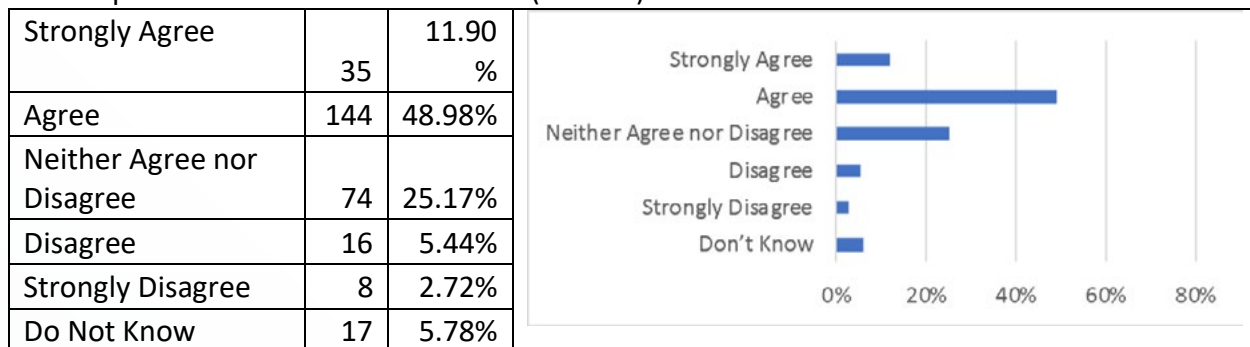
Hispanic/Latinx (n = 60)



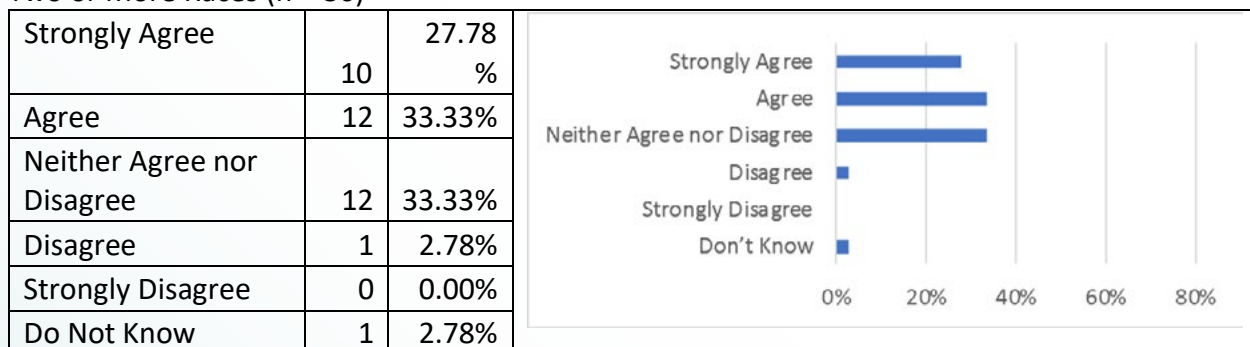
Non-Hispanic White (n = 479)



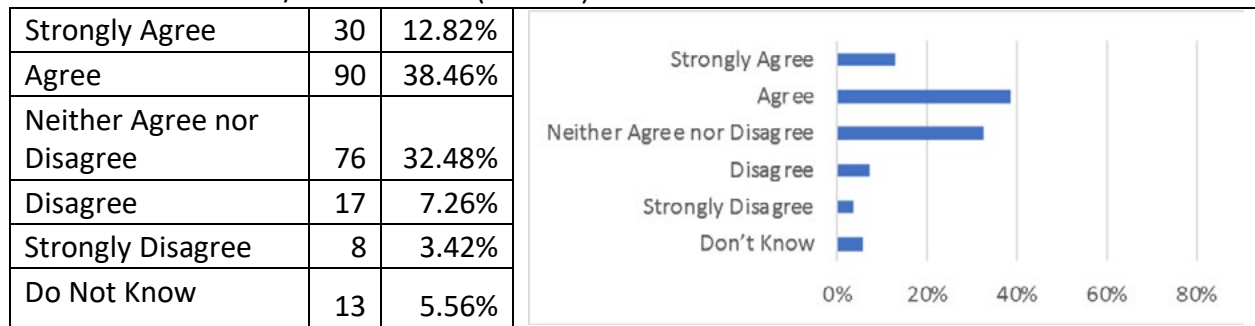
Non-Hispanic Black or African American (n = 294)



Two or More Races (n = 36)

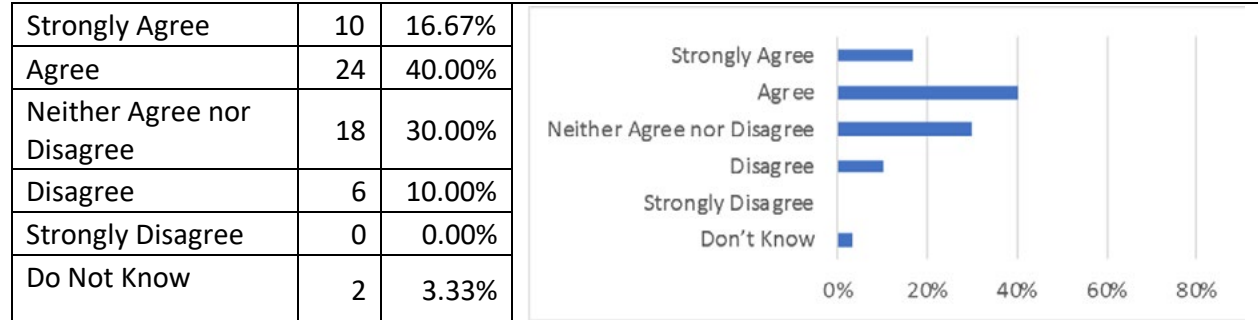


Do Not Care to Share/Do Not Know (n = 234)

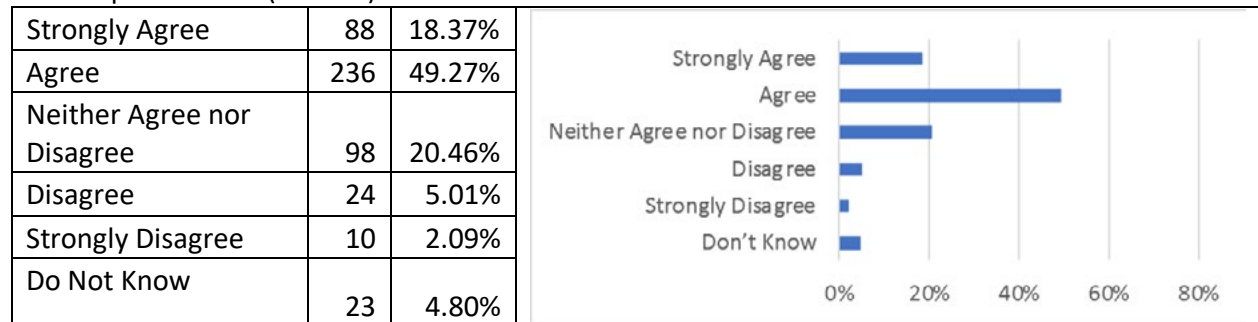


The City of St. Petersburg's practices enable the success and promotion of individuals from all age groups.

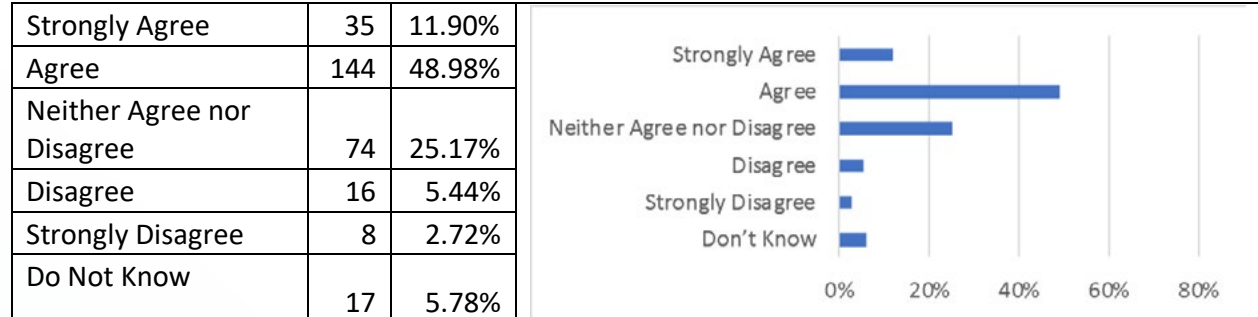
Hispanic/Latinx (n = 60)



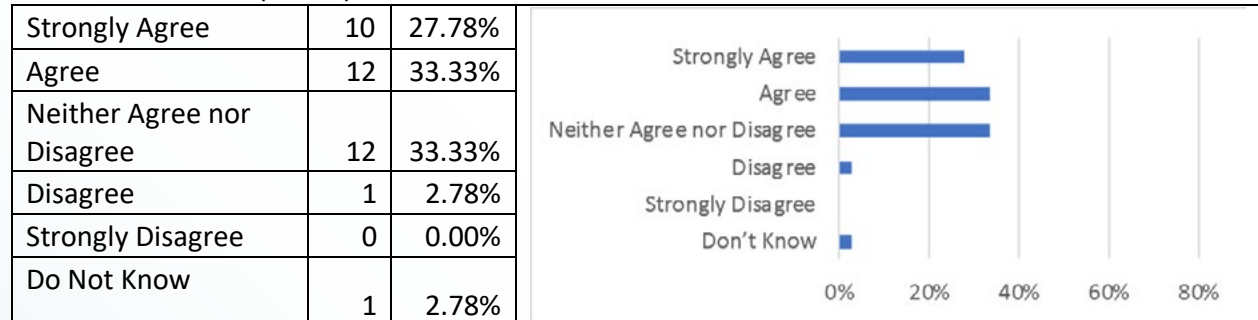
Non-Hispanic White (n = 479)



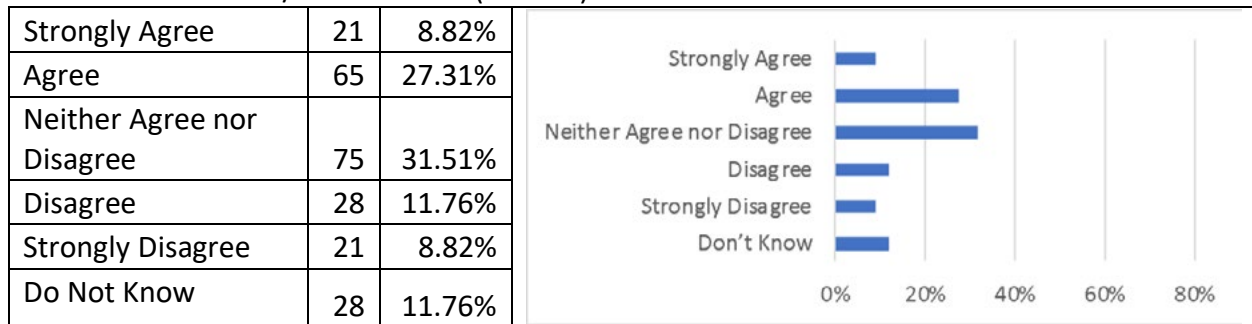
Non-Hispanic Black or African American (n = 294)



Two or More Races (n = 36)

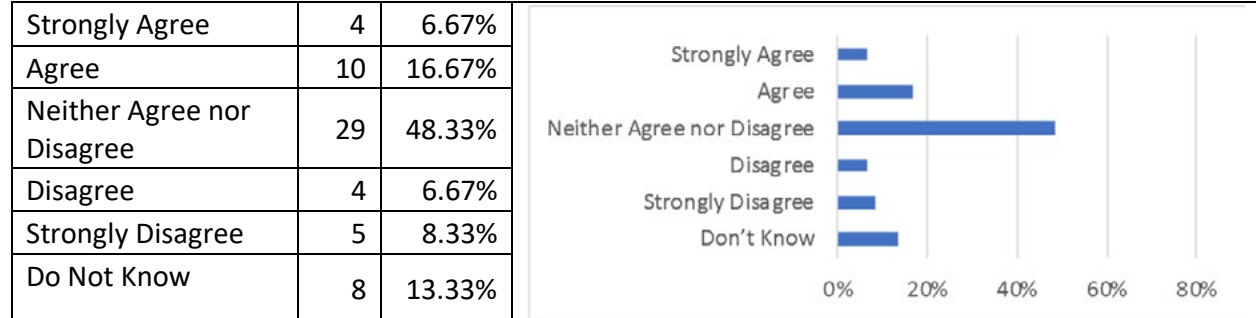


Do Not Care to Share/Do Not Know (n = 238)

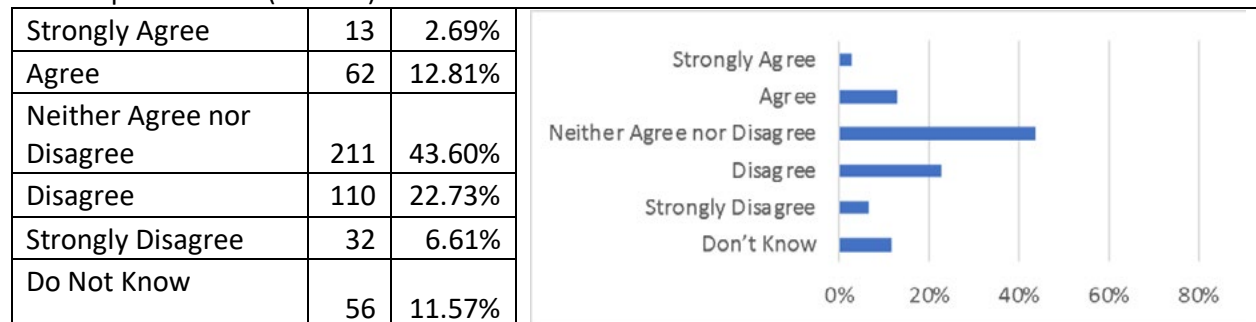


Some of the rules and policies of the City of St. Petersburg rely on beliefs/assumptions that may be biased.

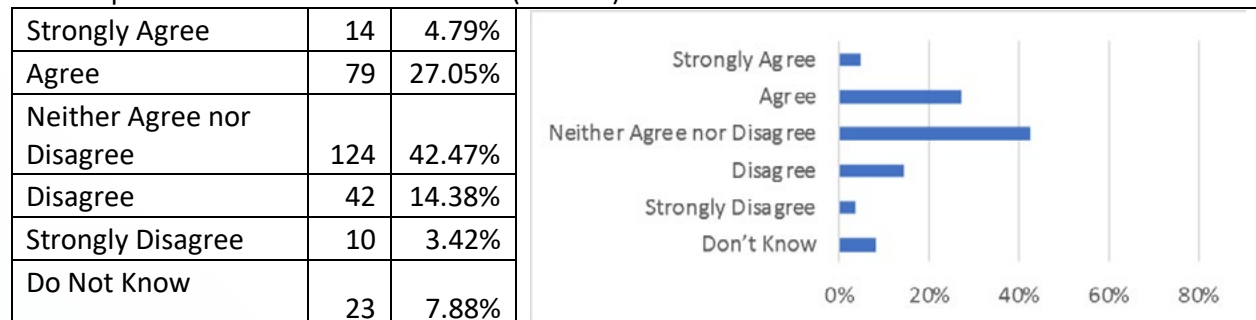
Hispanic/Latinx (n = 60)



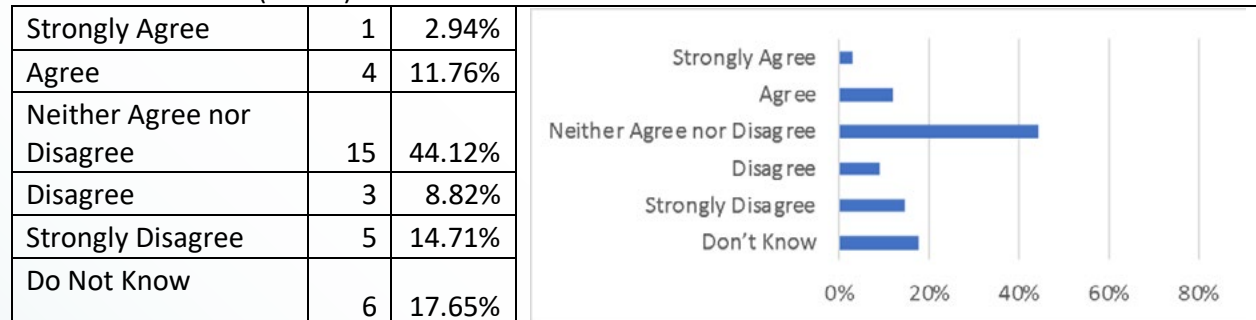
Non-Hispanic White (n = 484)



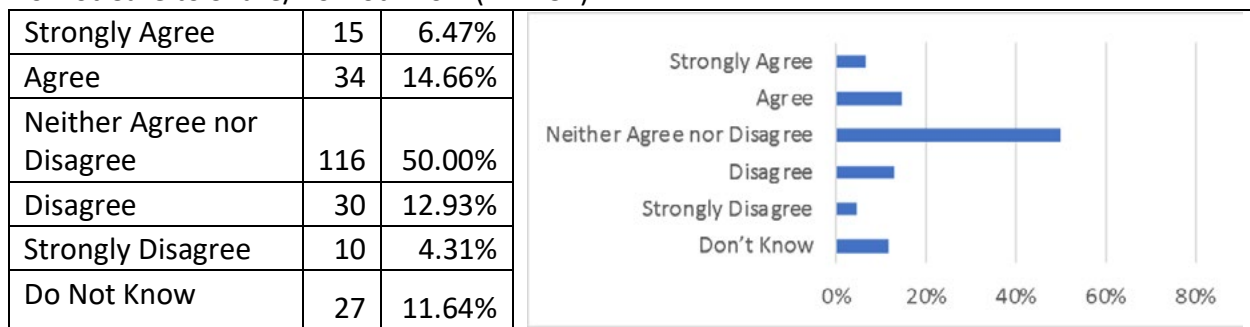
Non-Hispanic Black or African American (n = 292)



Two or More Races (n = 34)

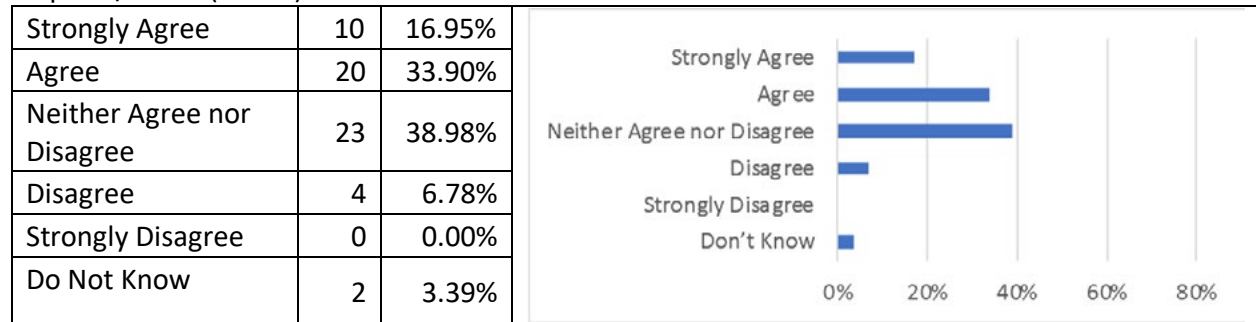


Do Not Care to Share/Do Not Know (n = 232)

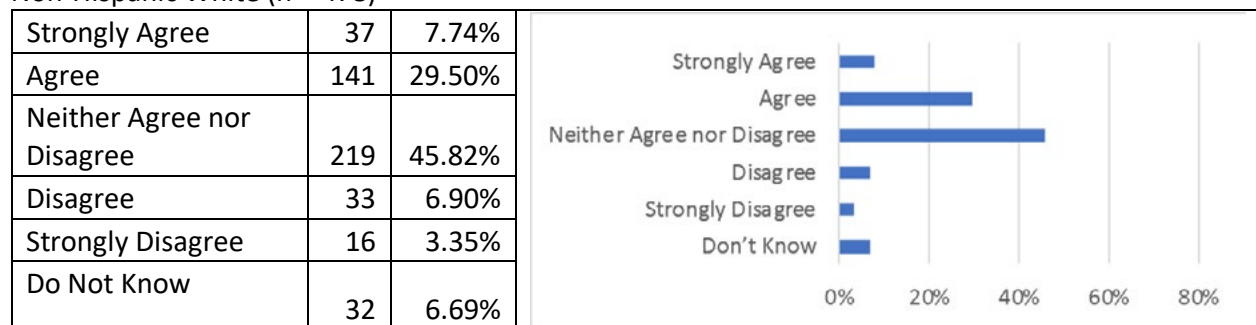


It would be useful if the internal documents in the City of St. Petersburg, such as policy and procedure manuals, pay slips, etc, were easily available in multiple languages.

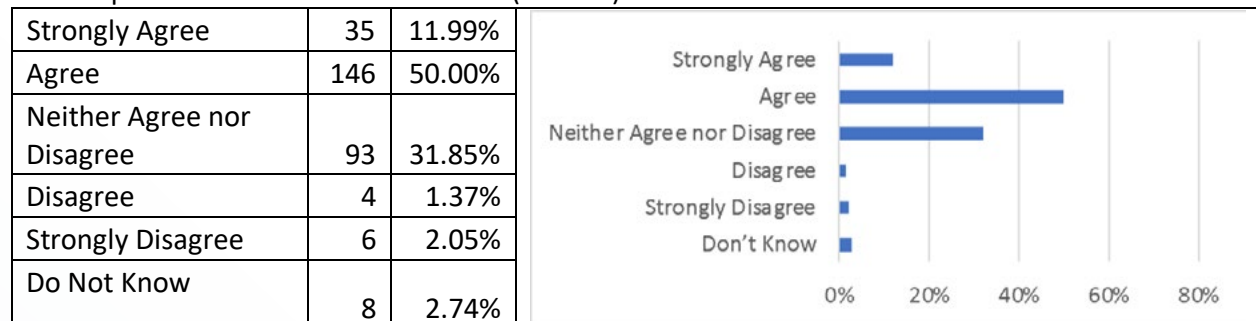
Hispanic/Latinx (n = 59)



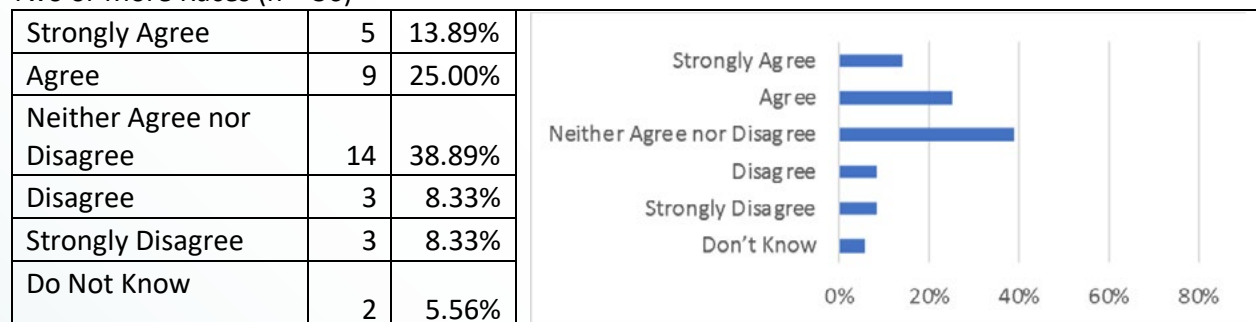
Non-Hispanic White (n = 478)



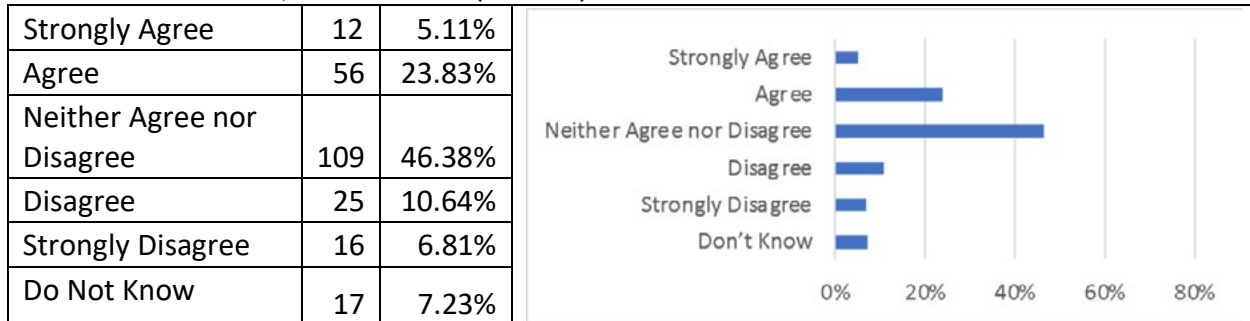
Non-Hispanic Black or African American (n = 292)



Two or More Races (n = 36)

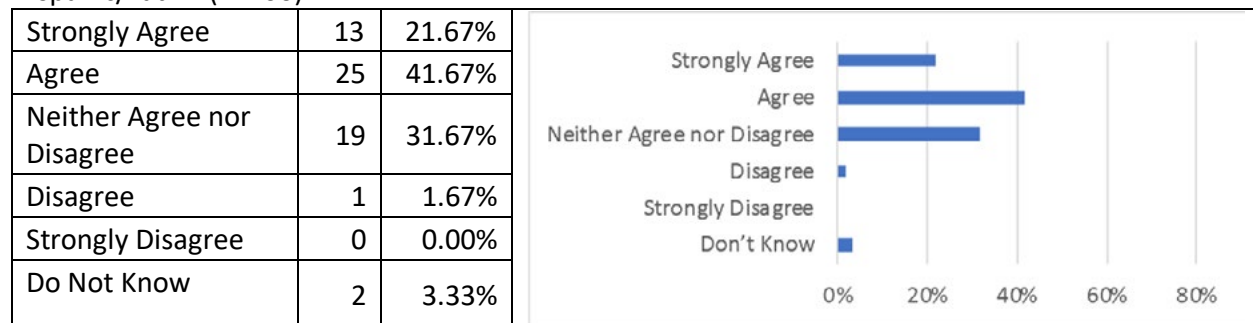


Do Not Care to Share/Do Not Know (n = 235)

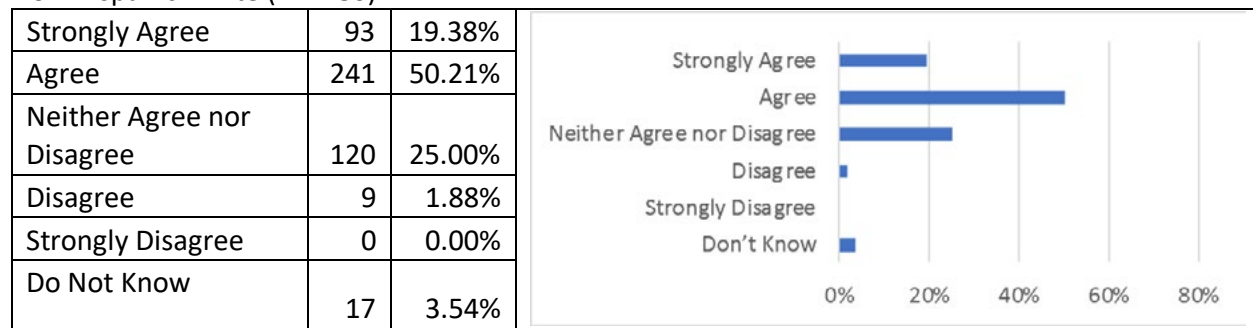


It would be useful if the internal documents in the City of St. Petersburg, such as policy and procedure manuals, pay slips, etc, were easily accessible to people of all abilities, including for example people with visual or hearing impairments, or people with dyslexia.

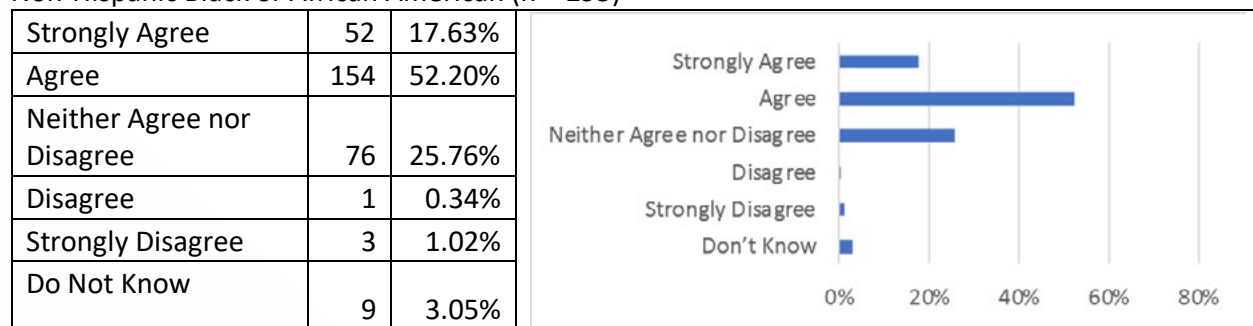
Hispanic/Latinx (n = 60)



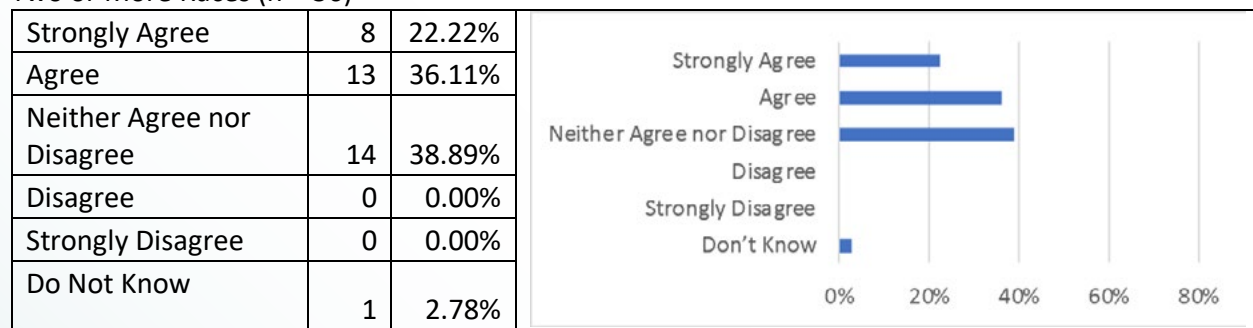
Non-Hispanic White (n = 480)



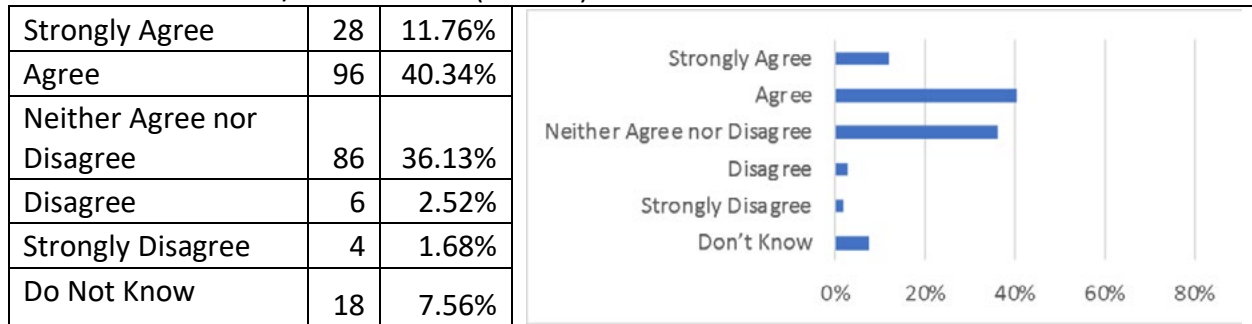
Non-Hispanic Black or African American (n = 295)



Two or More Races (n = 36)



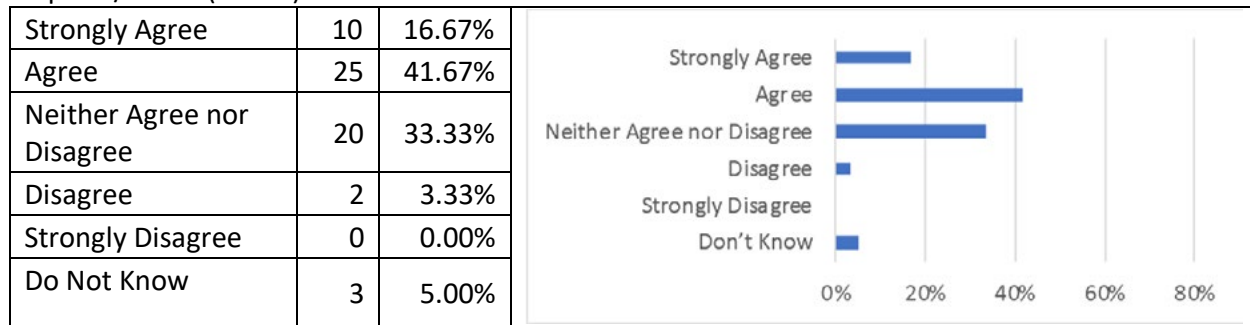
Do Not Care to Share/Do Not Know (n = 238)



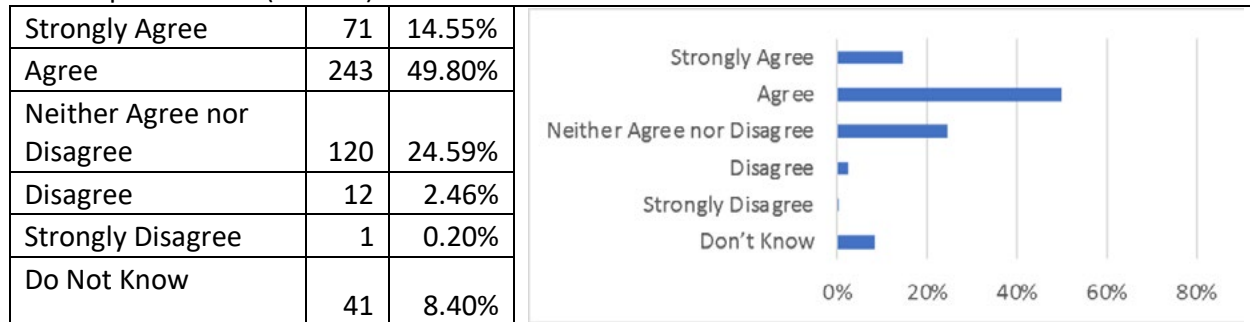
Programs and Services

The City of St. Petersburg attempts to reduce bias it or its employees may have about the community it serves.

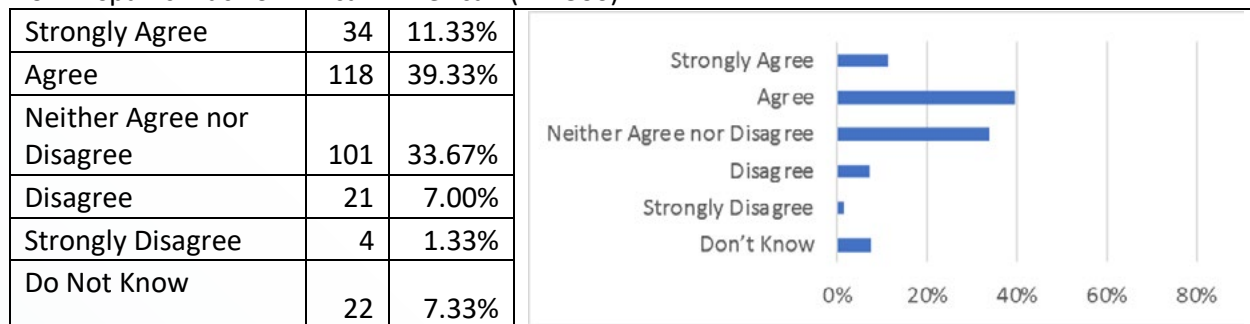
Hispanic/Latinx (n = 60)



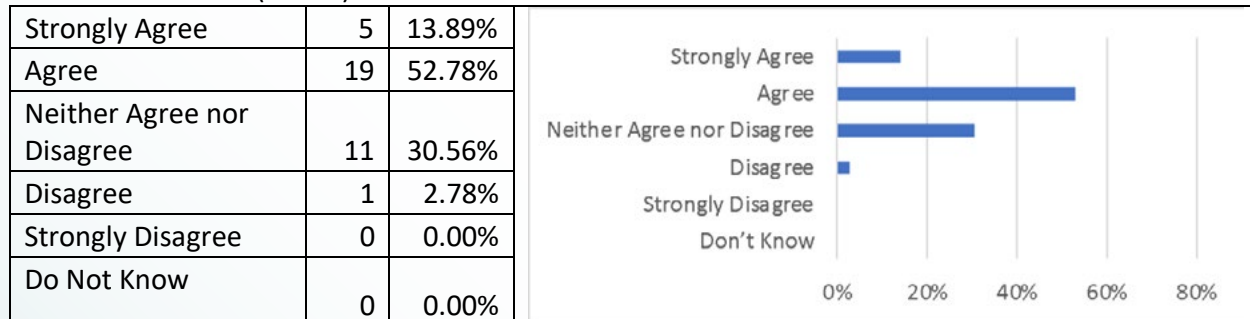
Non-Hispanic White (n = 488)



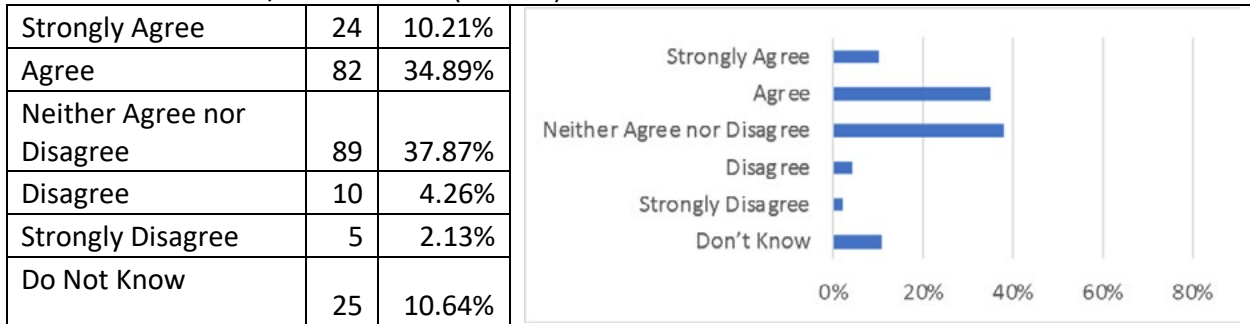
Non-Hispanic Black or African American (n = 300)



Two or More Races (n = 36)

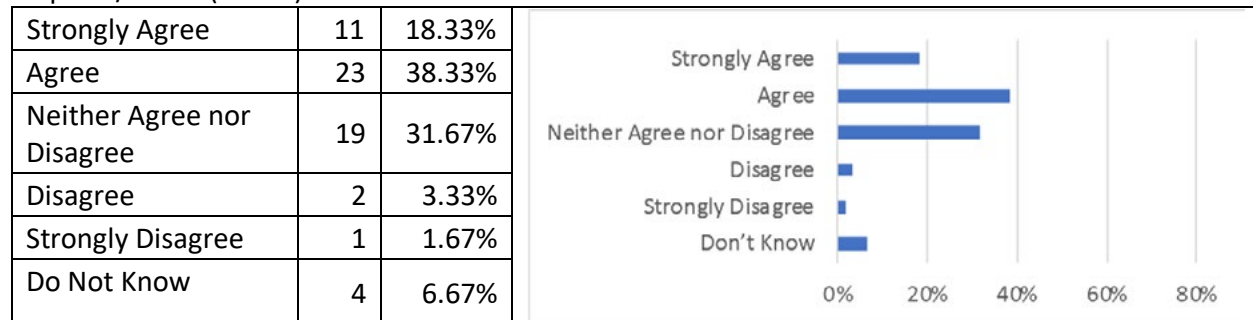


Do Not Care to Share/Do Not Know (n = 235)

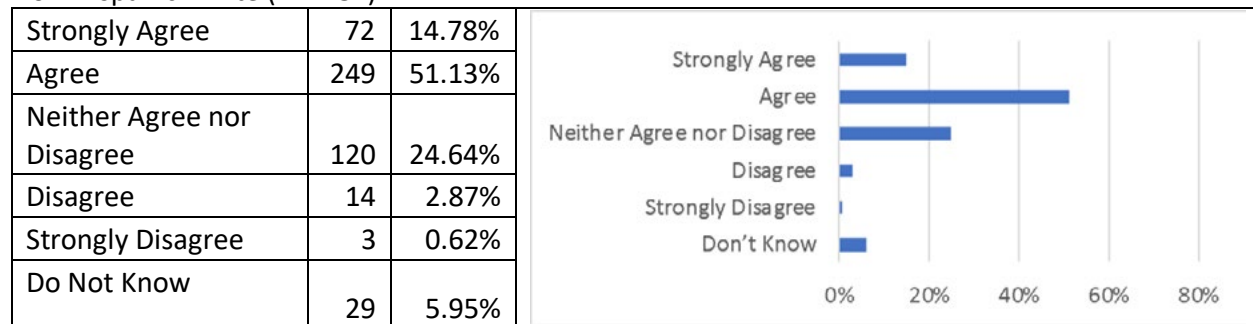


The City of St. Petersburg staff understands the communities it serves, including their culture, values, norms, history, customs, and particularly the types of discrimination, marginalization, and exclusion they may face or may have faced.

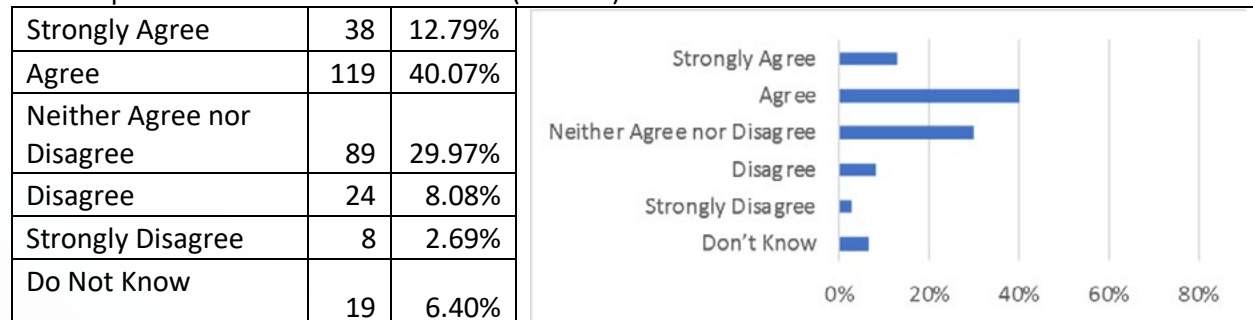
Hispanic/Latinx (n = 60)



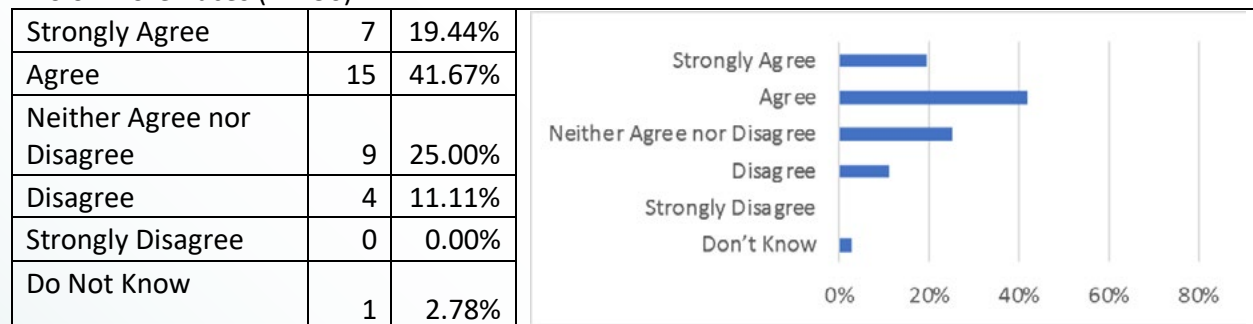
Non-Hispanic White (n = 487)



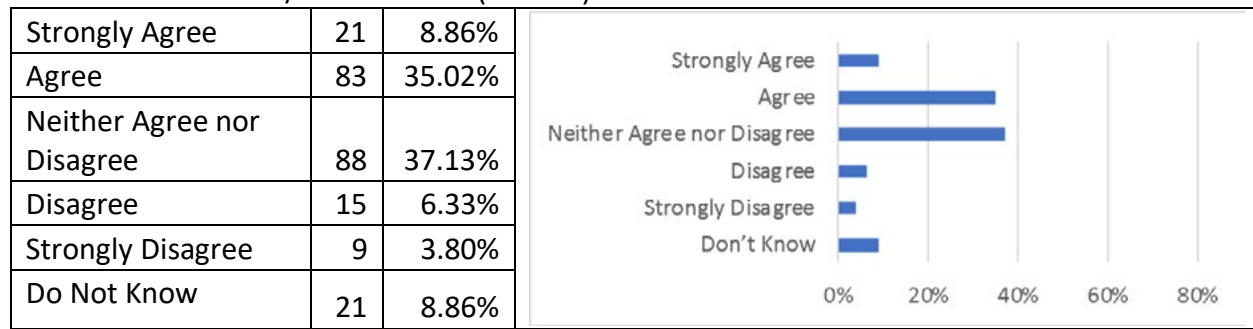
Non-Hispanic Black or African American (n = 297)



Two or More Races (n = 36)

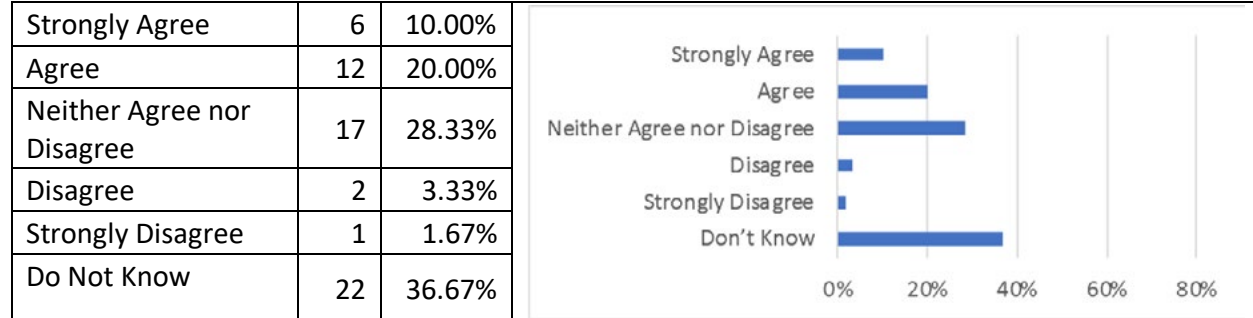


Do Not Care to Share/Do Not Know (n = 237)

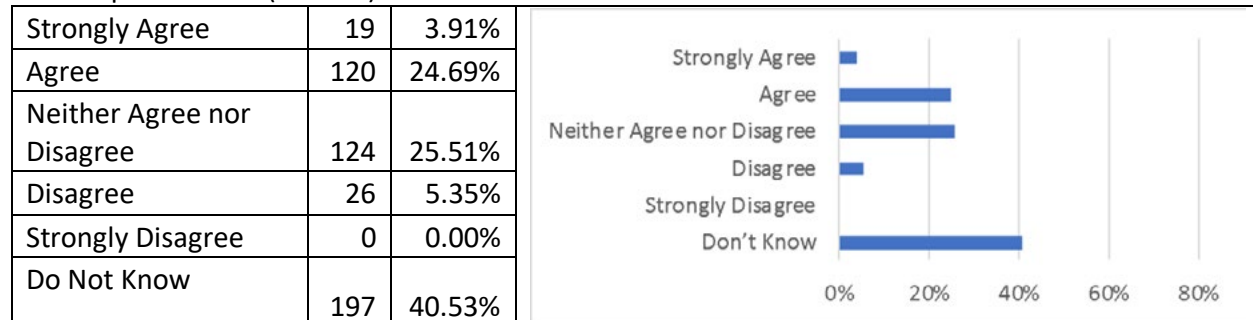


Information and materials for the community are available in multiple languages.

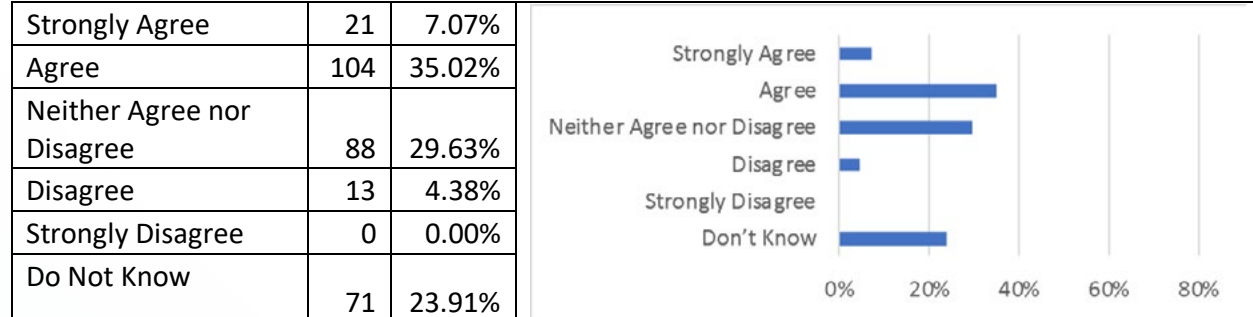
Hispanic/Latinx (n = 60)



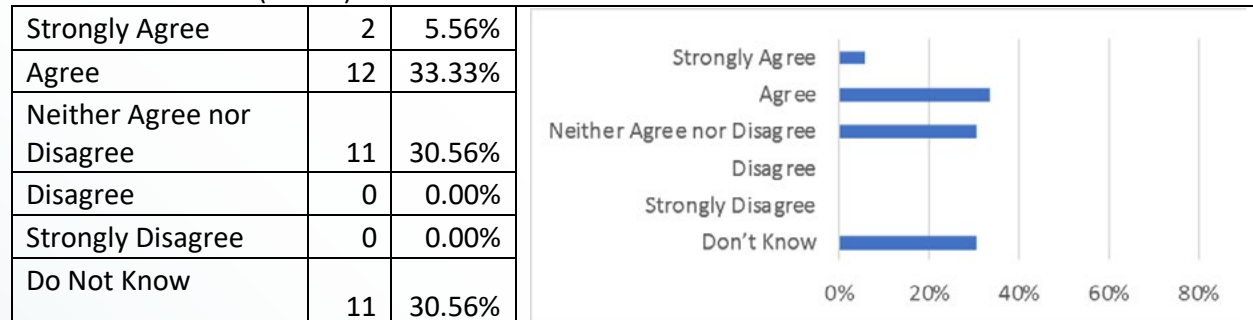
Non-Hispanic White (n = 486)



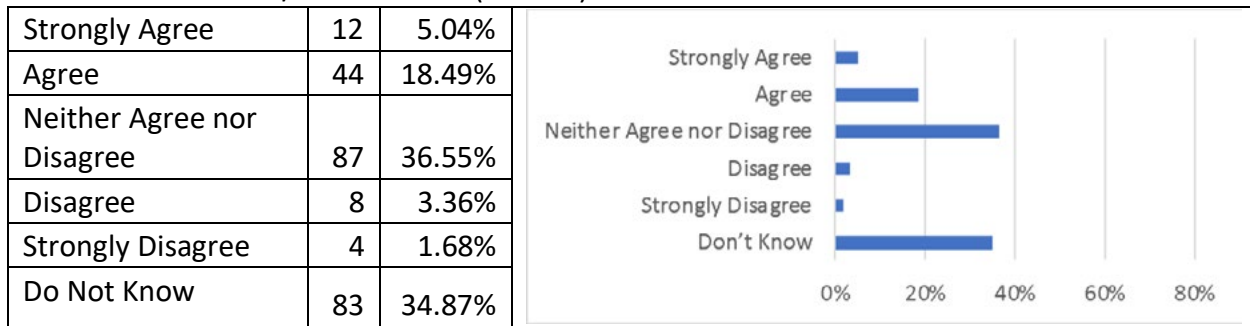
Non-Hispanic Black or African American (n = 297)



Two or More Races (n = 36)

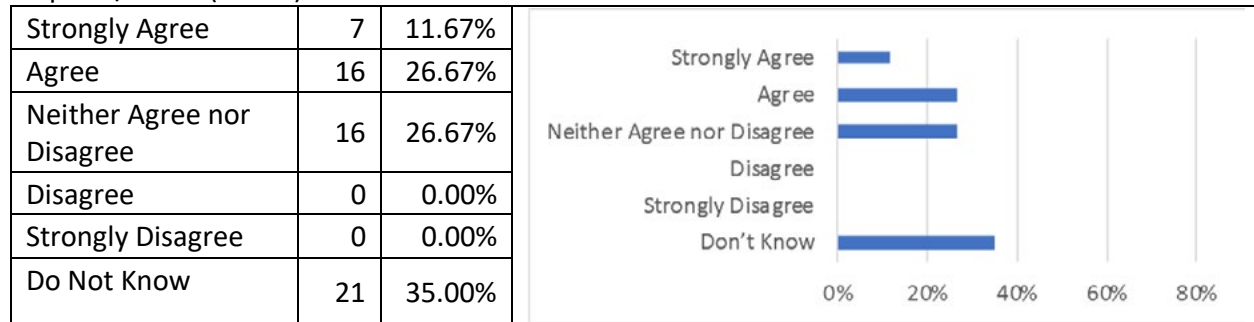


Do Not Care to Share/Do Not Know (n = 238)

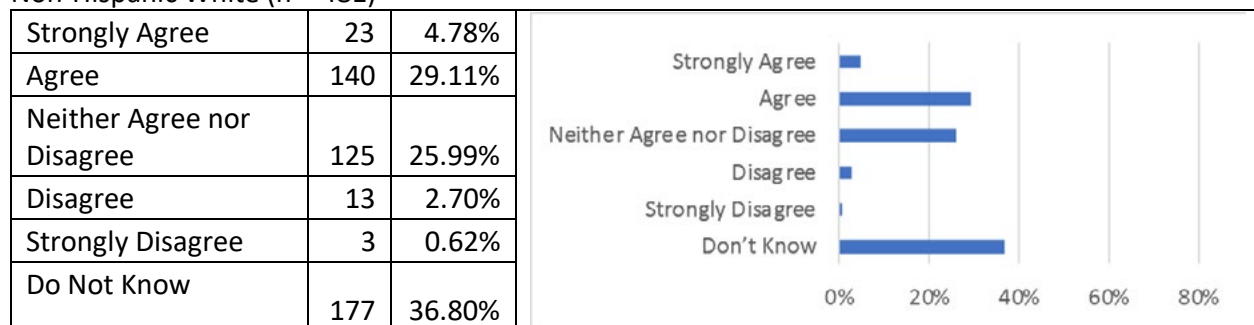


Information and materials for the community is accessible to people of all abilities, including for example people with visual or hearing impairments, or people with dyslexia.

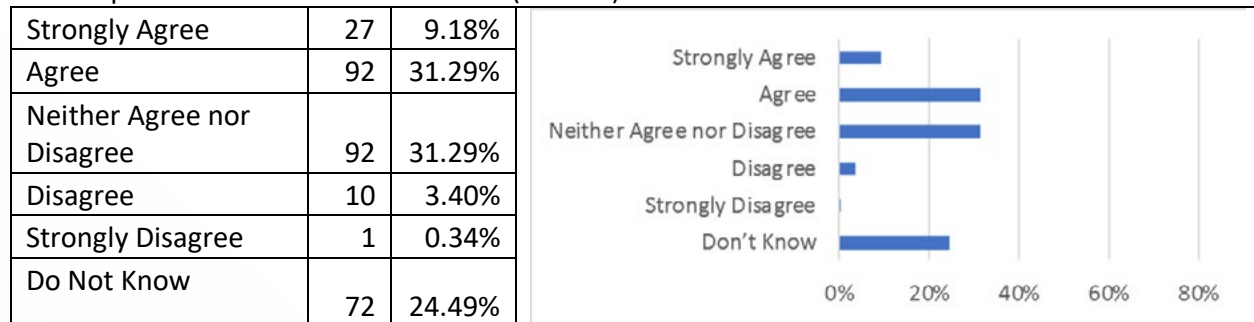
Hispanic/Latinx (n = 60)



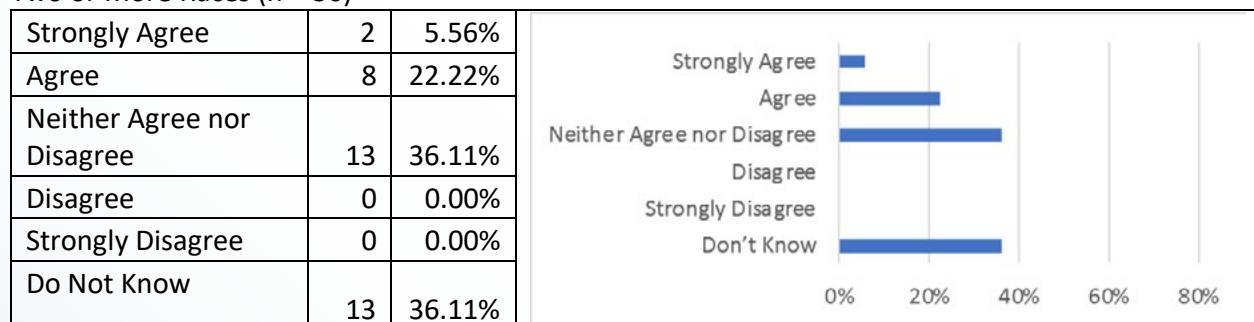
Non-Hispanic White (n = 481)



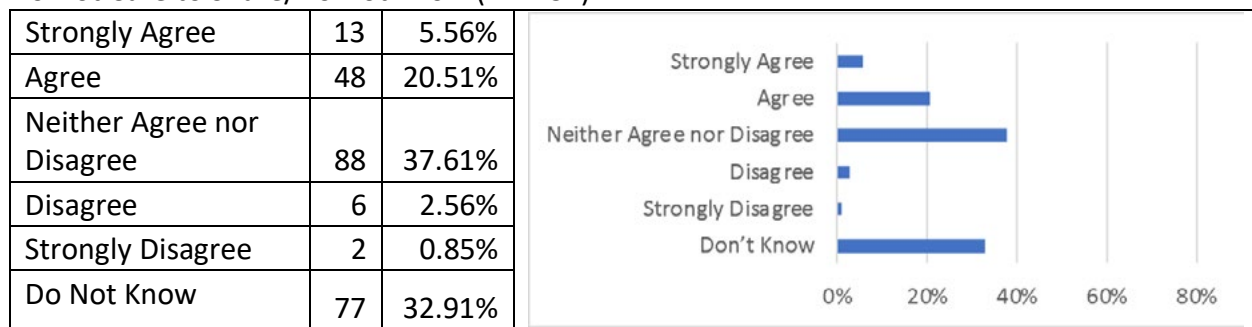
Non-Hispanic Black or African American (n = 294)



Two or More Races (n = 36)

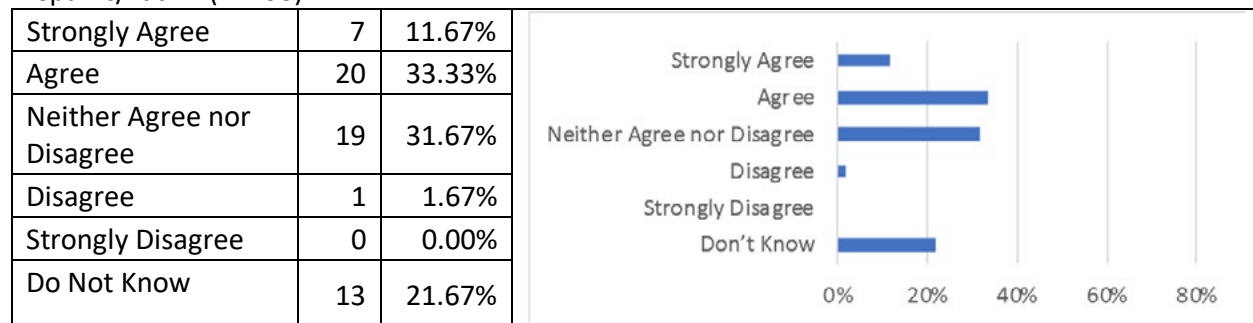


Do Not Care to Share/Do Not Know (n = 234)

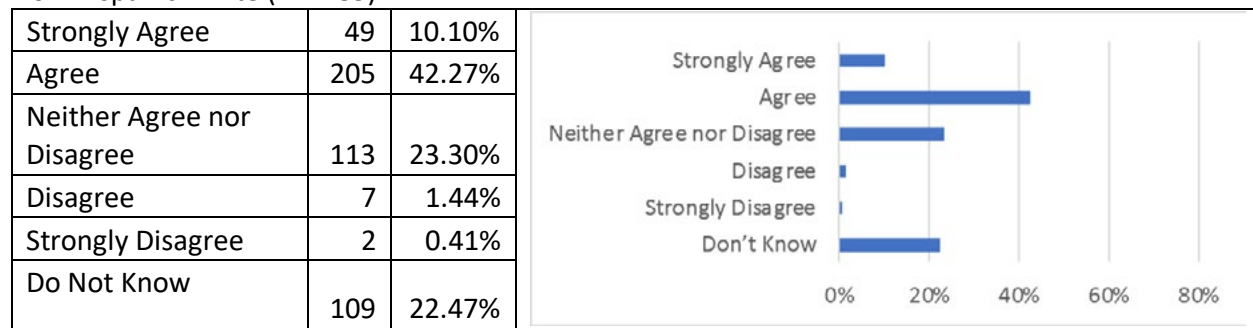


The City of St. Petersburg analyzes and remedies barriers to access to full engagement based on race/ethnicity, color, national origin, religion, gender, marital status, age, disability, age, sexual orientation, or genetic information.

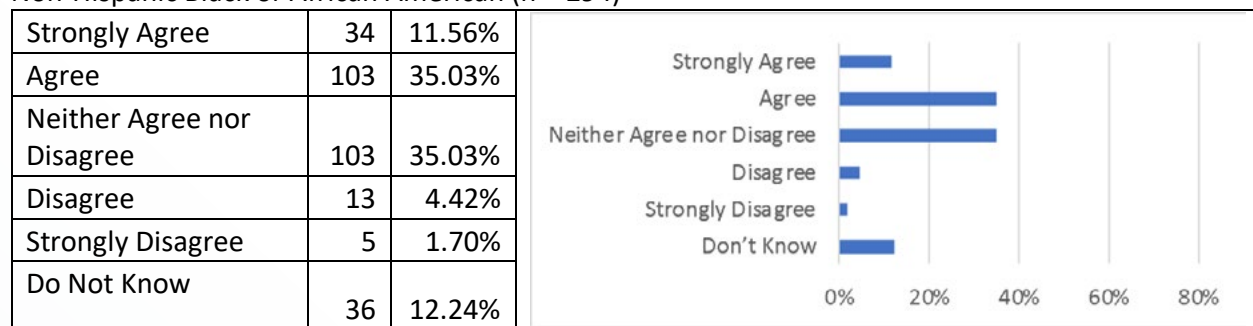
Hispanic/Latinx (n = 60)



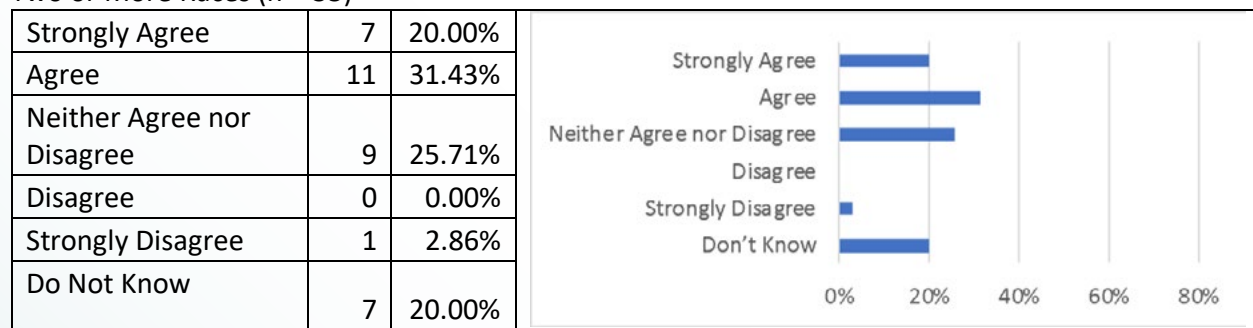
Non-Hispanic White (n = 485)



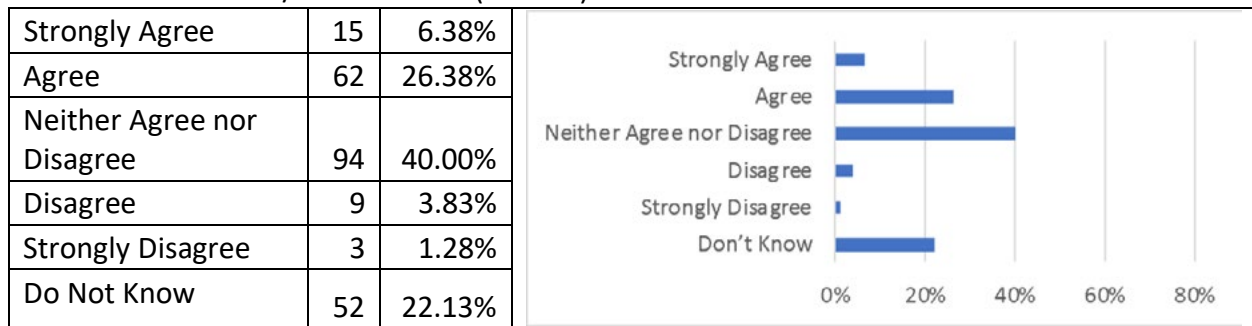
Non-Hispanic Black or African American (n = 294)



Two or More Races (n = 35)



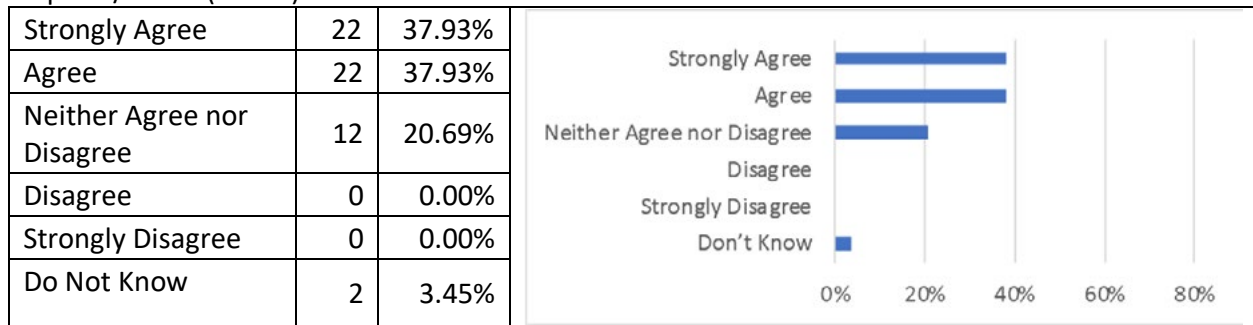
Do Not Care to Share/Do Not Know (n = 235)



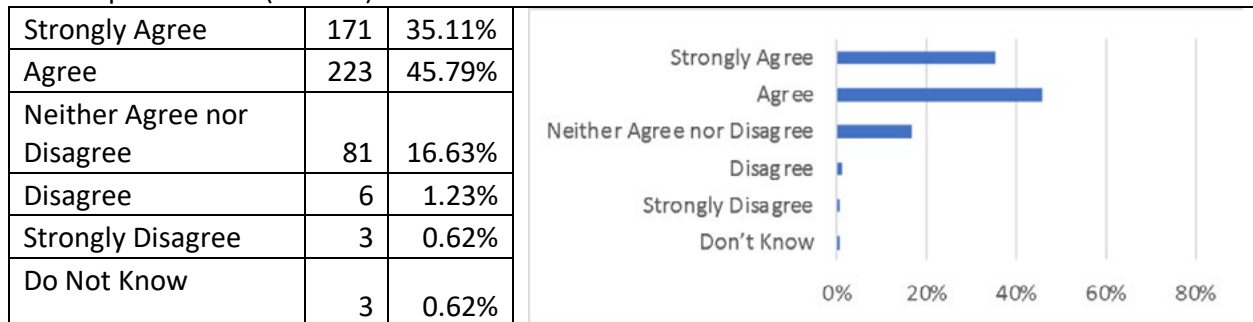
Personal Awareness

It is important to me to work for an organization that emphasizes getting to know people from different backgrounds.

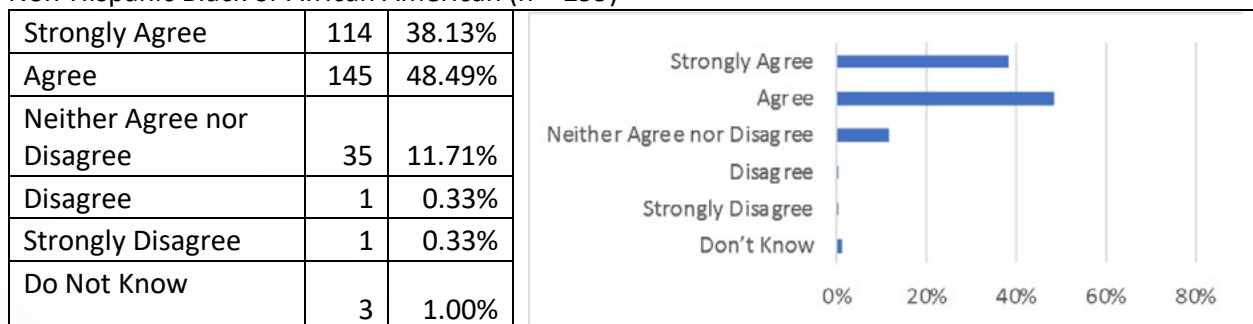
Hispanic/Latinx (n = 58)



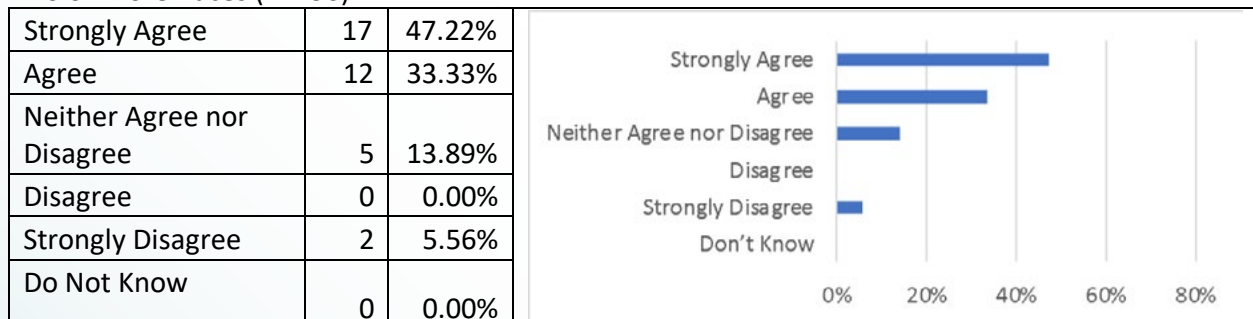
Non-Hispanic White (n = 487)



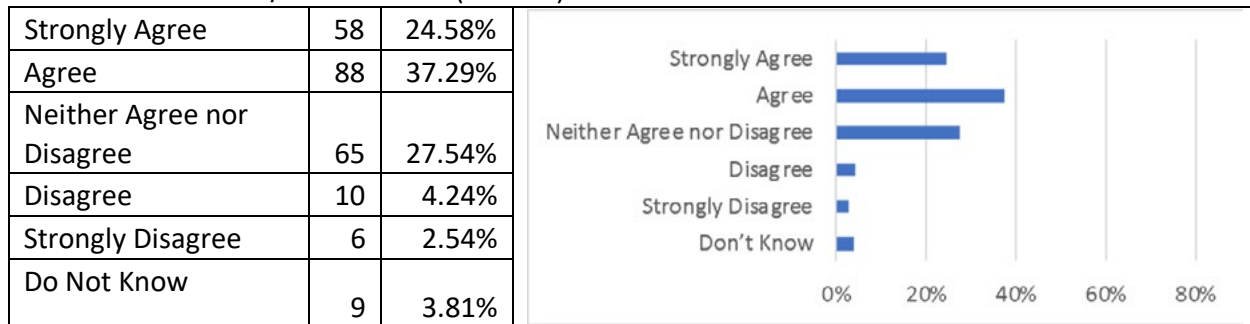
Non-Hispanic Black or African American (n = 299)



Two or More Races (n = 36)

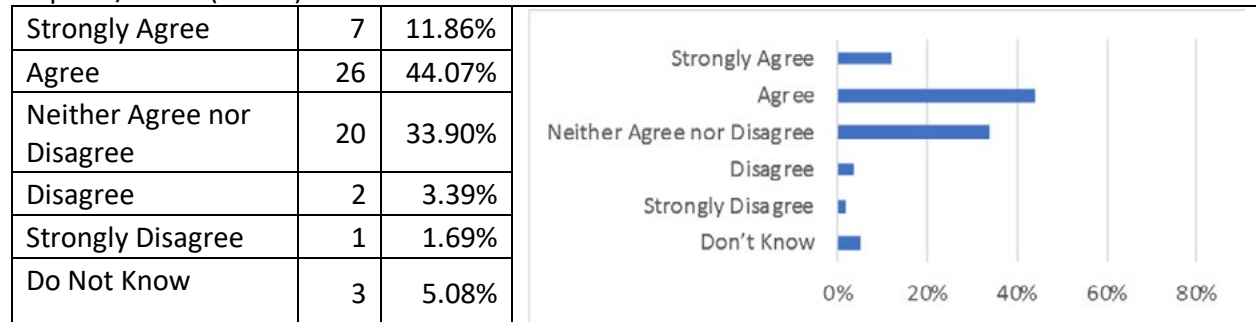


Do Not Care to Share/Do Not Know (n = 236)

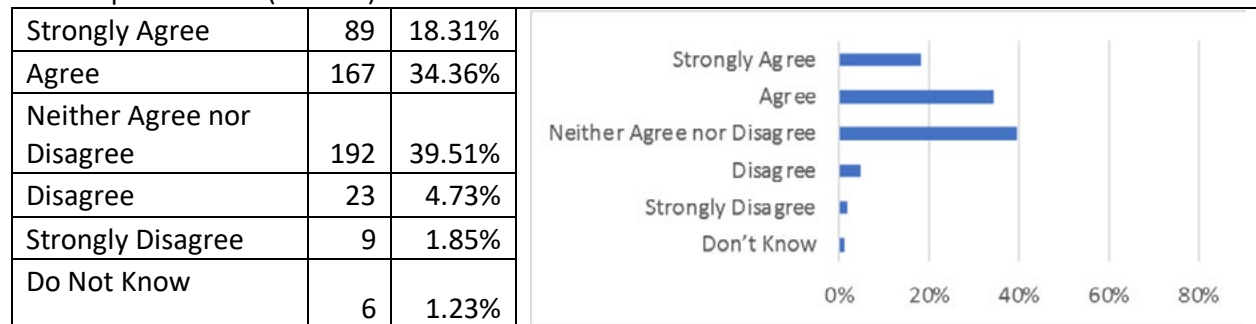


Knowing how a person is different than me greatly enhances our friendship.

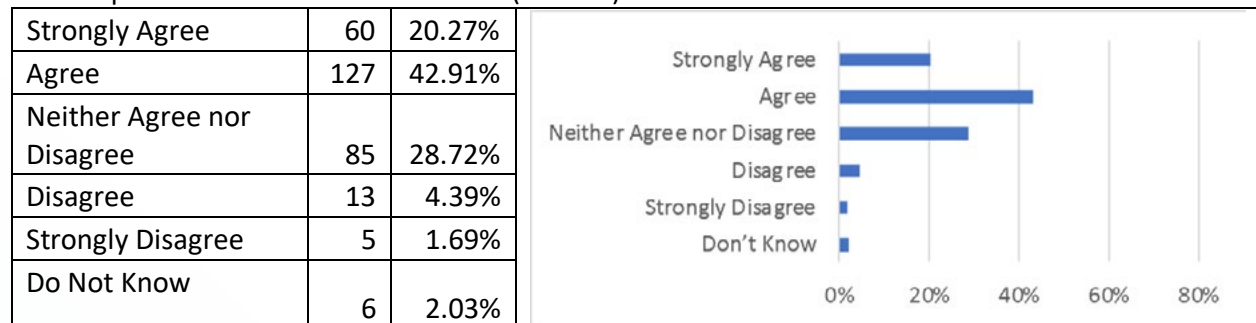
Hispanic/Latinx (n = 59)



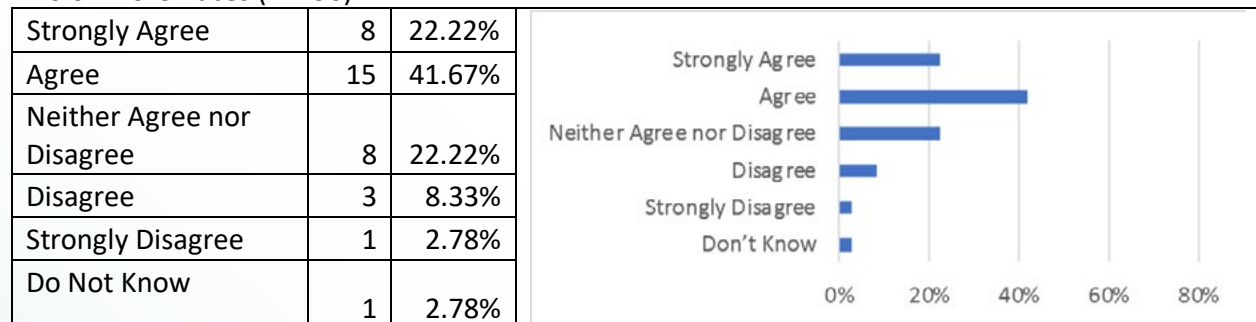
Non-Hispanic White (n = 486)



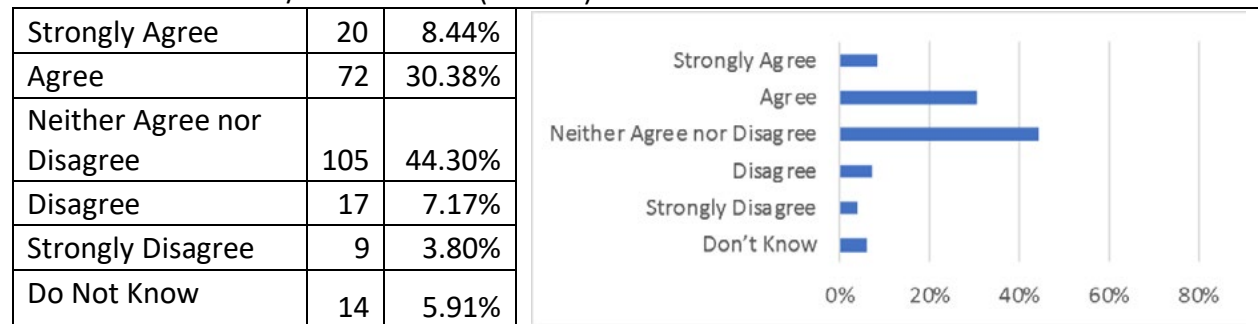
Non-Hispanic Black or African American (n = 296)



Two or More Races (n = 36)

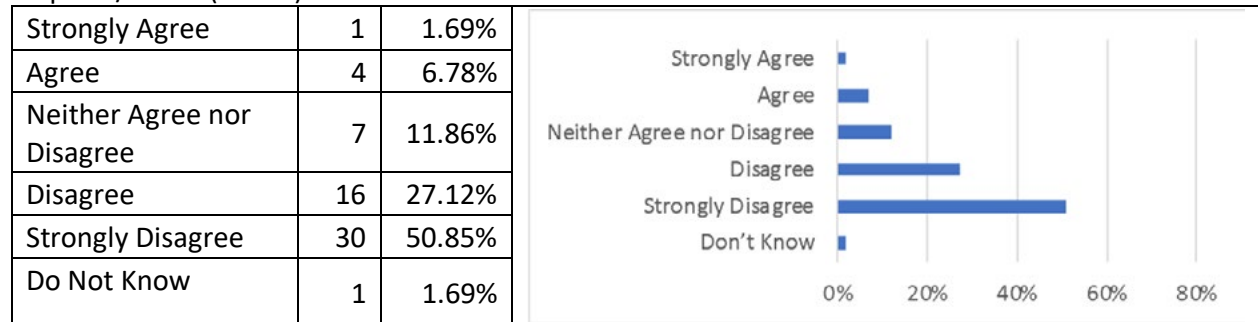


Do Not Care to Share/Do Not Know (n = 237)

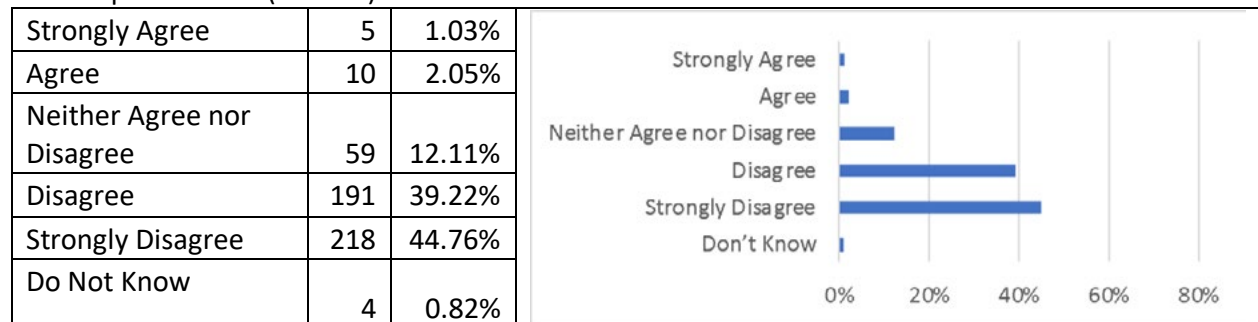


It is really hard for me to feel close to a person from another culture.

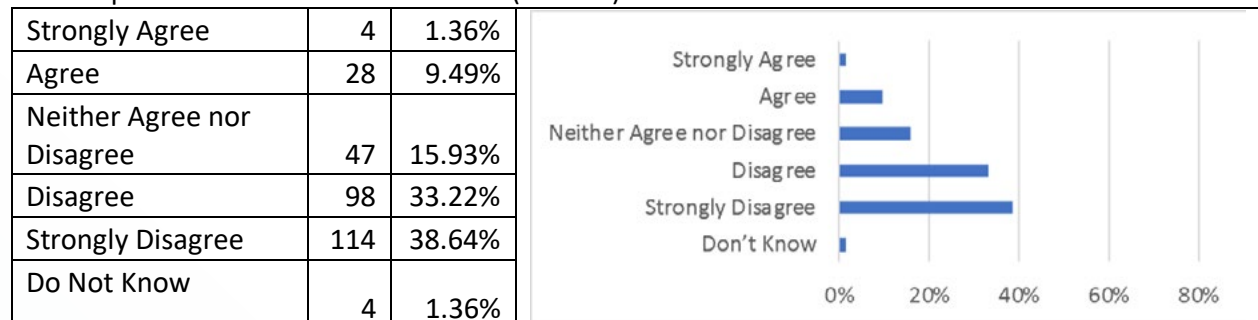
Hispanic/Latinx (n = 59)



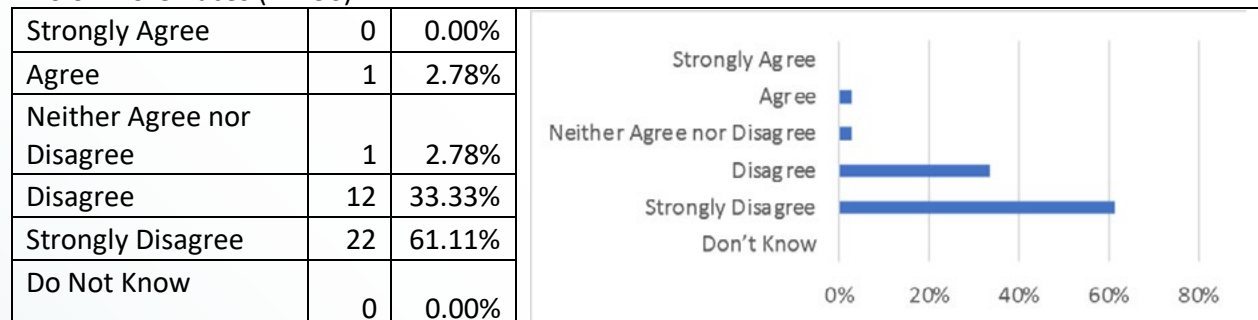
Non-Hispanic White (n = 487)



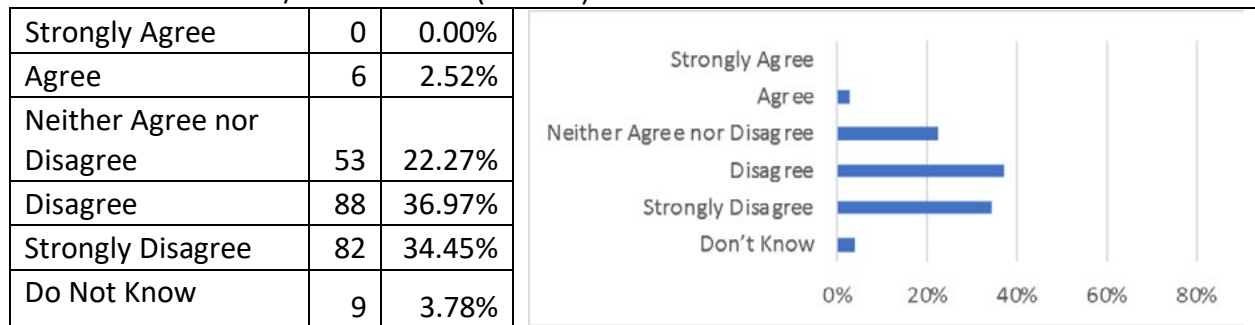
Non-Hispanic Black or African American (n = 295)



Two or More Races (n = 36)

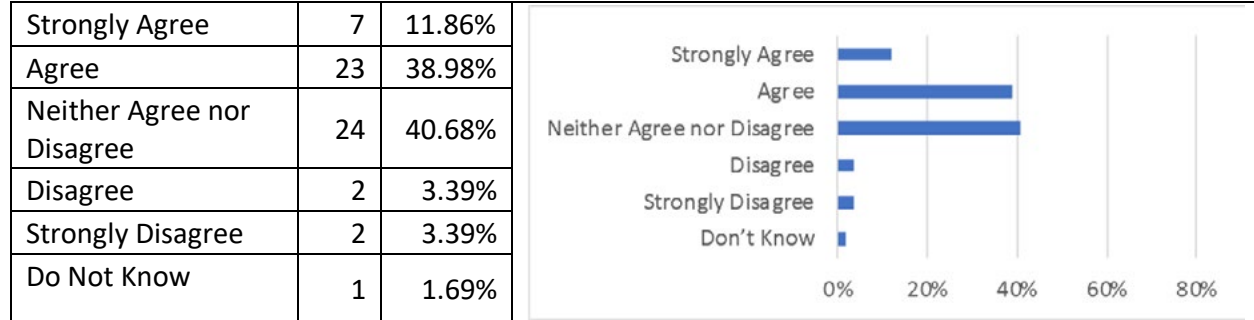


Do Not Care to Share/Do Not Know (n = 238)

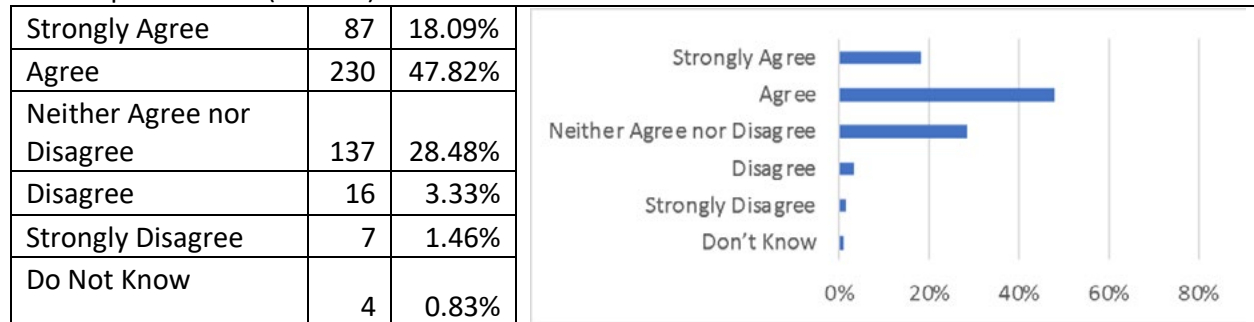


In getting to know someone, I like knowing both how they differ from me and are similar to me.

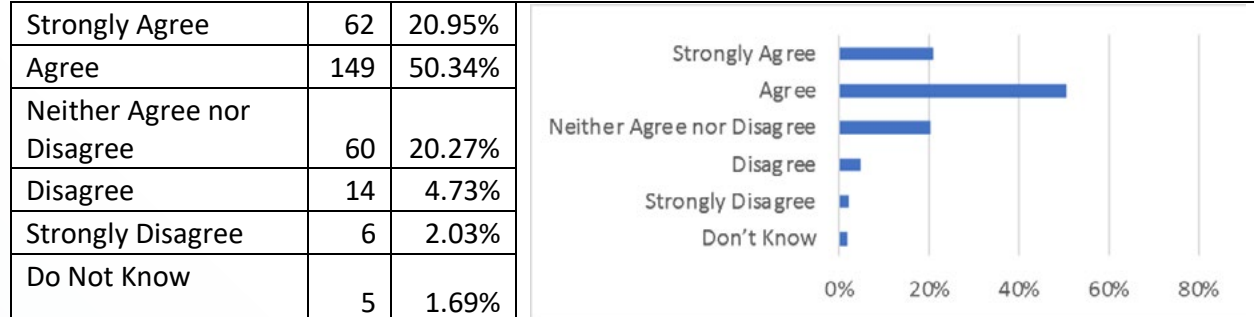
Hispanic/Latinx (n = 59)



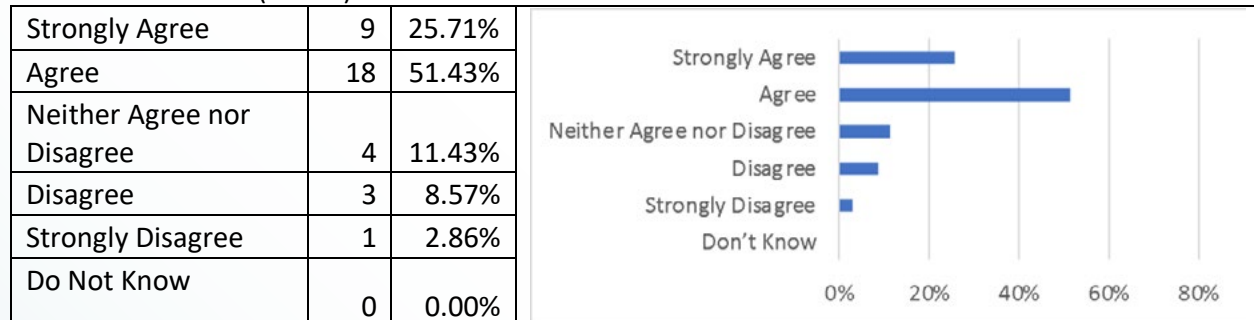
Non-Hispanic White (n = 481)



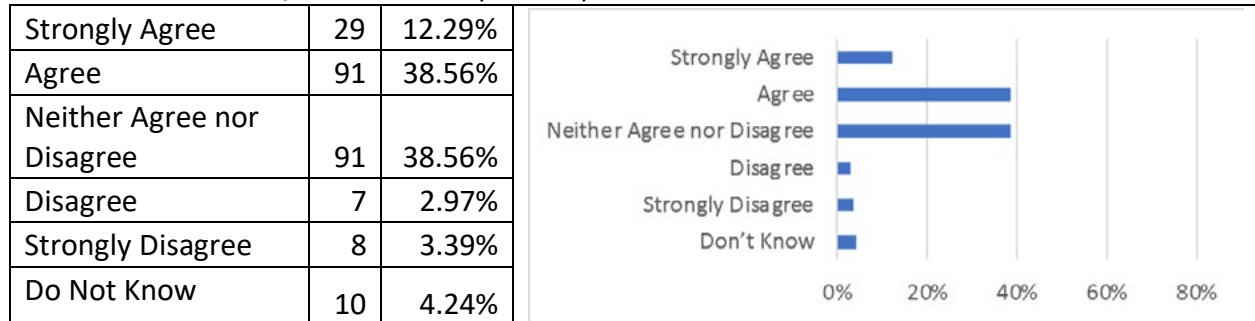
Non-Hispanic Black or African American (n = 296)



Two or More Races (n = 35)

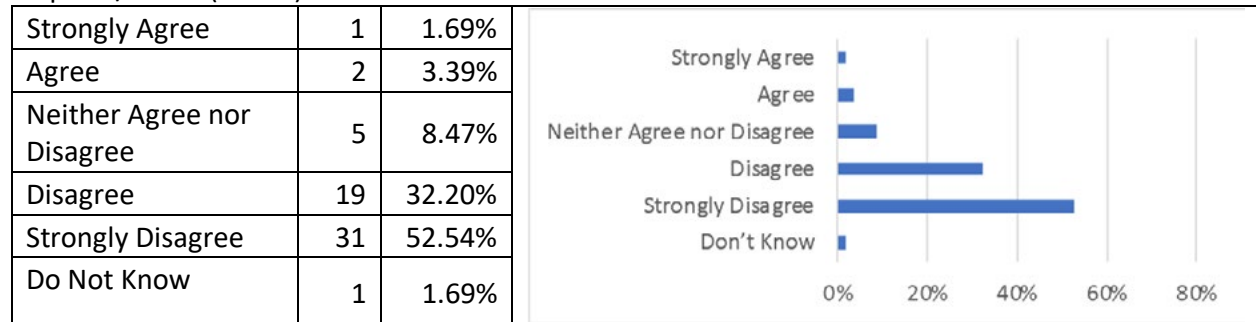


Do Not Care to Share/Do Not Know (n = 236)

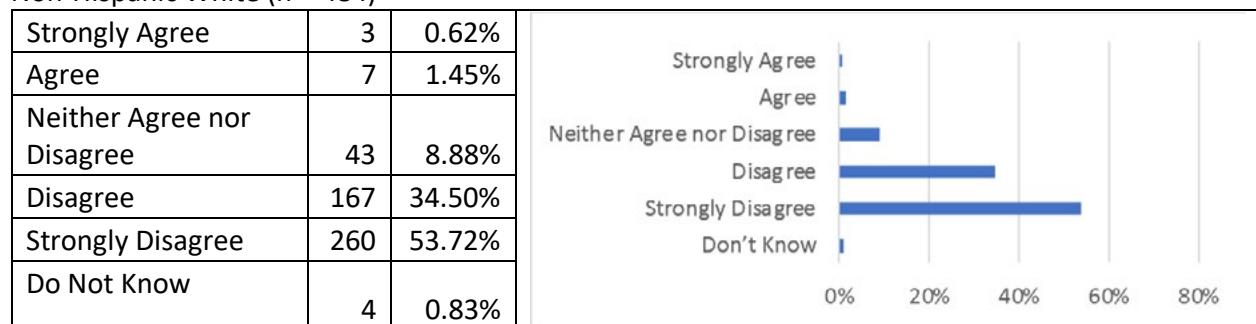


Getting to know someone from another race is generally an uncomfortable experience for me.

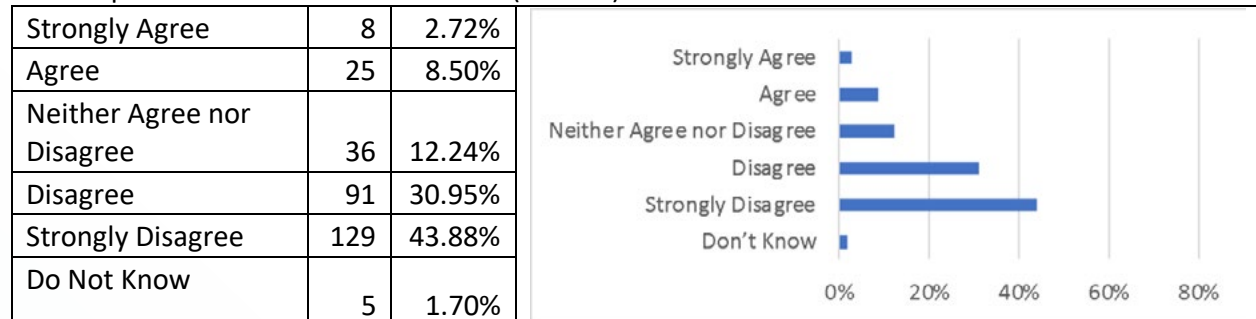
Hispanic/Latinx (n = 59)



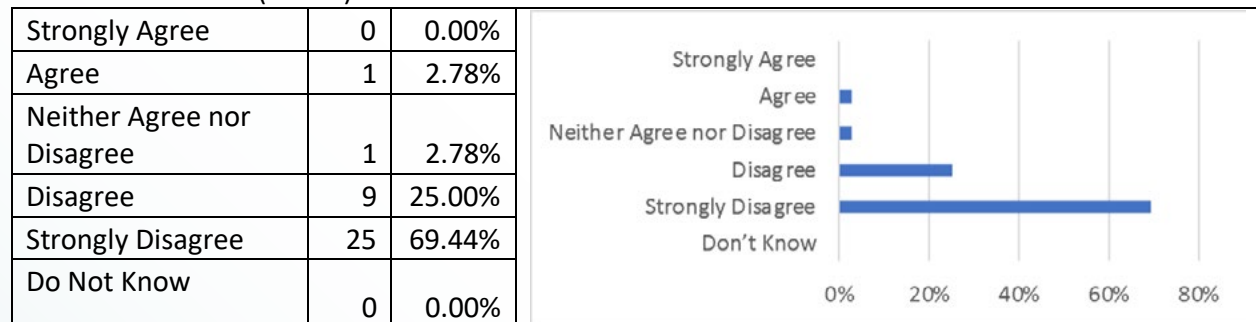
Non-Hispanic White (n = 484)



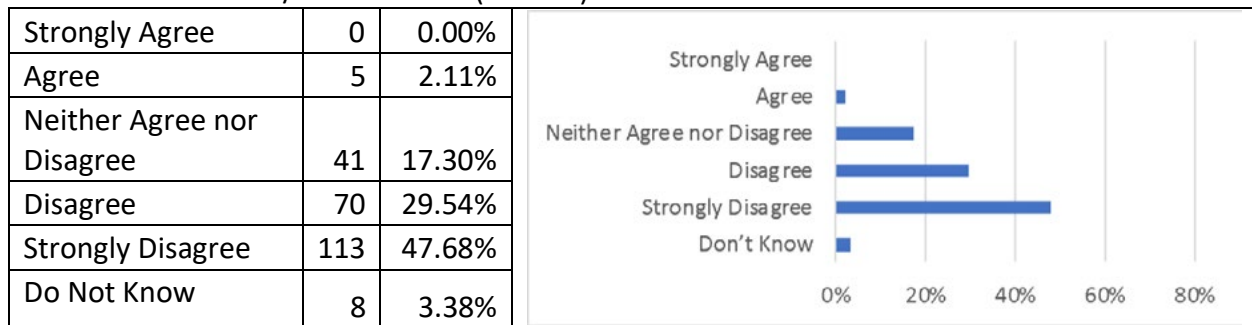
Non-Hispanic Black or African American (n = 294)



Two or More Races (n = 36)

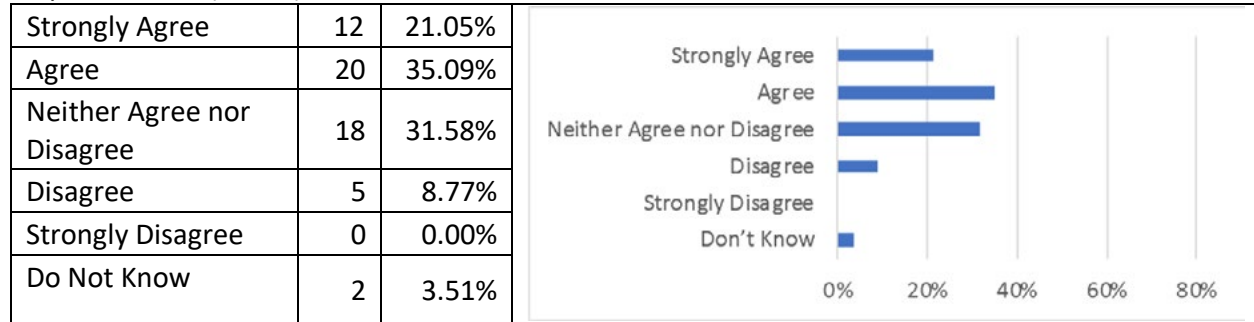


Do Not Care to Share/Do Not Know (n = 237)

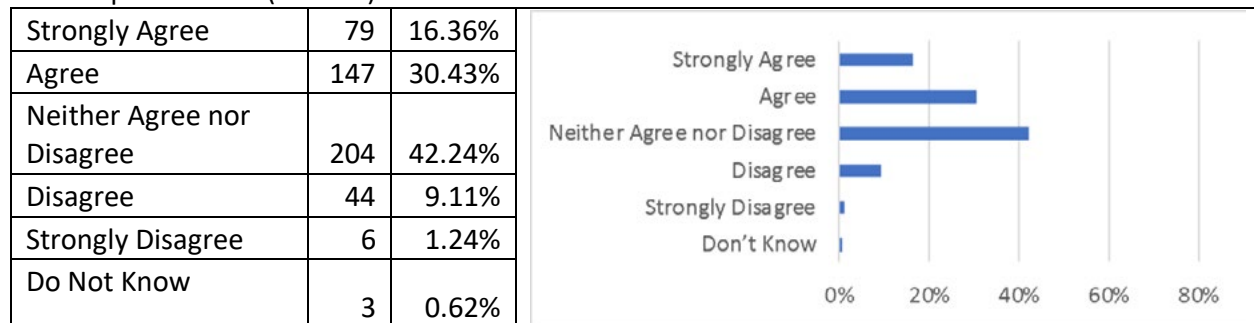


I actively seek out experiences that could expose me to people who have a different cultural, racial, or ethnic background from me.

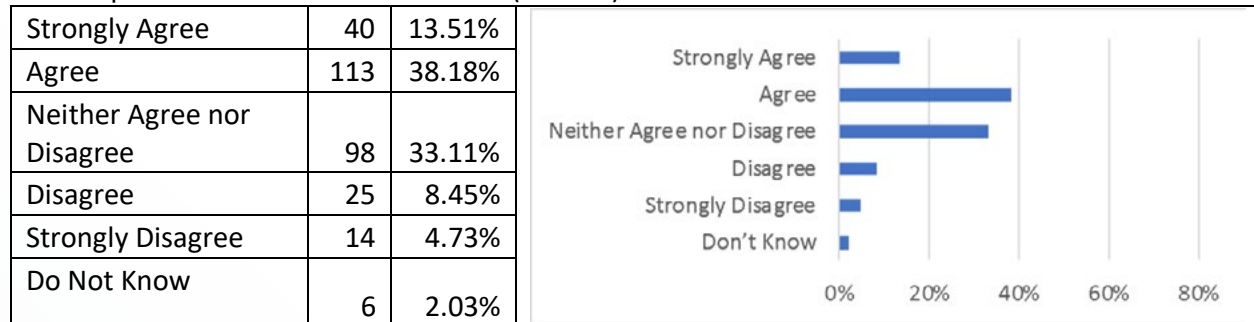
Hispanic/Latinx (n = 57)



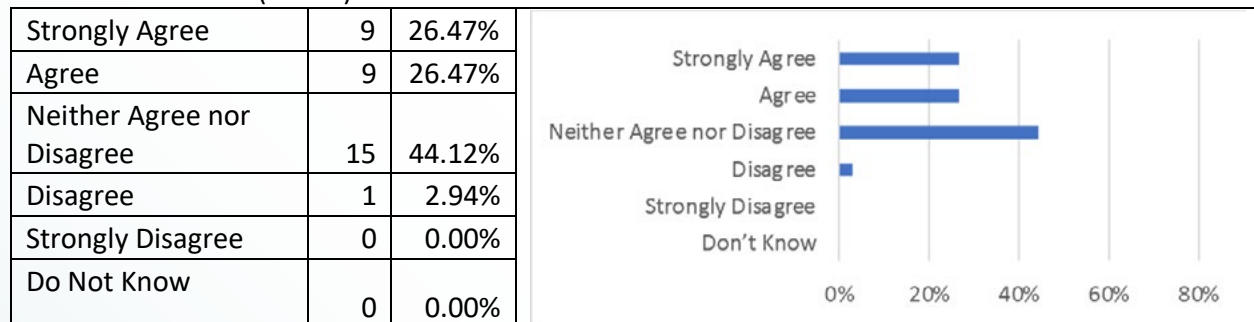
Non-Hispanic White (n = 483)



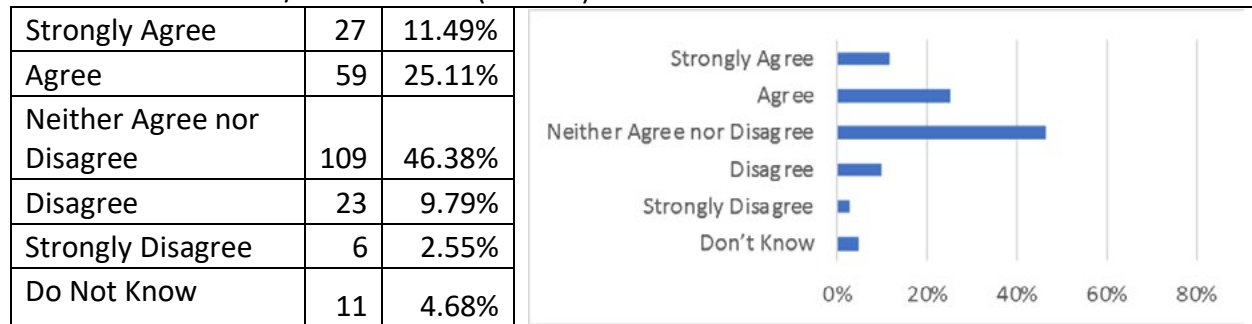
Non-Hispanic Black or African American (n = 296)



Two or More Races (n = 34)

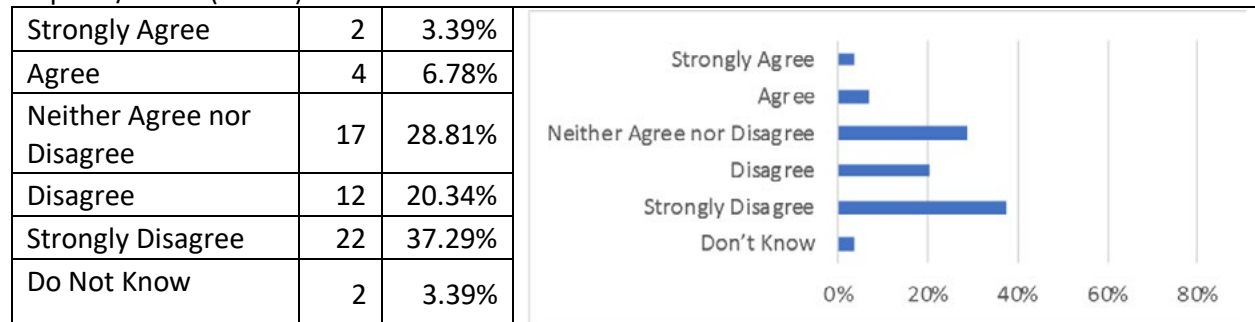


Do Not Care to Share/Do Not Know (n = 235)

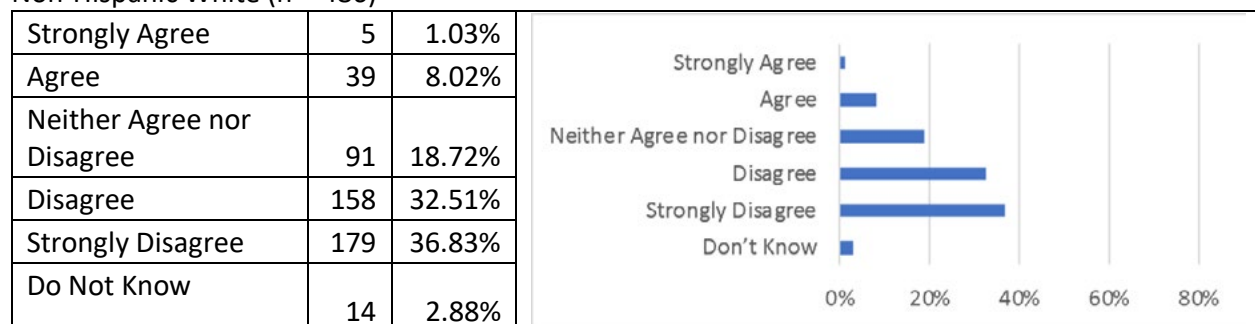


My biases and prejudices affect how I interact with people from different racial and ethnic backgrounds.

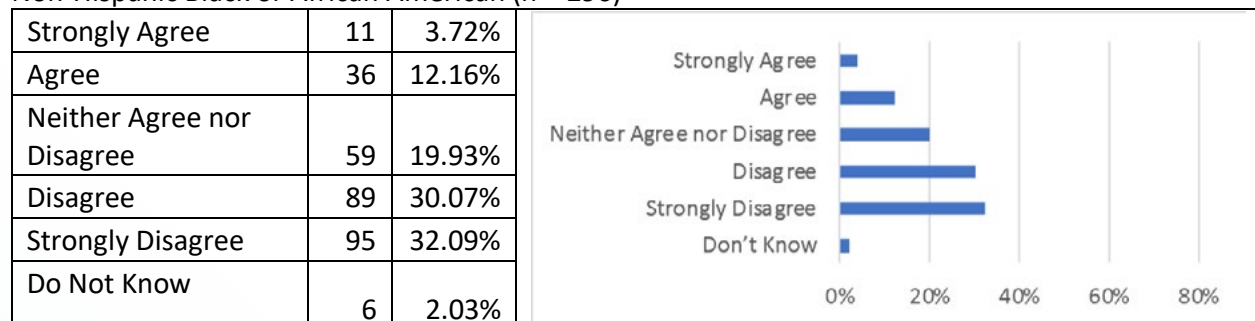
Hispanic/Latinx (n = 59)



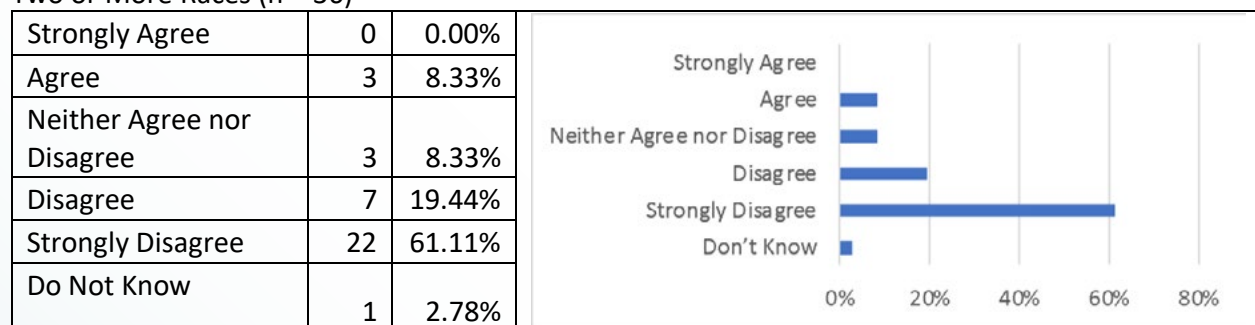
Non-Hispanic White (n = 486)



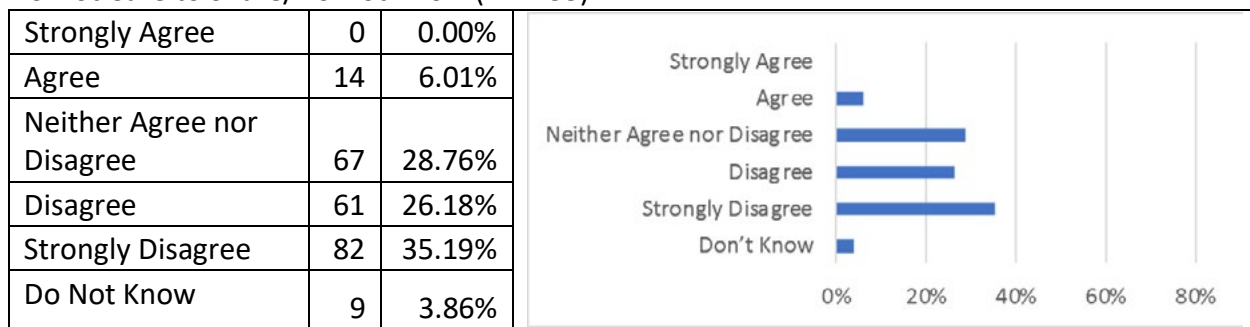
Non-Hispanic Black or African American (n = 296)



Two or More Races (n = 36)

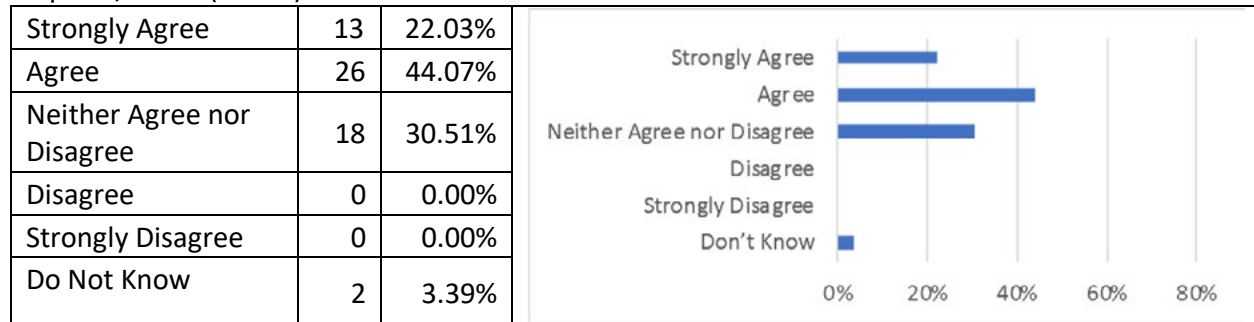


Do Not Care to Share/Do Not Know (n = 233)

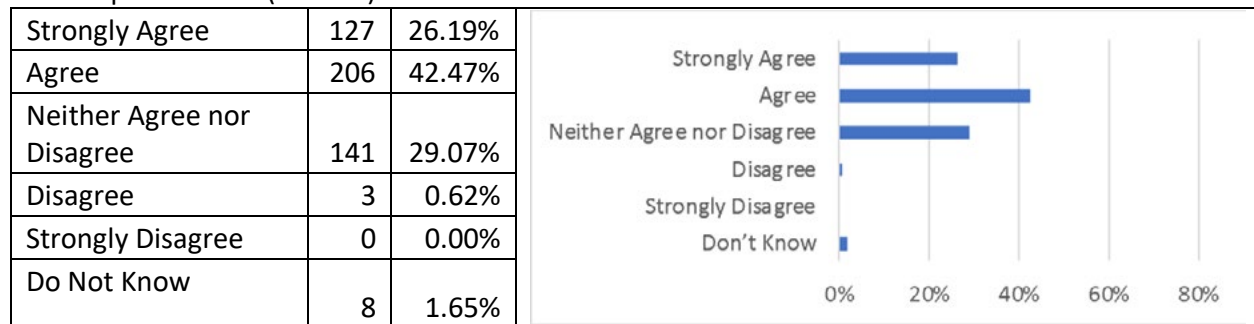


I enjoy working with communities whose cultures are different from my own.

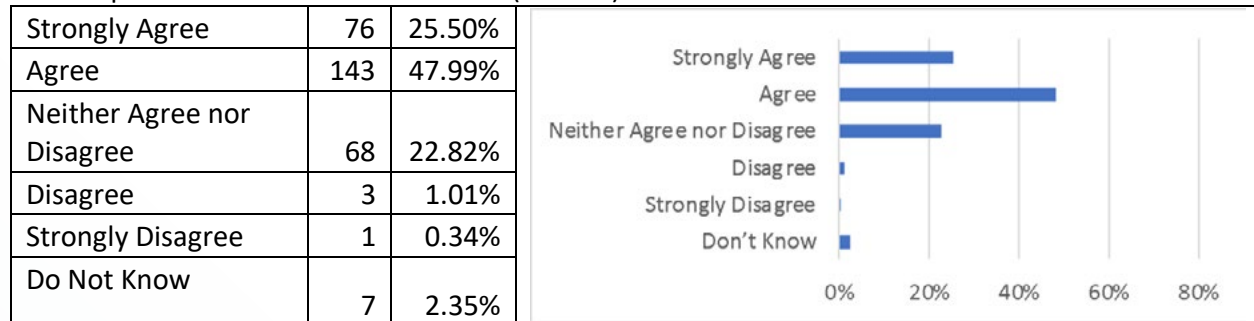
Hispanic/Latinx (n = 59)



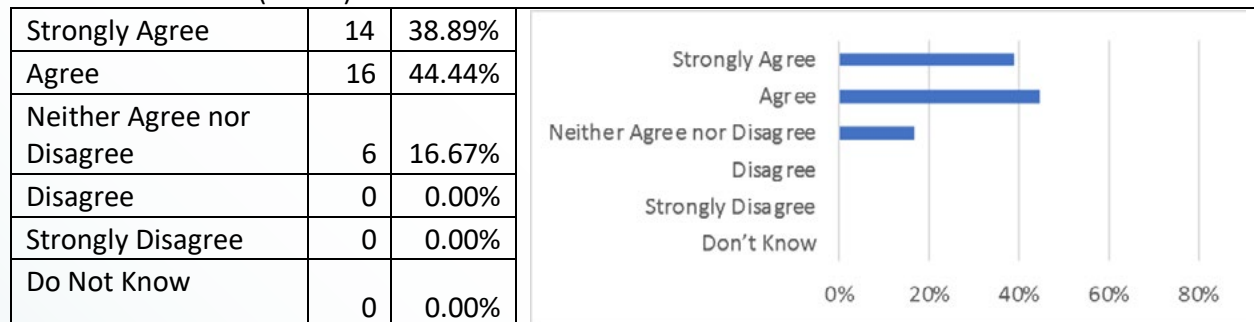
Non-Hispanic White (n = 485)



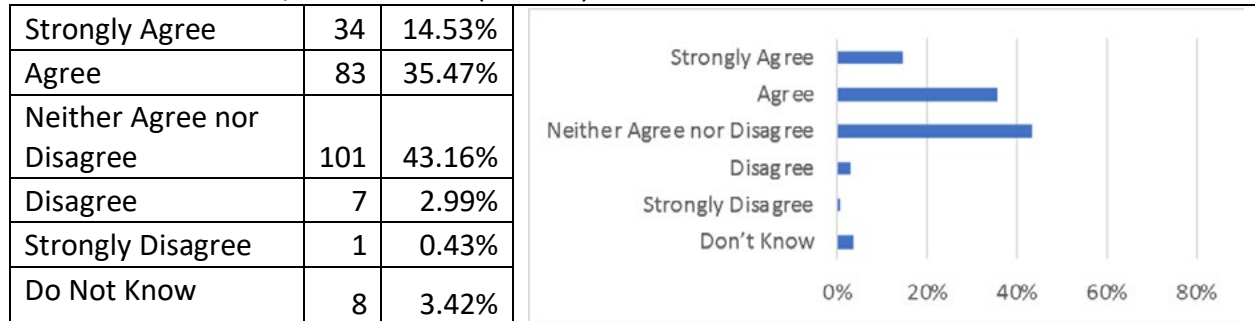
Non-Hispanic Black or African American (n = 298)



Two or More Races (n = 36)

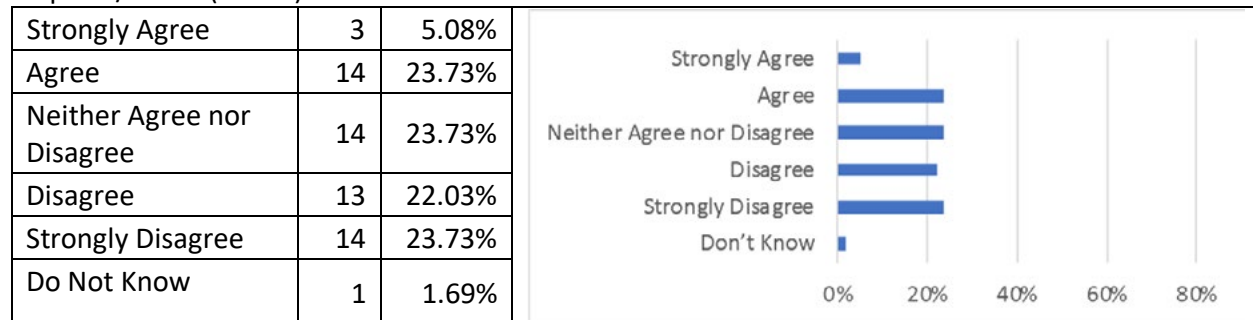


Do Not Care to Share/Do Not Know (n = 234)

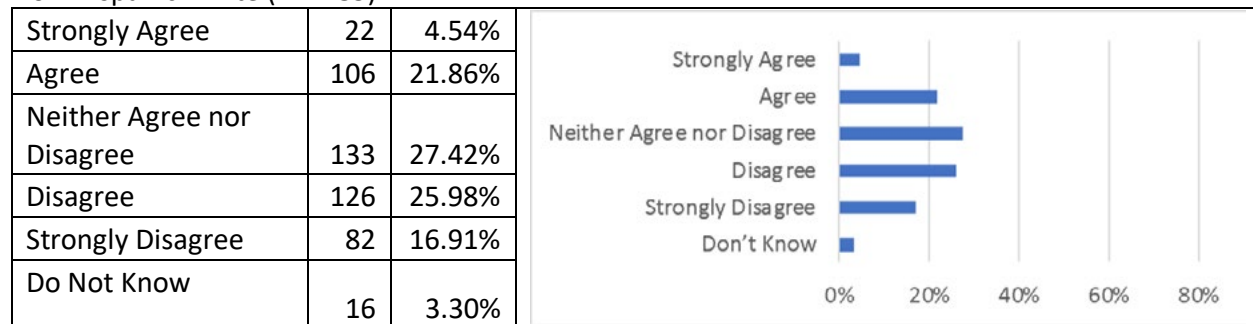


My social identities (race/ethnicity, color, national origin, religion, socio-economic background, gender or gender identity, disability, sexual orientation, genetic information, or age) influence the way I interact with my community.

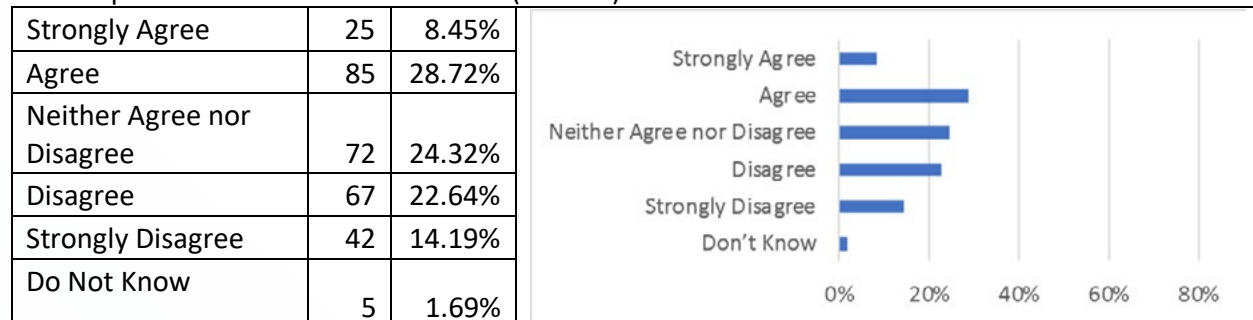
Hispanic/Latinx (n = 59)



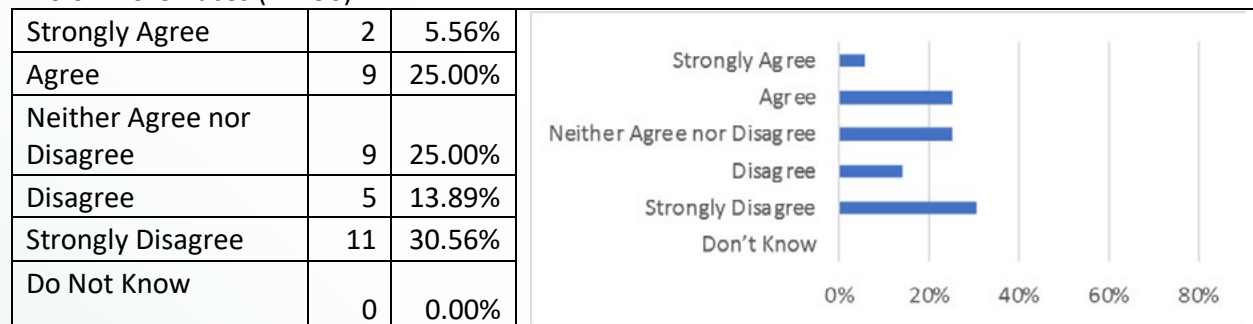
Non-Hispanic White (n = 485)



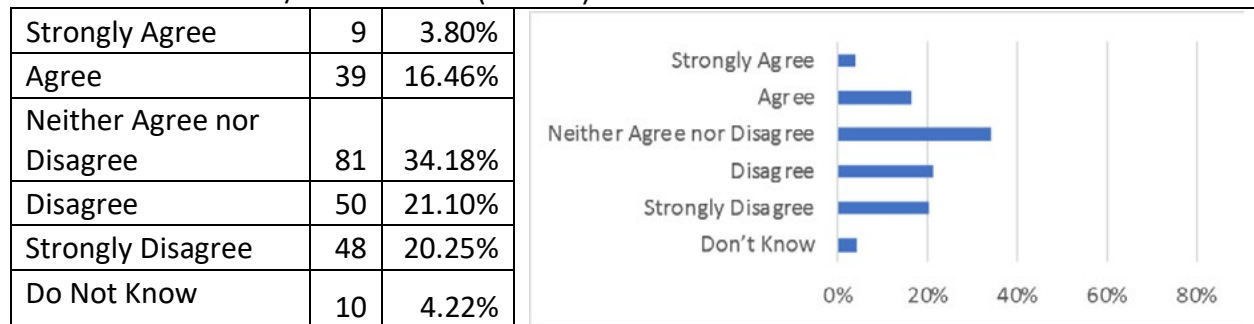
Non-Hispanic Black or African American (n = 296)



Two or More Races (n = 36)

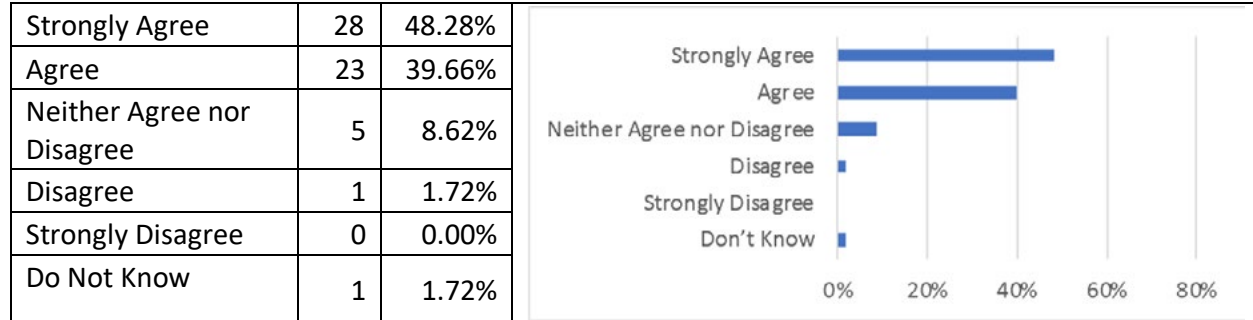


Do Not Care to Share/Do Not Know (n = 237)

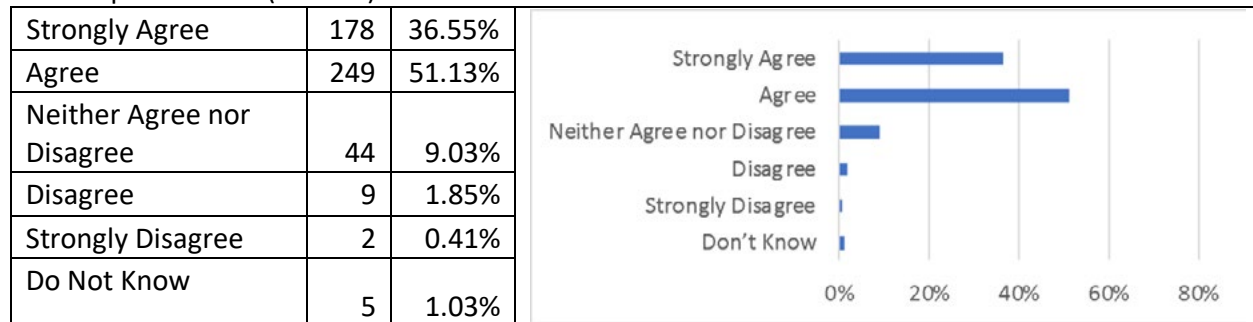


It is important for me to show patience for people that do not speak English fluently.

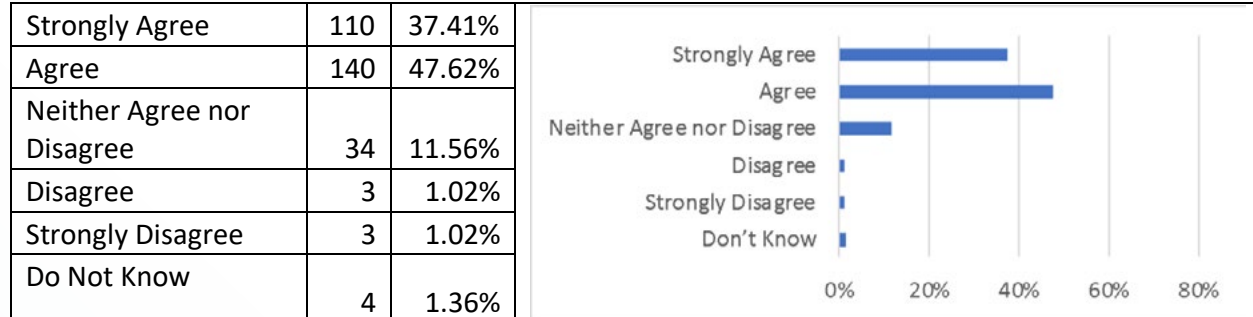
Hispanic/Latinx (n = 58)



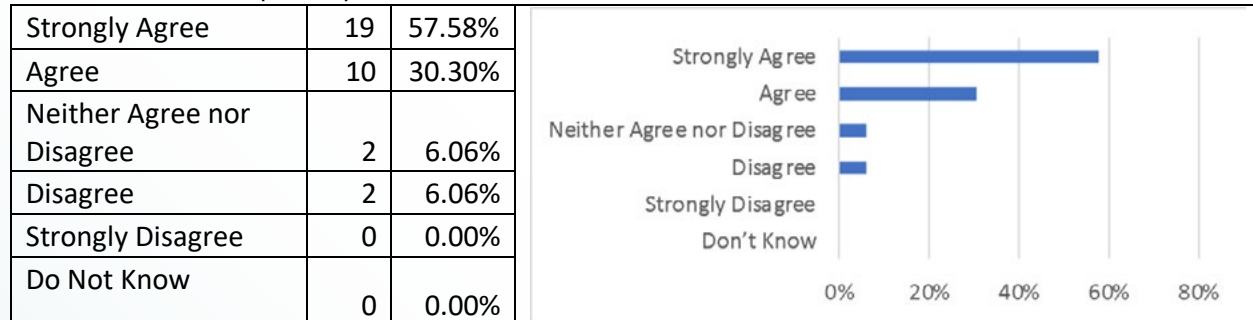
Non-Hispanic White (n = 487)



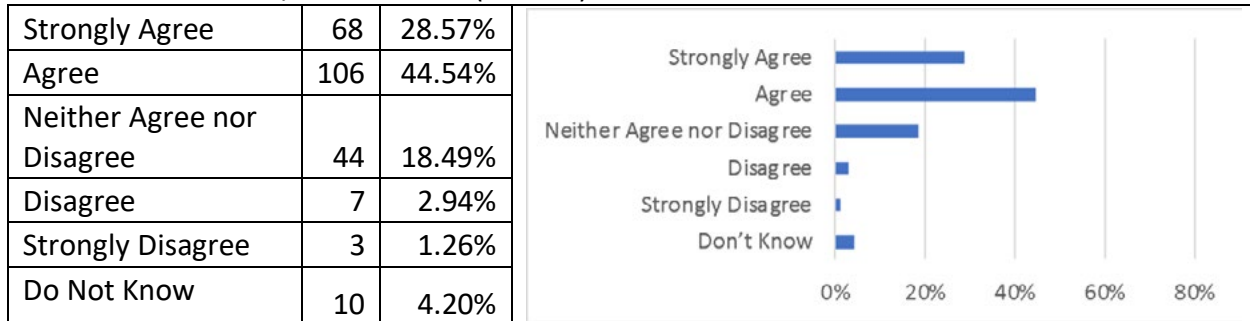
Non-Hispanic Black or African American (n = 294)



Two or More Races (n = 33)

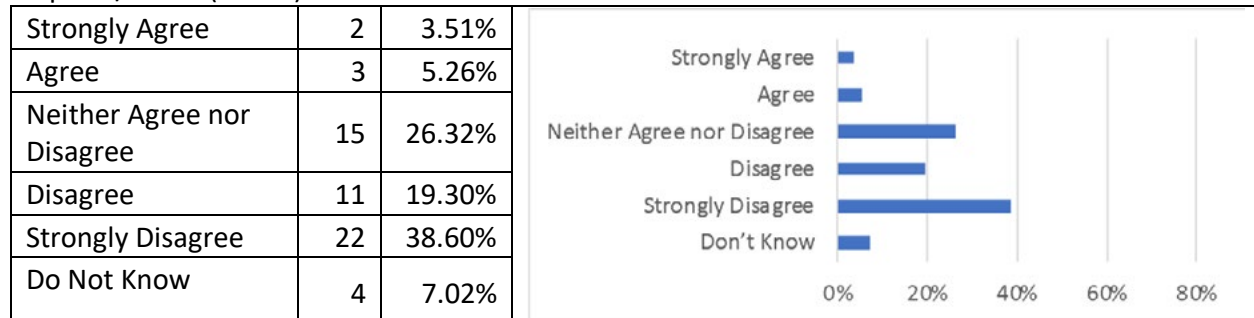


Do Not Care to Share/Do Not Know (n = 238)

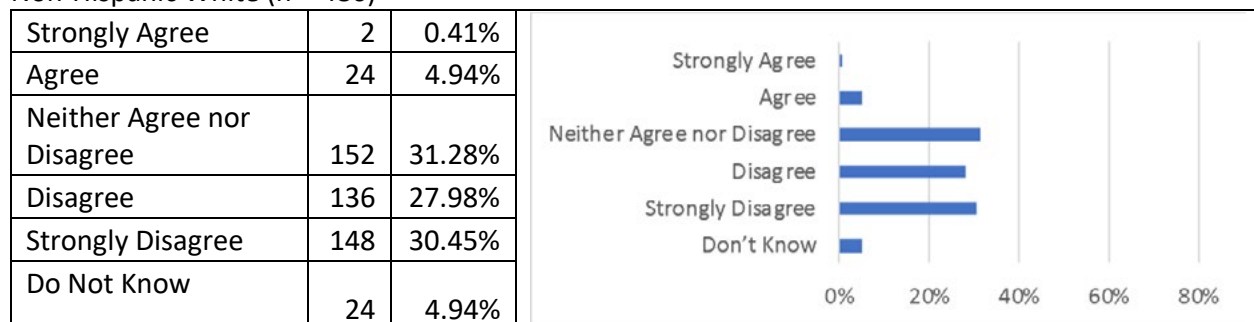


People in poverty are often there because of their own doing.

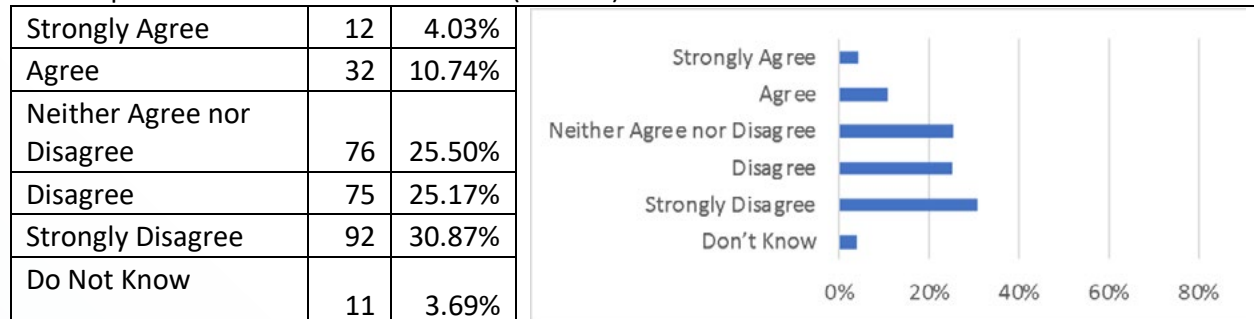
Hispanic/Latinx (n = 57)



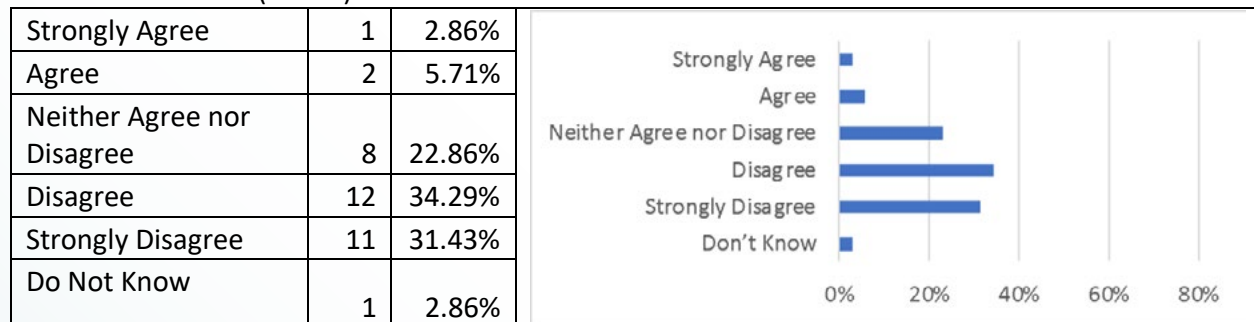
Non-Hispanic White (n = 486)



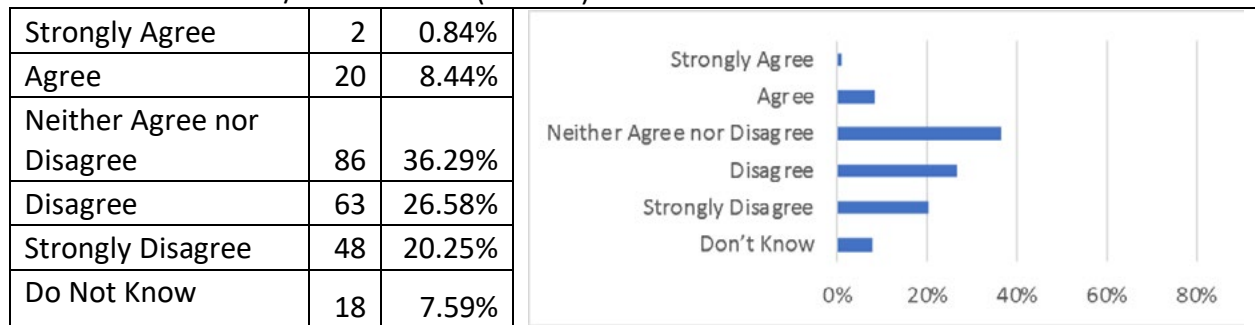
Non-Hispanic Black or African American (n = 298)



Two or More Races (n = 35)



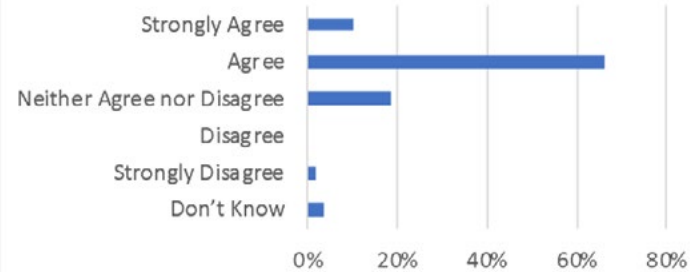
Do Not Care to Share/Do Not Know (n = 237)



I feel that I am aware of my own biases.

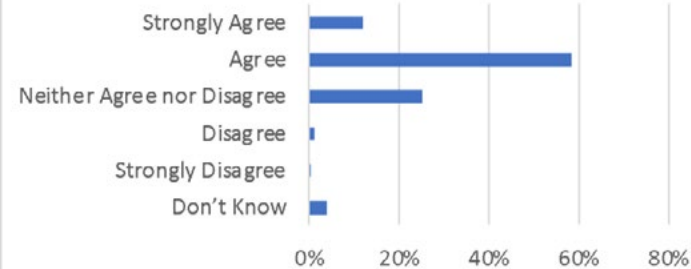
Hispanic/Latinx (n = 59)

Strongly Agree	6	10.17%
Agree	39	66.10%
Neither Agree nor Disagree	11	18.64%
Disagree	0	0.00%
Strongly Disagree	1	1.69%
Do Not Know	2	3.39%



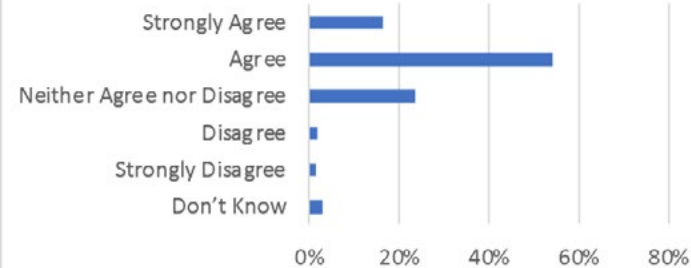
Non-Hispanic White (n = 481)

Strongly Agree	57	11.85%
Agree	280	58.21%
Neither Agree nor Disagree	120	24.95%
Disagree	5	1.04%
Strongly Disagree	1	0.21%
Do Not Know	18	3.74%



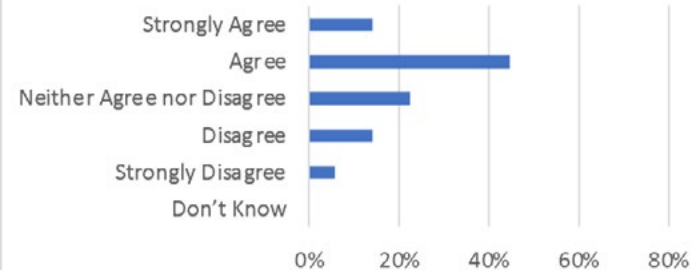
Non-Hispanic Black or African American (n = 294)

Strongly Agree	48	16.33%
Agree	159	54.08%
Neither Agree nor Disagree	69	23.47%
Disagree	5	1.70%
Strongly Disagree	4	1.36%
Do Not Know	9	3.06%

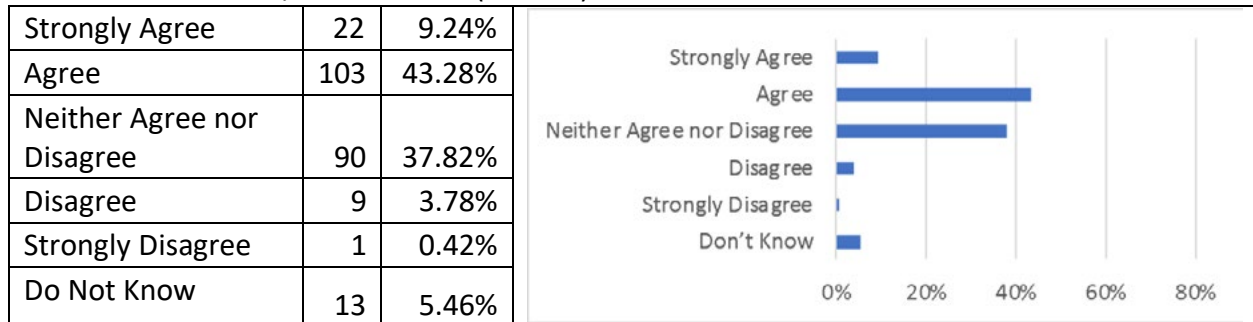


Two or More Races (n = 36)

Strongly Agree	5	13.89%
Agree	16	44.44%
Neither Agree nor Disagree	8	22.22%
Disagree	5	13.89%
Strongly Disagree	2	5.56%
Do Not Know	0	0.00%



Do Not Care to Share/Do Not Know (n = 238)





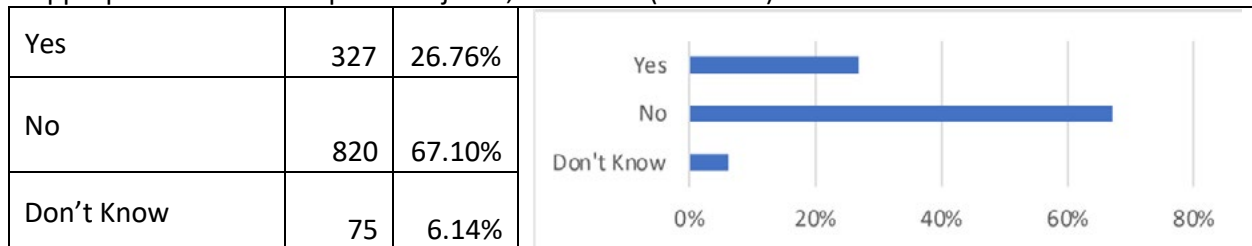
APPENDIX C:

Behavior Survey Responses

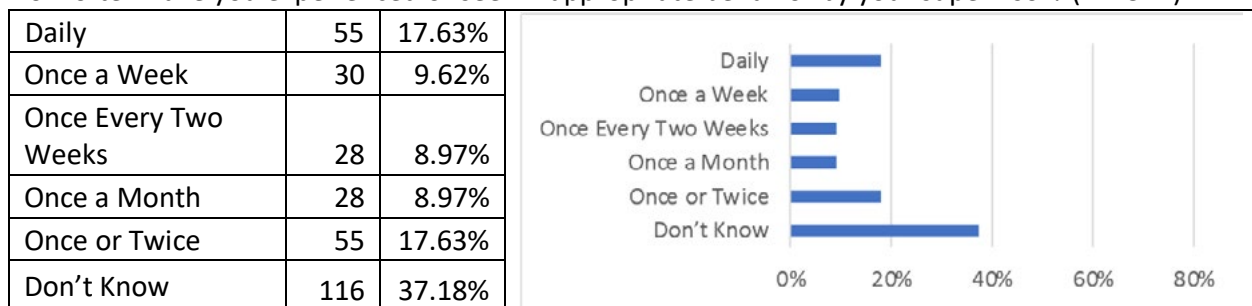
Appendix C: Behavior Survey Responses

Overall

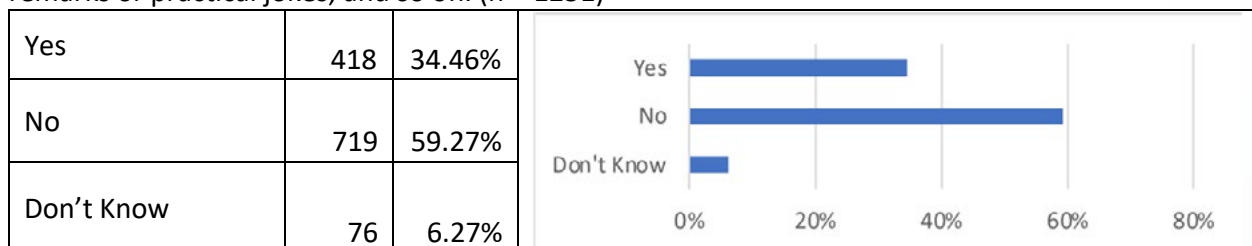
Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on (n = 1222).



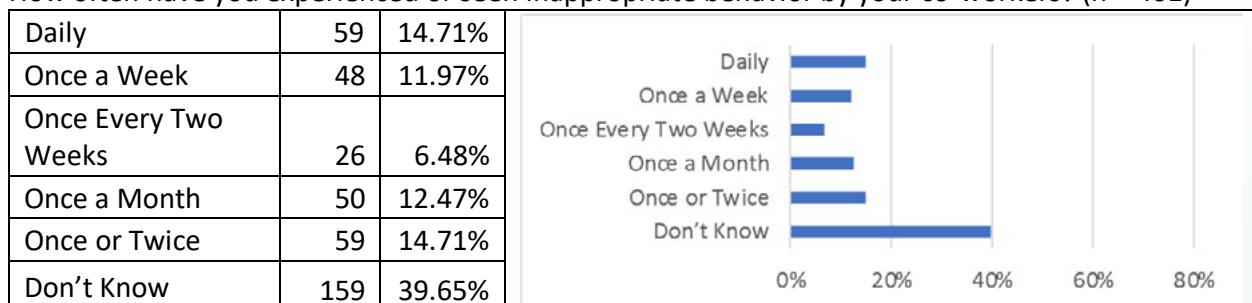
How often have you experienced or seen inappropriate behavior by your supervisor? (n = 312)



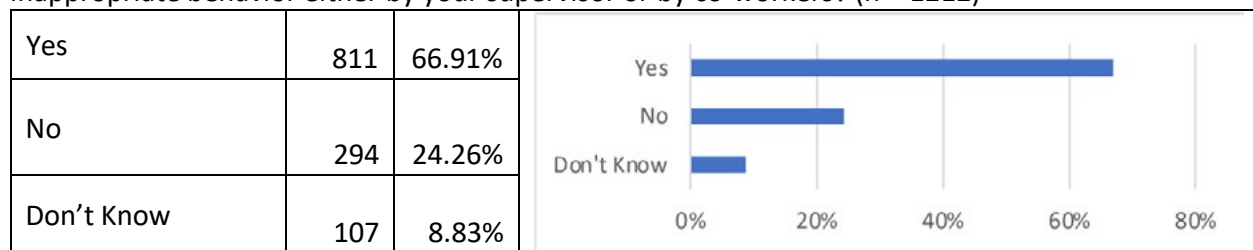
Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on. (n = 1231)



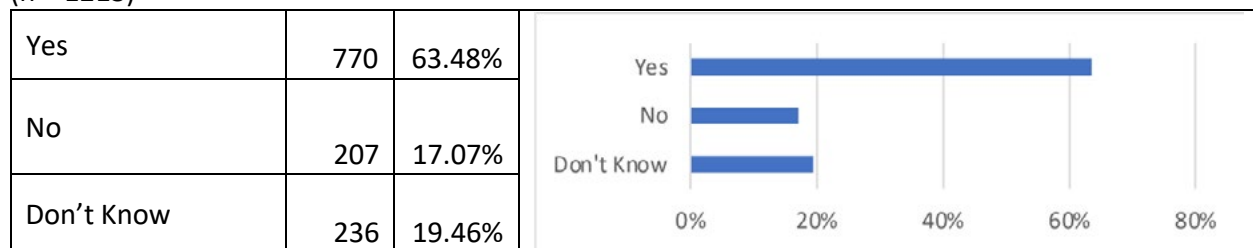
How often have you experienced or seen inappropriate behavior by your co-workers? (n = 401)



Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers? (n = 1212)



Would you be comfortable using the resources available to you in case of inappropriate behavior? (n = 1213)

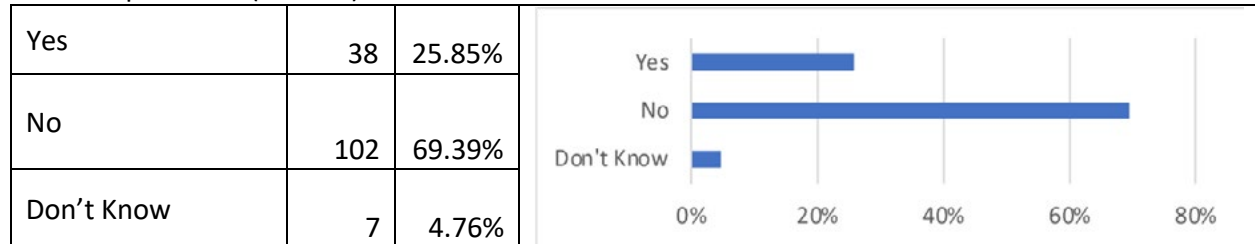


By Administration

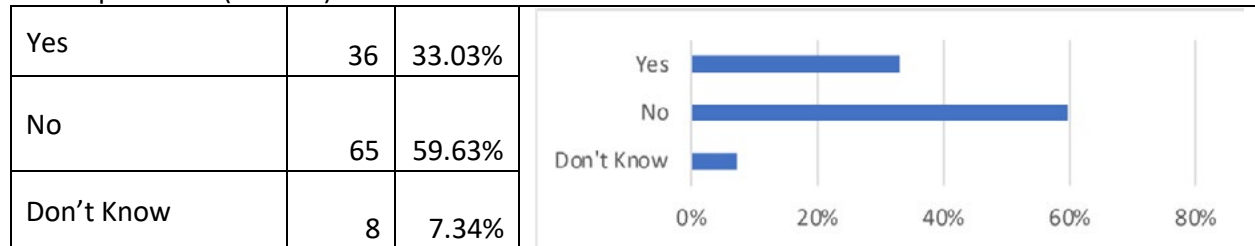
Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.				
	Yes	No	DK	
All Respondents (n = 1222).	27%	67%	6%	
Police Department (n = 147).	26%	69%	5%	
Fire Department (n = 109).	33%	60%	7%	
Public Works (n = 310).	35%	59%	7%	
Neighborhood Affairs (n = 130).	26%	66%	8%	
Leisure Services (n = 196).	23%	73%	4%	
City Development (n = 82).	17%	79%	4%	
City Administration/Internal Services (n = 122).	18%	81%	1%	
How often have you experienced or seen inappropriate behavior by your supervisor?				
	Weekly+	1-2x Monthly	Periodically	DK
All Respondents (n = 312)	27%	18%	18%	37%
Police Department (n = 37)	27%	12%	17%	44%
Fire Department (n = 32)	25%	31%	9%	34%
Public Works (n = 110)	26%	18%	21%	35%
Neighborhood Affairs (n = 36)	31%	14%	28%	28%
Leisure Services (n = 34)	24%	18%	9%	50%
City Development (n = 15)	33%	20%	20%	27%
City Administration/Internal Services (n = 21)	38%	24%	19%	19%
Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.				
	Yes	No	DK	
All Respondents (n = 1231)	34%	59%	6%	
Police Department (n = 147)	27%	67%	5%	
Fire Department (n = 109)	39%	54%	7%	
Public Works (n = 307)	41%	53%	6%	
Neighborhood Affairs (n = 130)	31%	60%	9%	
Leisure Services (n = 193)	32%	66%	3%	
City Development (n = 81)	31%	63%	6%	
City Administration/Internal Services (n = 120)	31%	67%	3%	
How often have you experienced or seen inappropriate behavior by your co-workers?				
	Weekly+	1-2x Monthly	Periodically	DK
All Respondents (n = 401)	27%	19%	15%	40%
Police Department (n = 41)	27%	12%	17%	44%
Fire Department (n = 35)	17%	40%	9%	34%
Public Works (n = 133)	30%	15%	19%	36%
Neighborhood Affairs (n = 40)	28%	20%	20%	33%
Leisure Services (n = 49)	24%	18%	10%	47%
City Development (n = 25)	24%	28%	12%	36%
City Administration/Internal Services (n = 32)	19%	25%	3%	53%
Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers?				
	Yes	No	DK	
All Respondents (n = 1212)	67%	24%	9%	
Police Department (n = 147)	77%	15%	8%	
Fire Department (n = 109)	87%	10%	3%	
Public Works (n = 307)	68%	22%	9%	
Neighborhood Affairs (n = 129)	49%	37%	14%	
Leisure Services (n = 195)	69%	23%	9%	
City Development (n = 81)	64%	26%	10%	
City Administration/Internal Services (n = 122)	69%	28%	3%	
Would you be comfortable using the resources available to you in case of inappropriate behavior?				
	Yes	No	DK	
All Respondents (n = 1213)	63%	17%	19%	
Police Department (n = 146)	64%	17%	18%	
Fire Department (n = 109)	71%	20%	9%	
Public Works (n = 307)	63%	18%	20%	
Neighborhood Affairs (n = 129)	63%	19%	19%	
Leisure Services (n = 195)	69%	10%	21%	
City Development (n = 81)	65%	19%	16%	
City Administration/Internal Services (n = 122)	65%	16%	19%	

Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on

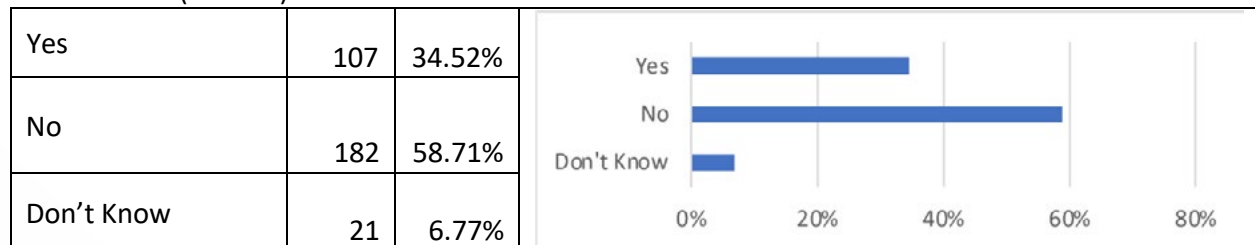
Police Department (n = 147).



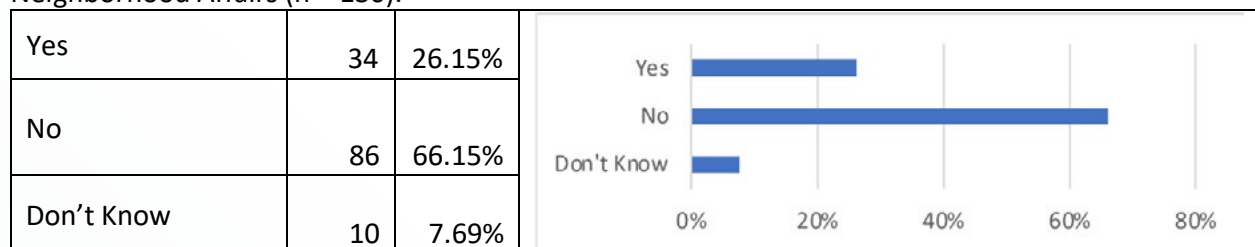
Fire Department (n = 109).



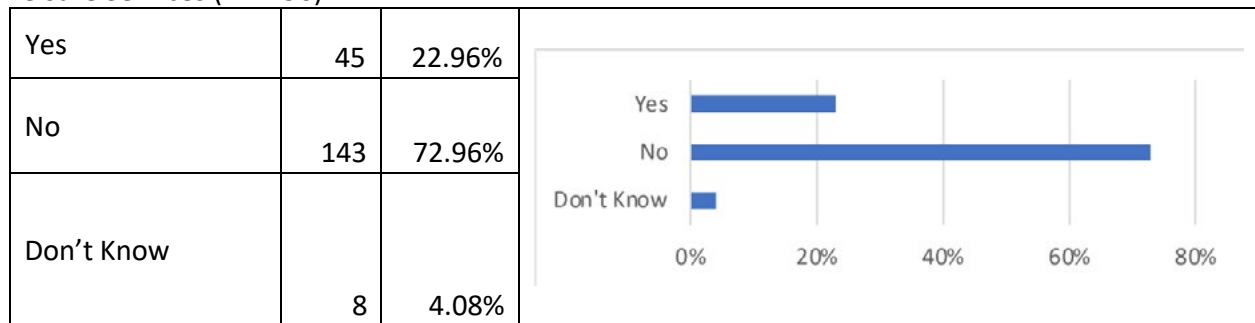
Public Works (n = 310).



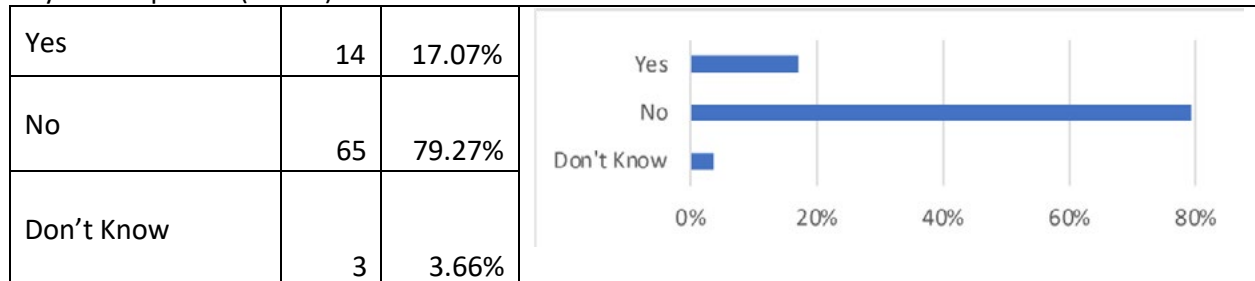
Neighborhood Affairs (n = 130).



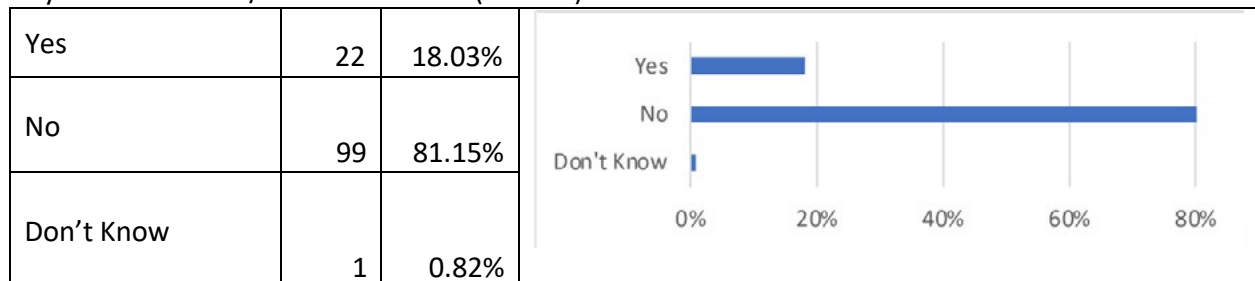
Leisure Services (n = 196).



City Development (n = 82).

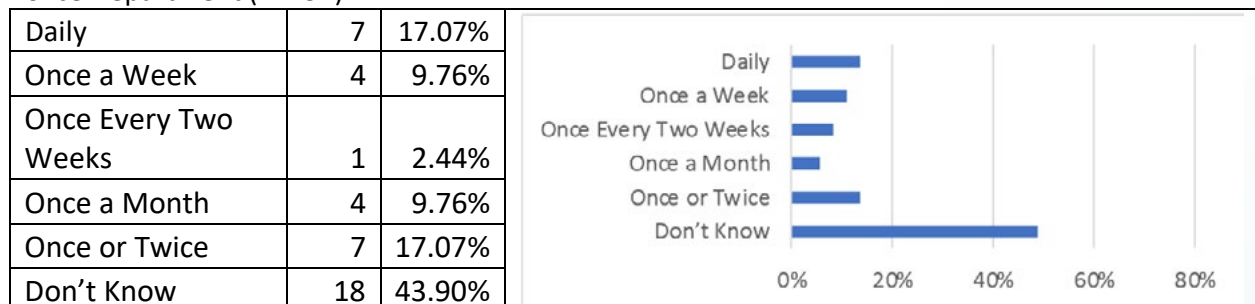


City Administration/Internal Services (n = 122).



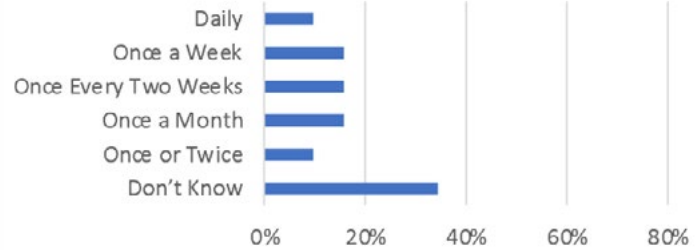
How often have you experienced or seen inappropriate behavior by your supervisor?

Police Department (n = 37)



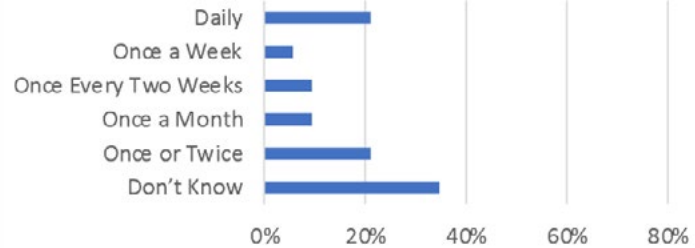
Fire Department (n = 32)

Daily	3	9.38%
Once a Week	5	15.63%
Once Every Two Weeks	5	15.63%
Once a Month	5	15.63%
Once or Twice	3	9.38%
Don't Know	11	34.38%



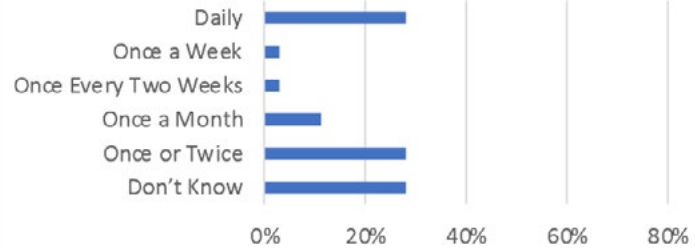
Public Works (n = 110)

Daily	23	20.91%
Once a Week	6	5.45%
Once Every Two Weeks	10	9.09%
Once a Month	10	9.09%
Once or Twice	23	20.91%
Don't Know	38	34.55%



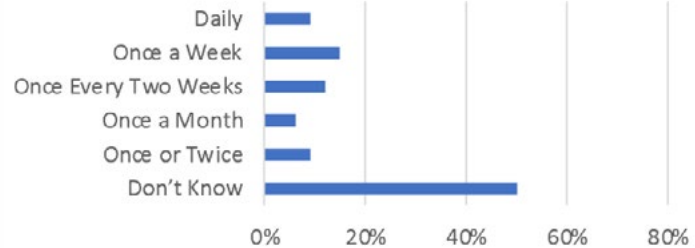
Neighborhood Affairs (n = 36)

Daily	10	27.78%
Once a Week	1	2.78%
Once Every Two Weeks	1	2.78%
Once a Month	4	11.11%
Once or Twice	10	27.78%
Don't Know	10	27.78%

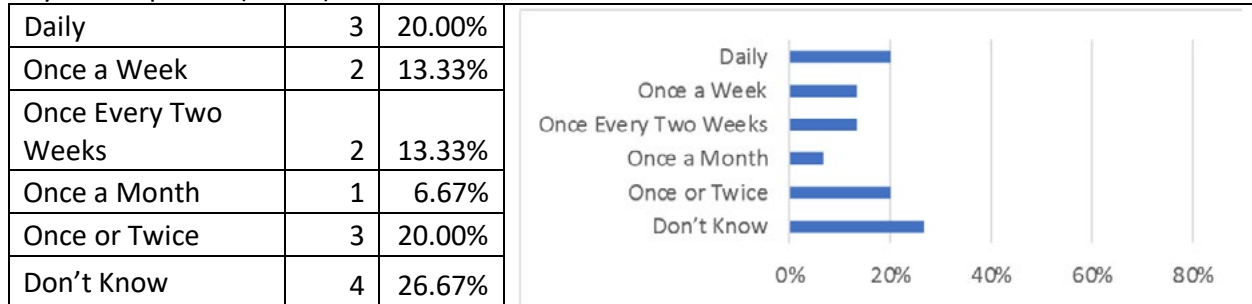


Leisure Services (n = 34)

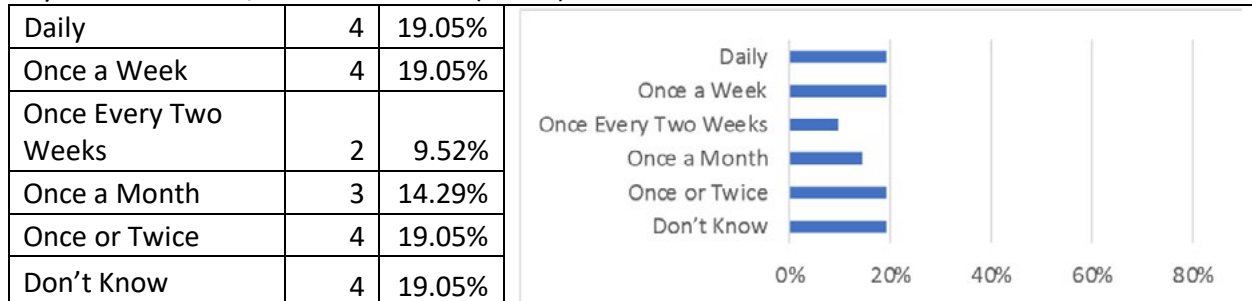
Daily	3	8.82%
Once a Week	5	14.71%
Once Every Two Weeks	4	11.76%
Once a Month	2	5.88%
Once or Twice	3	8.82%
Don't Know	17	50.00%



City Development (n = 15)

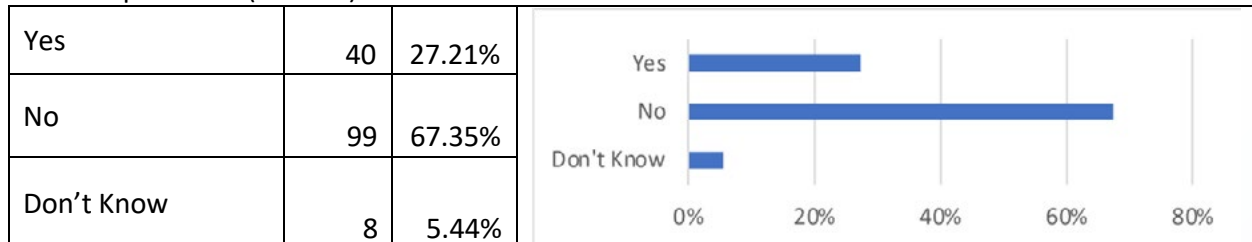


City Administration/Internal Services (n = 21)

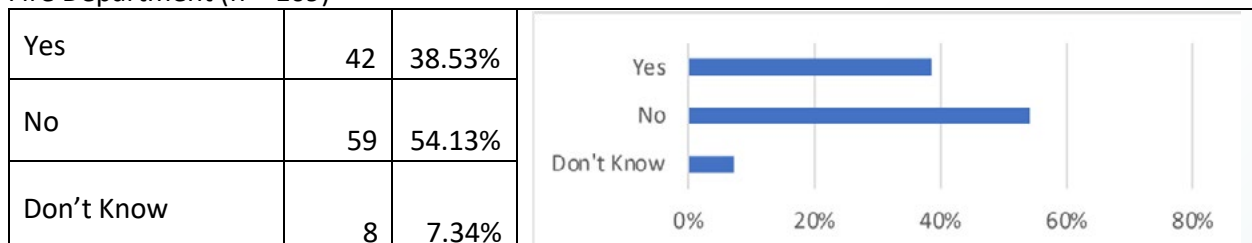


Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.

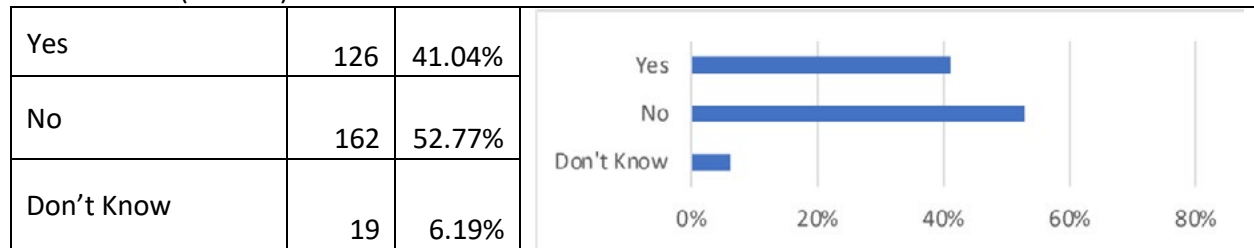
Police Department (n = 147)



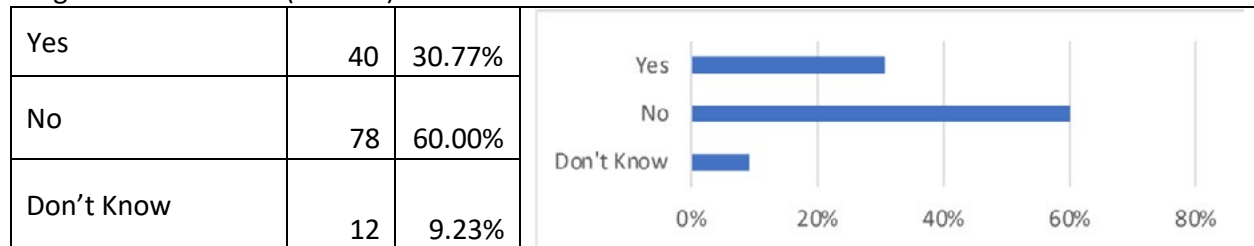
Fire Department (n = 109)



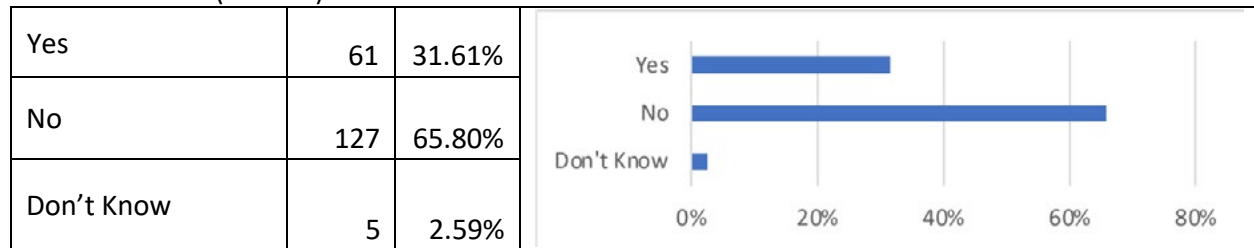
Public Works (n = 307)



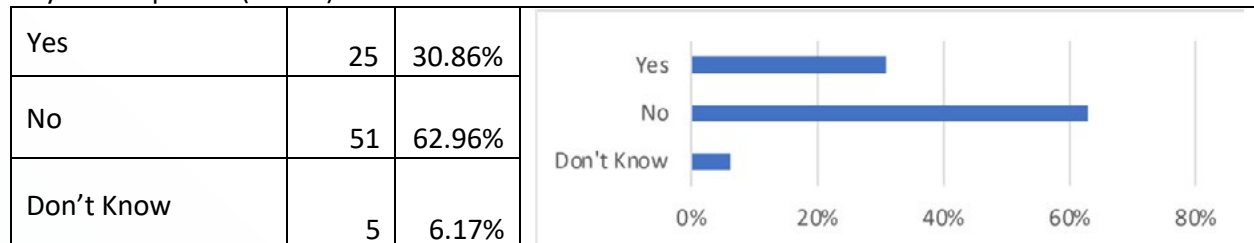
Neighborhood Affairs (n = 130)



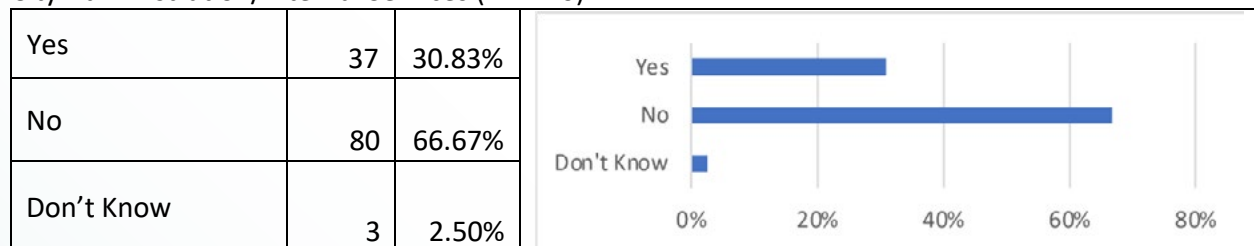
Leisure Services (n = 193)



City Development (n = 81)

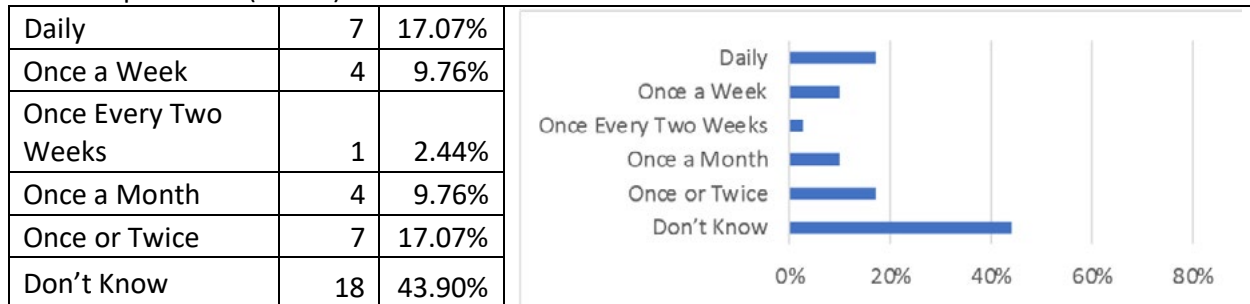


City Administration/Internal Services (n = 120)

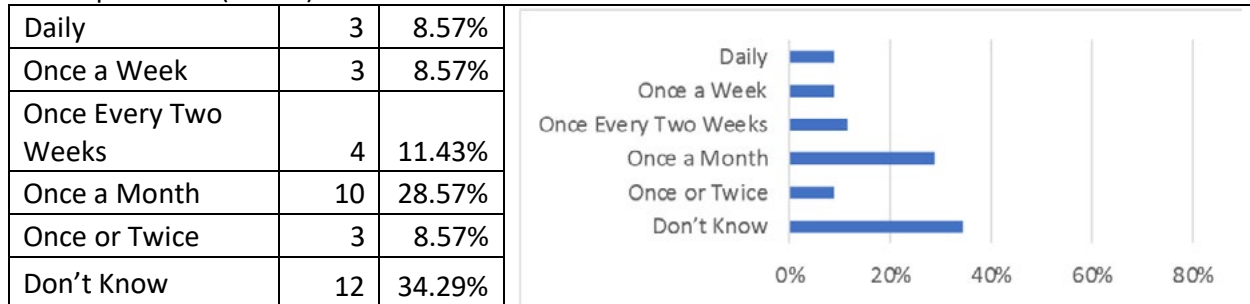


How often have you experienced or seen inappropriate behavior by your co-workers?

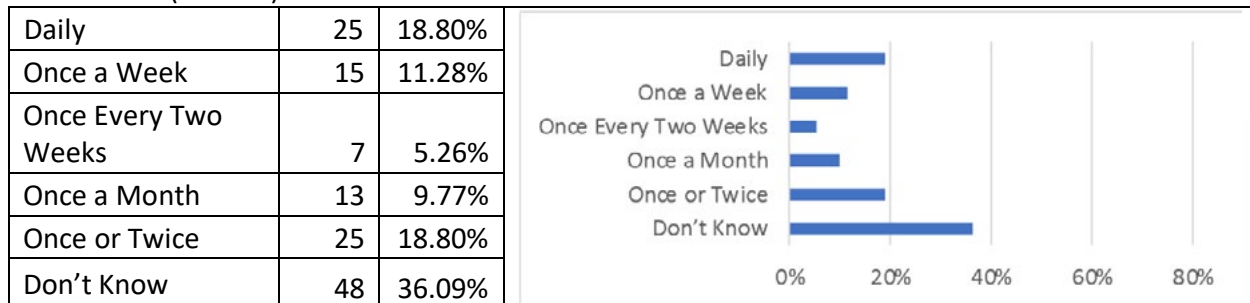
Police Department (n = 41)



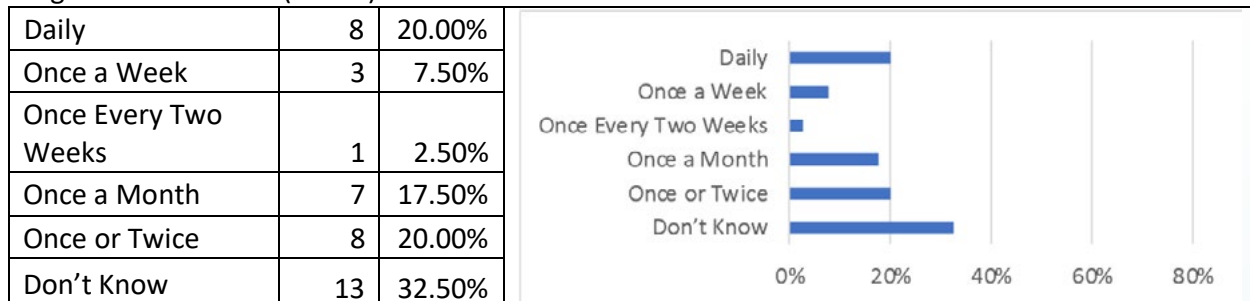
Fire Department (n = 35)



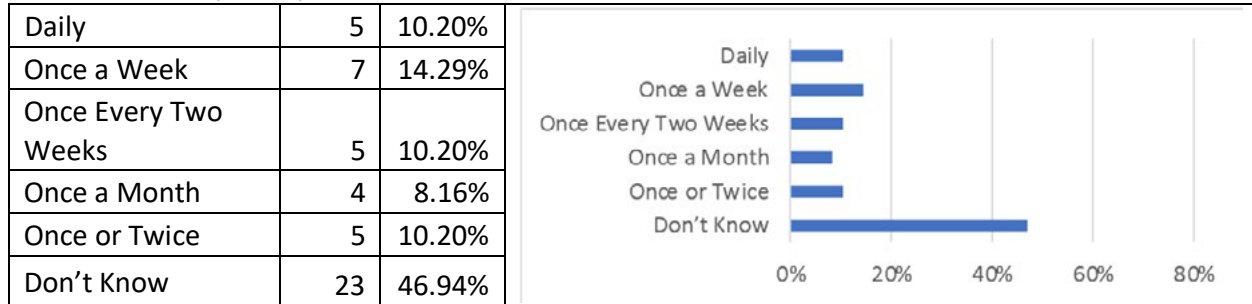
Public Works (n = 133)



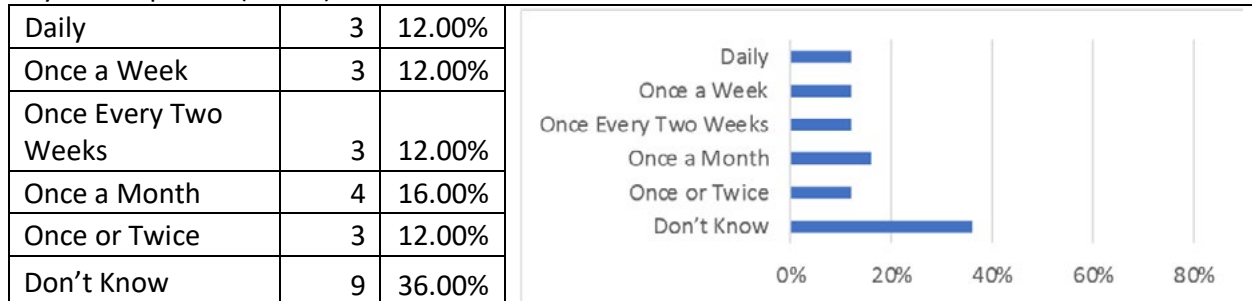
Neighborhood Affairs (n = 40)



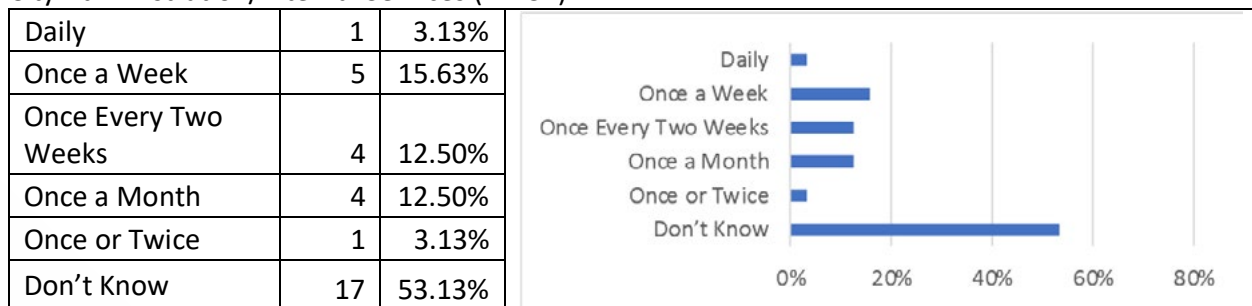
Leisure Services (n = 49)



City Development (n = 25)

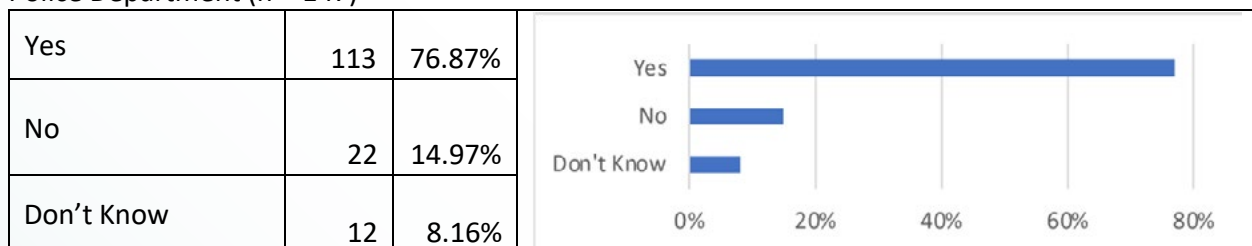


City Administration/Internal Services (n = 32)

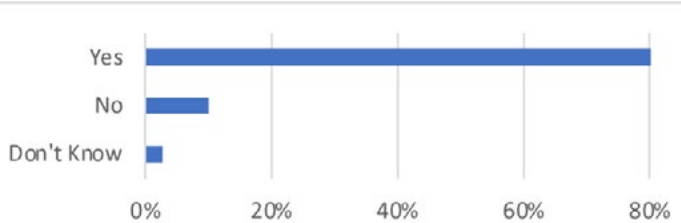


Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers?

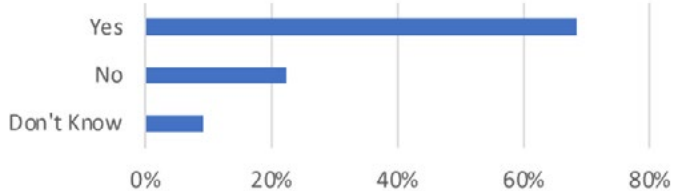
Police Department (n = 147)



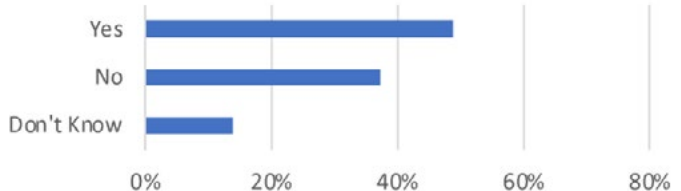
Fire Department (n = 109)

Yes	95	87.16%	
No	11	10.09%	
Don't Know	3	2.75%	

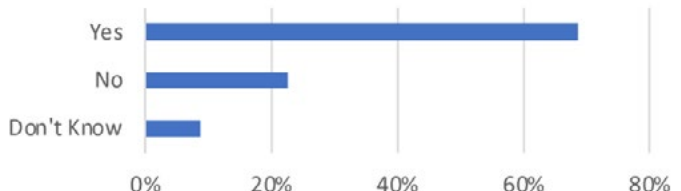
Public Works (n = 307)

Yes	210	68.40%	
No	69	22.48%	
Don't Know	28	9.12%	

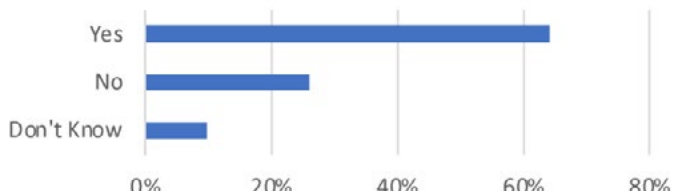
Neighborhood Affairs (n = 129)

Yes	63	48.84%	
No	48	37.21%	
Don't Know	18	13.95%	

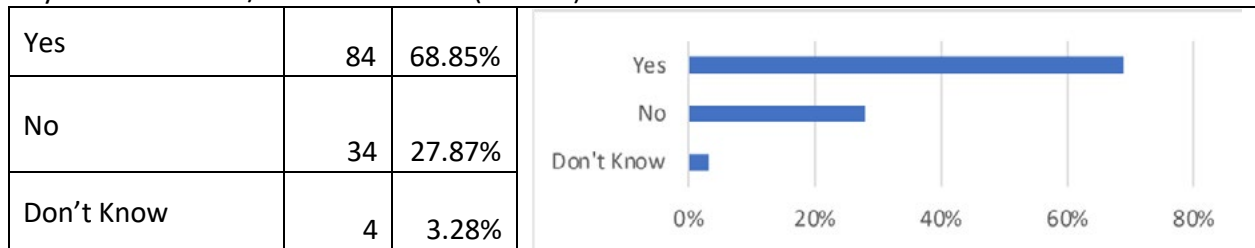
Leisure Services (n = 195)

Yes	134	68.72%	
No	44	22.56%	
Don't Know	17	8.72%	

City Development (n = 81)

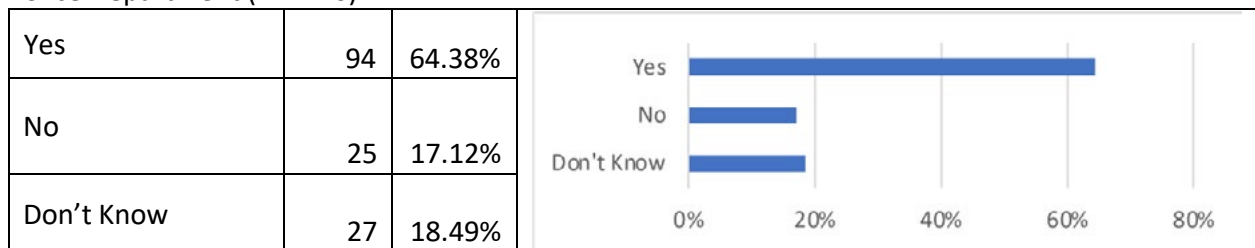
Yes	52	64.20%	
No	21	25.93%	
Don't Know	8	9.88%	

City Administration/Internal Services (n = 122)

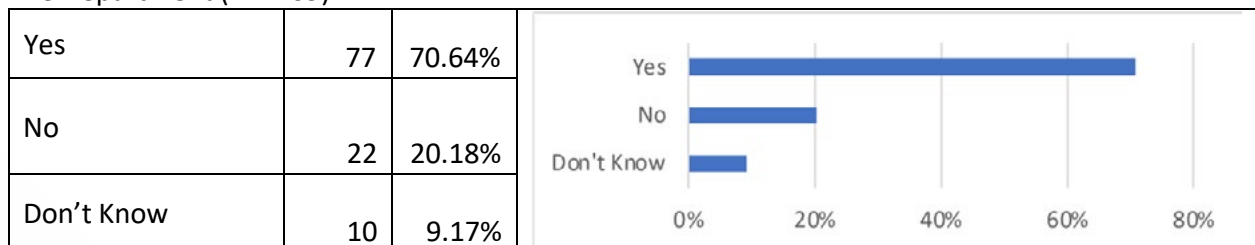


Would you be comfortable using the resources available to you in case of inappropriate behavior?

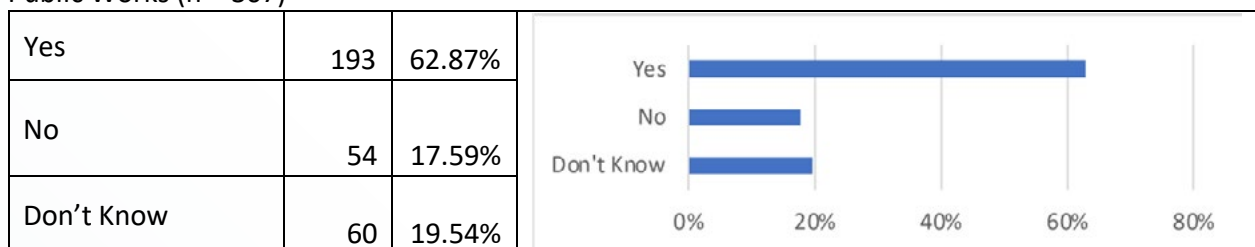
Police Department (n = 146)



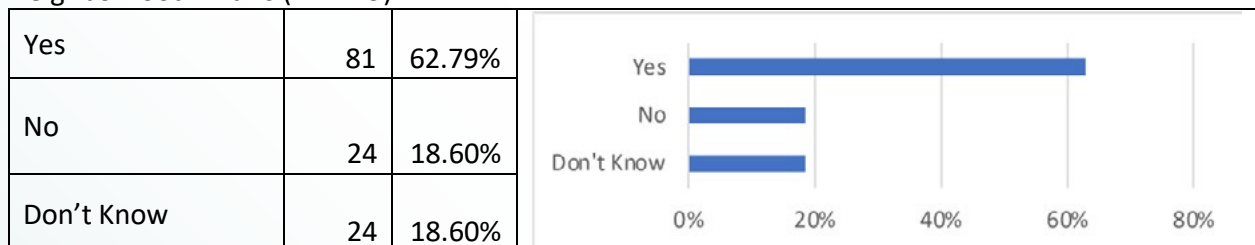
Fire Department (n = 109)



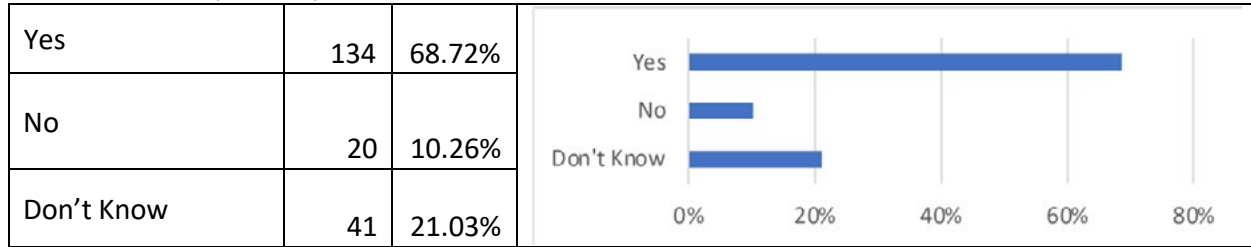
Public Works (n = 307)



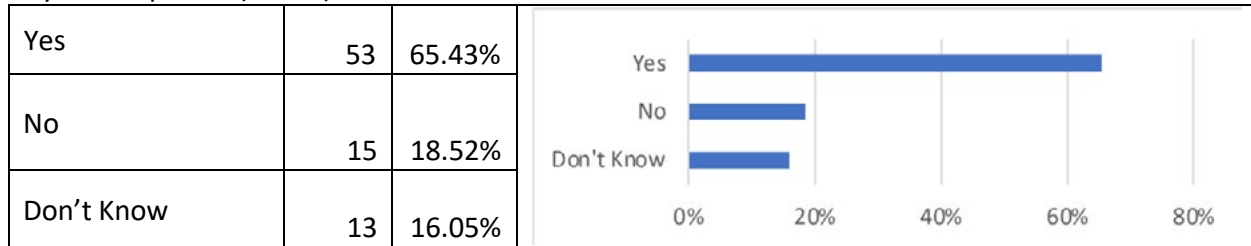
Neighborhood Affairs (n = 129)



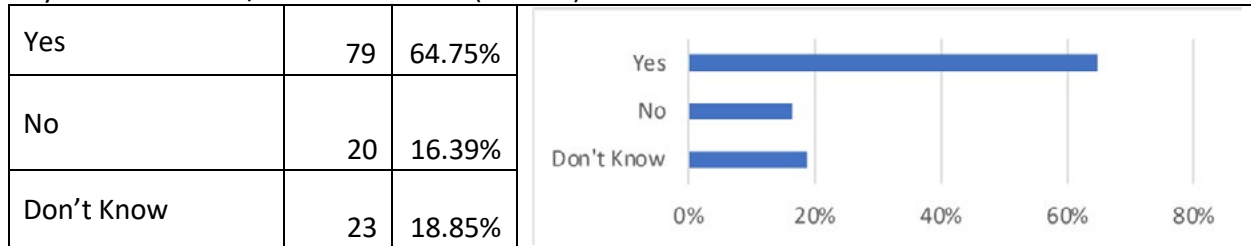
Leisure Services (n = 195)



City Development (n = 81)



City Administration/Internal Services (n = 122)

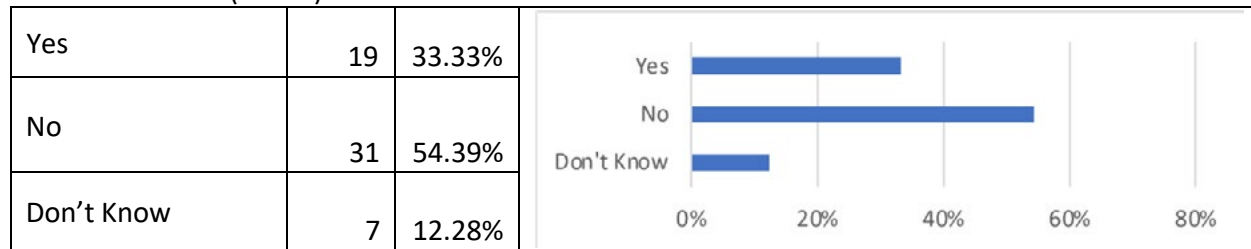


By Larger Departments within Administrations

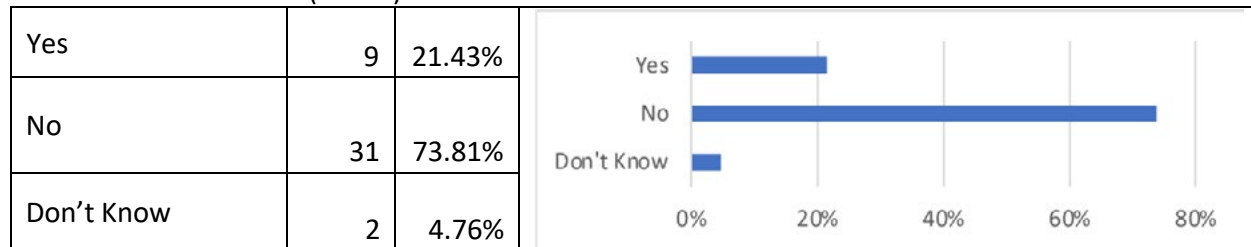
Police Department

Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on

Uniform Services (n = 57).

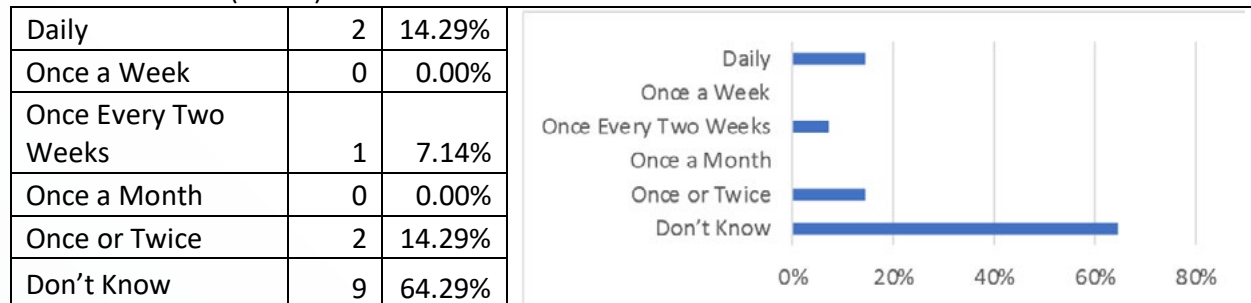


Administrative Services (n = 42).

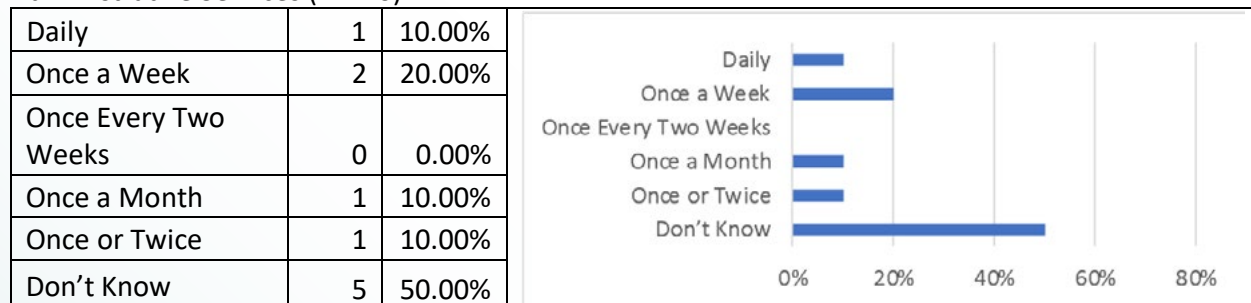


How often have you experienced or seen inappropriate behavior by your supervisor?

Uniform Services (n = 14)

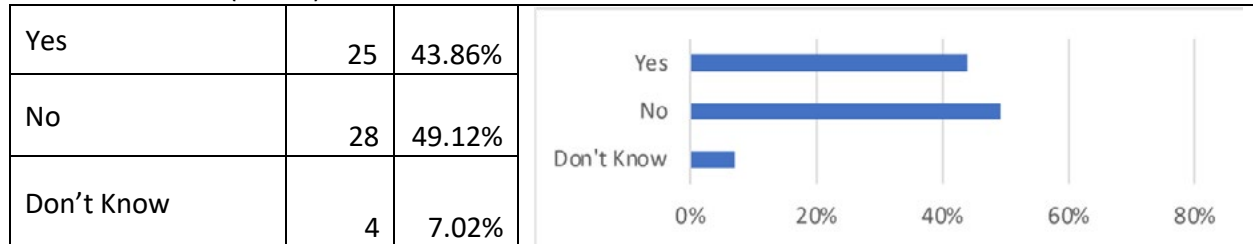


Administrative Services (n = 10)

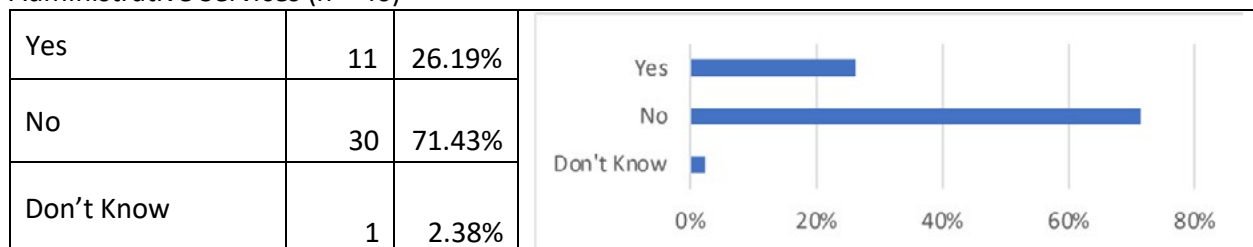


Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.

Uniform Services (n = 57)

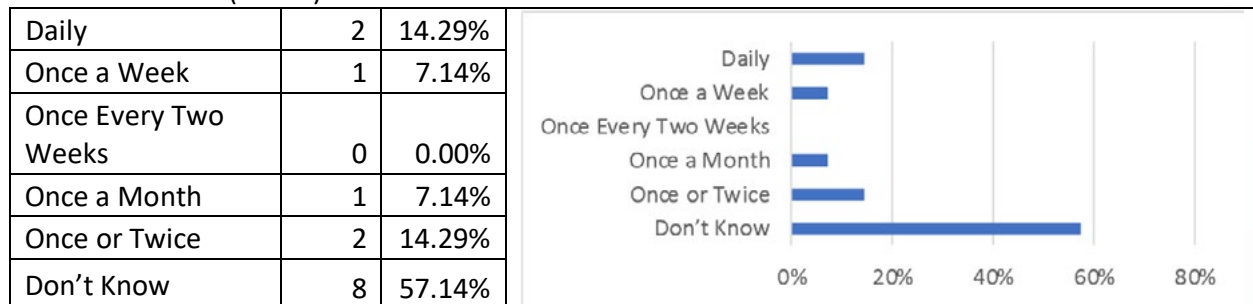


Administrative Services (n = 40)

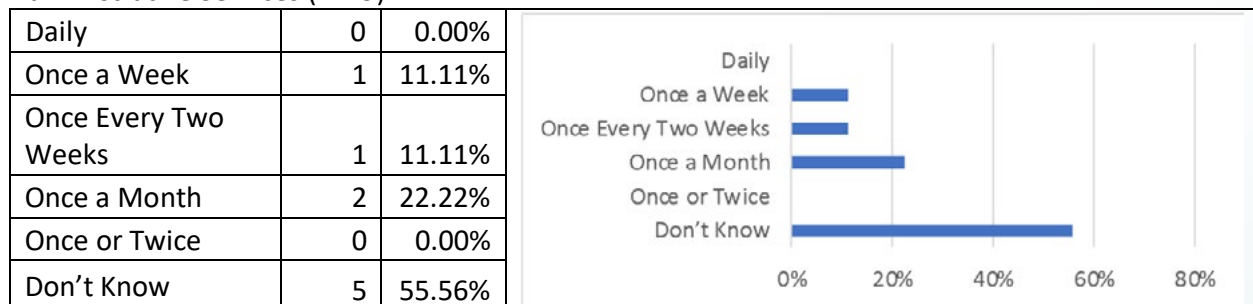


How often have you experienced or seen inappropriate behavior by your co-workers?

Uniform Services (n = 14)

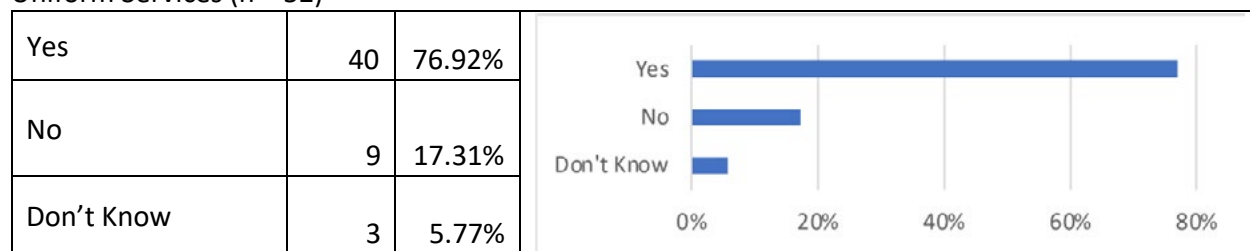


Administrative Services (n = 9)

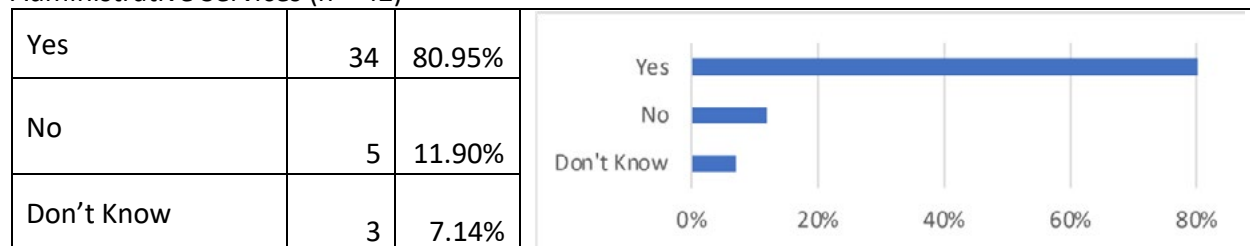


Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers?

Uniform Services (n = 52)

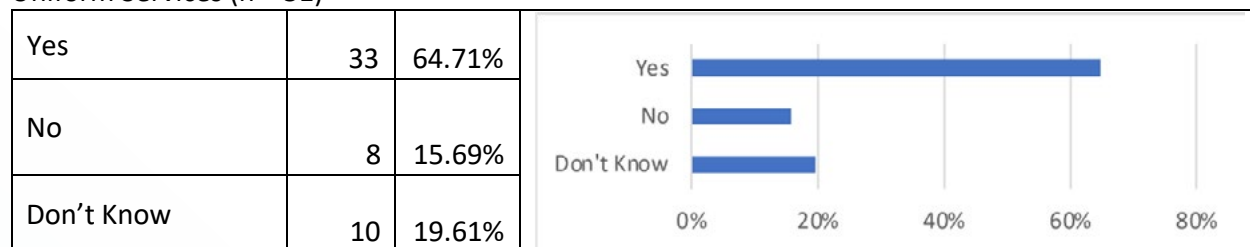


Administrative Services (n = 42)

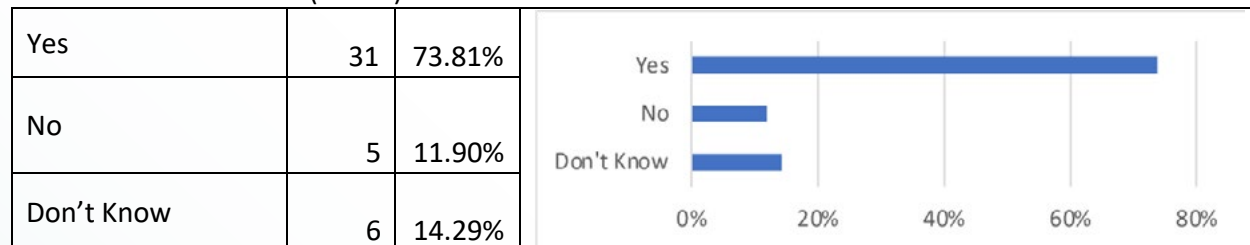


Would you be comfortable using the resources available to you in case of inappropriate behavior?

Uniform Services (n = 51)

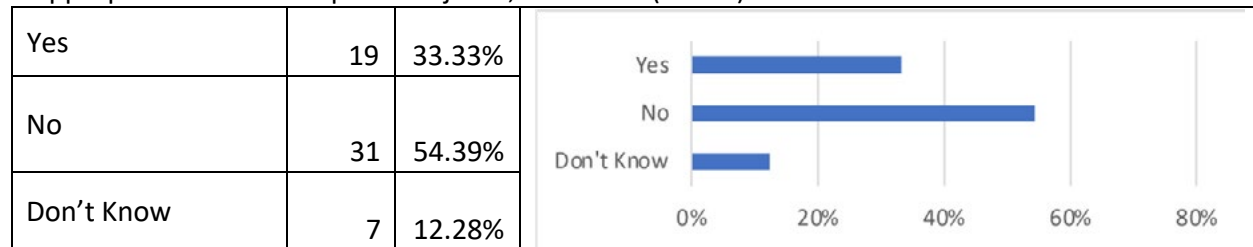


Administrative Services (n = 42)

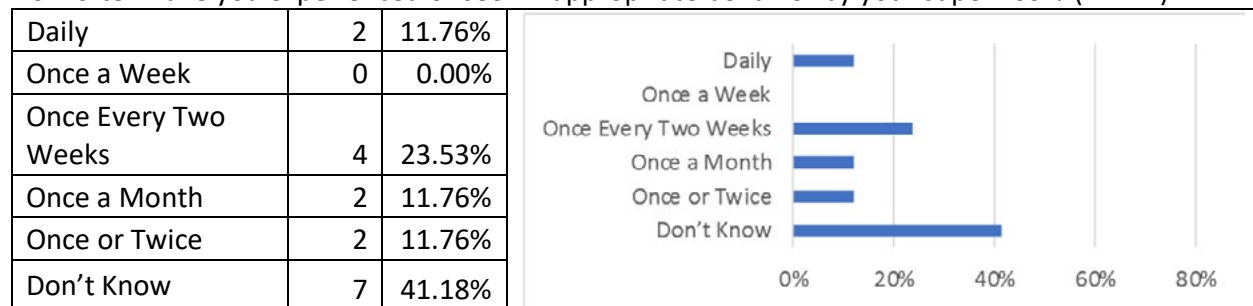


Fire Department – Fire Suppression

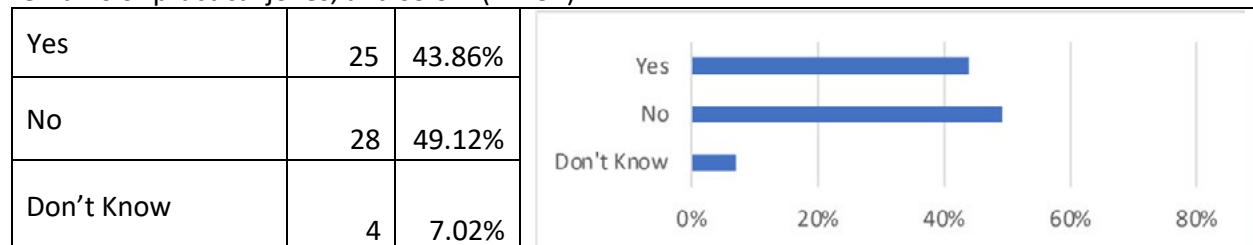
Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on (n = 57).



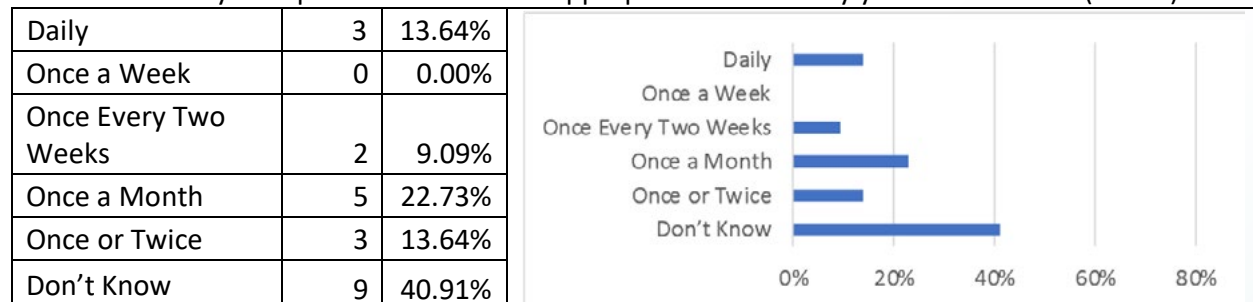
How often have you experienced or seen inappropriate behavior by your supervisor? (n = 17)



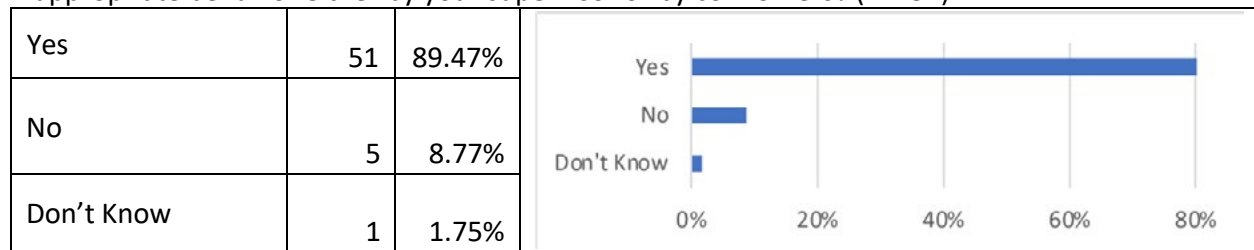
Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on. (n = 57)



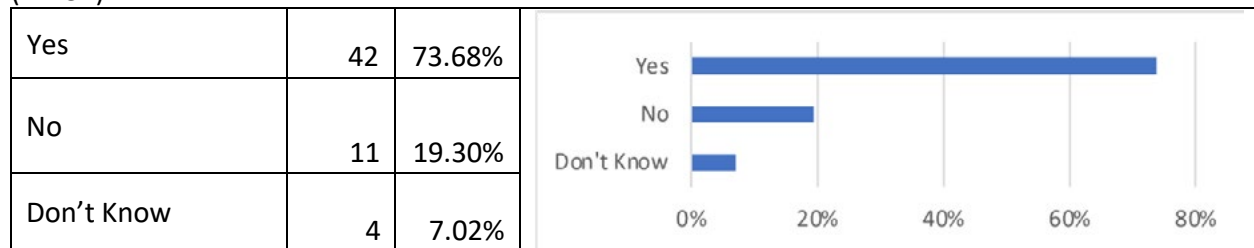
How often have you experienced or seen inappropriate behavior by your co-workers? (n = 22)



Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers? (n = 57)



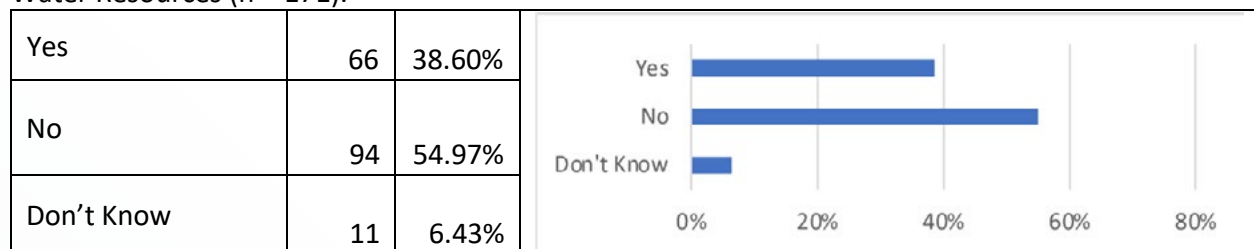
Would you be comfortable using the resources available to you in case of inappropriate behavior? (n = 57)



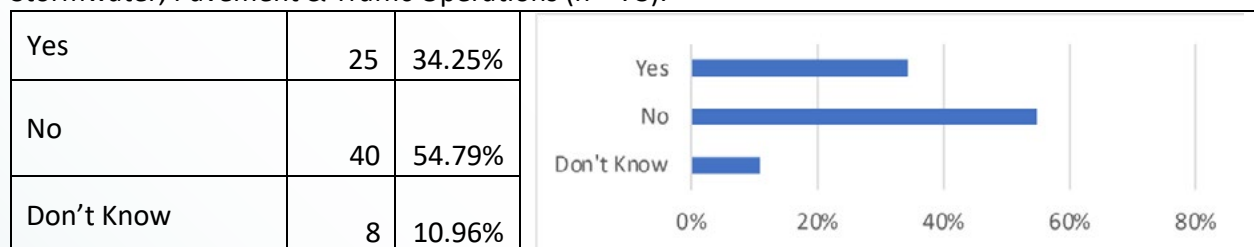
Public Works

Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on

Water Resources (n = 171).

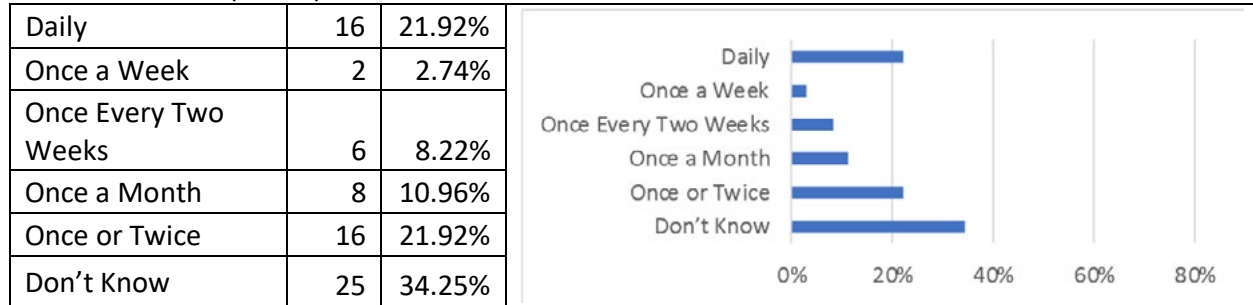


Stormwater, Pavement & Traffic Operations (n = 73).

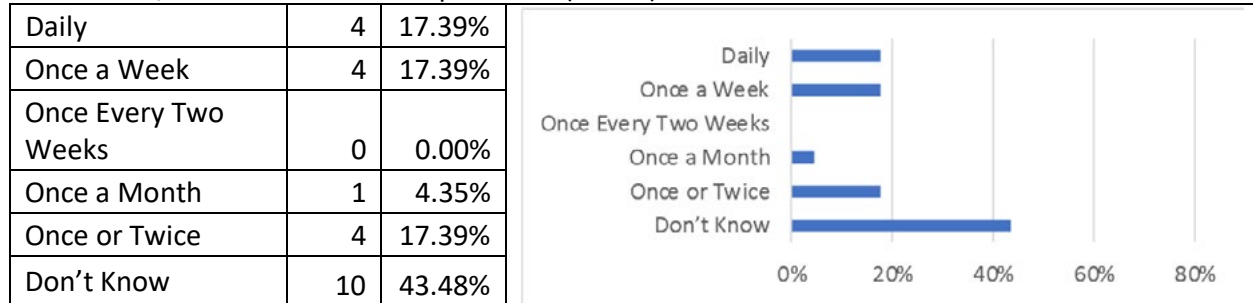


How often have you experienced or seen inappropriate behavior by your supervisor?

Water Resources (n = 73)

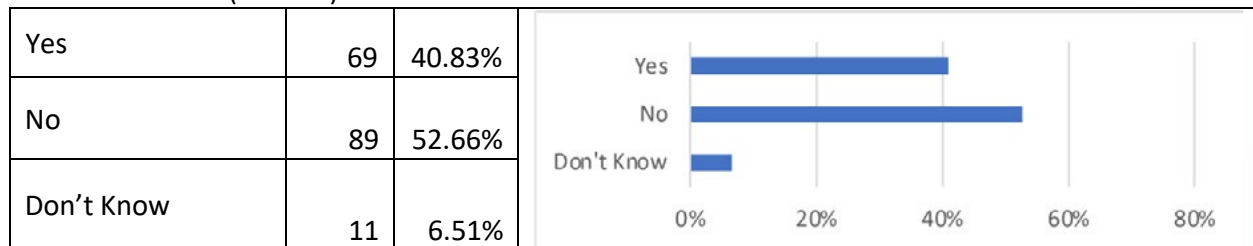


Stormwater, Pavement & Traffic Operations (n = 23)

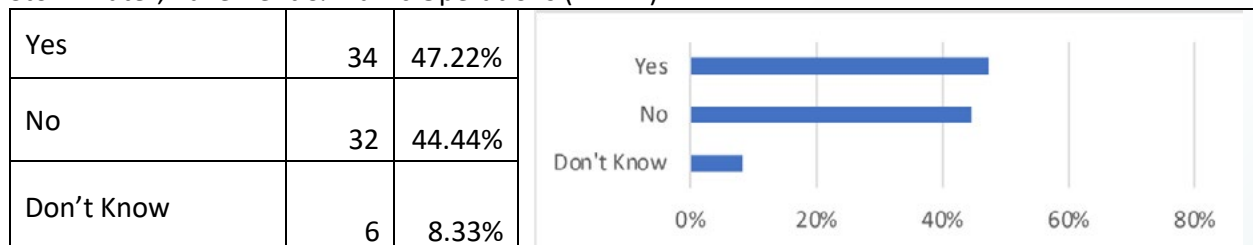


Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.

Water Resources (n = 169)

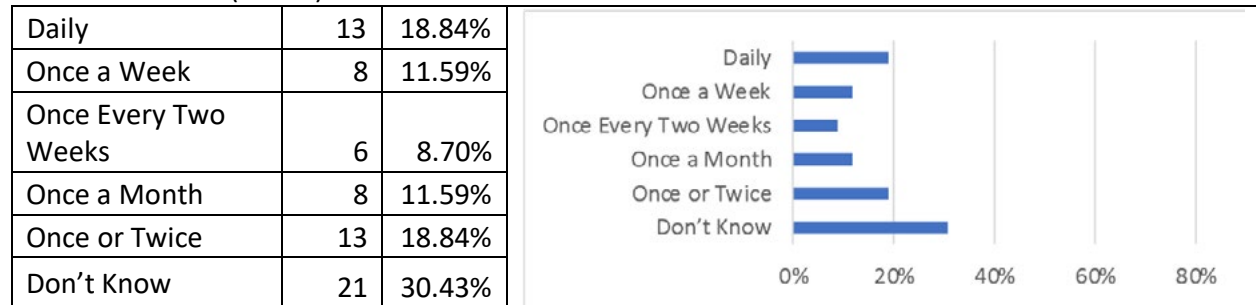


Stormwater, Pavement & Traffic Operations (n = 72)

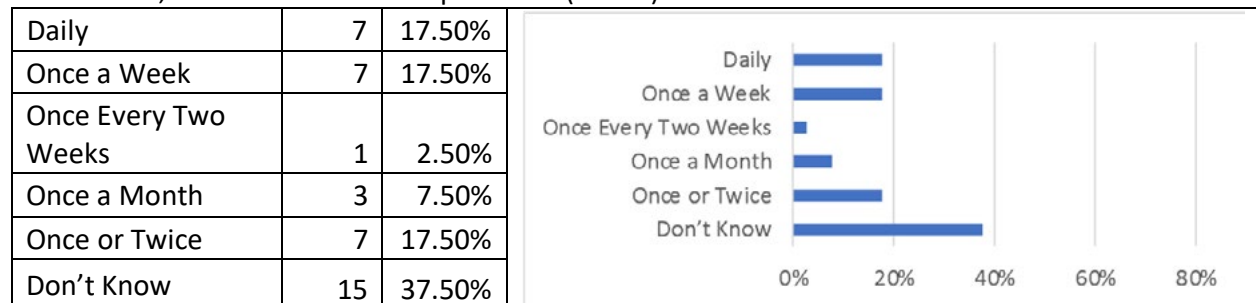


How often have you experienced or seen inappropriate behavior by your co-workers?

Water Resources (n = 69)

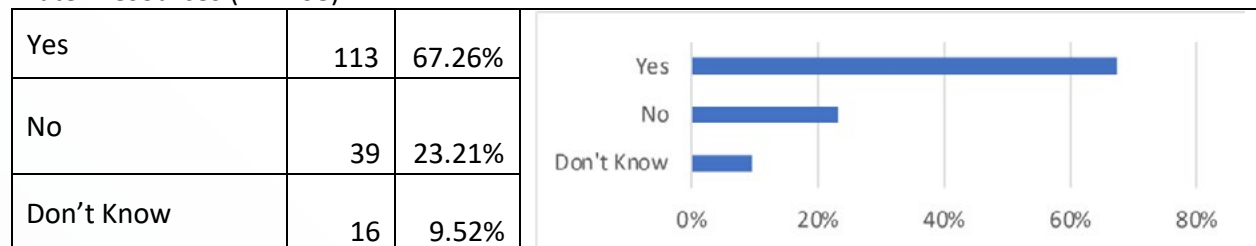


Stormwater, Pavement & Traffic Operations (n = 40)

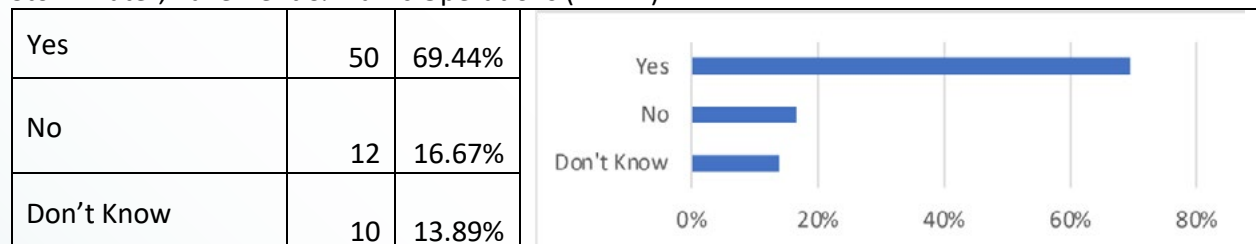


Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers?

Water Resources (n = 168)

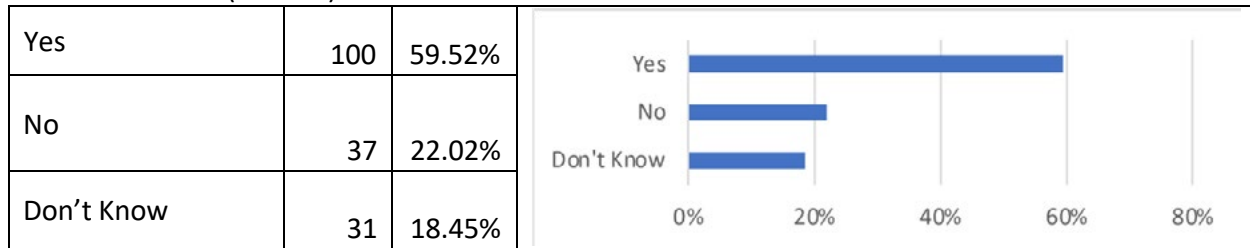


Stormwater, Pavement & Traffic Operations (n = 72)

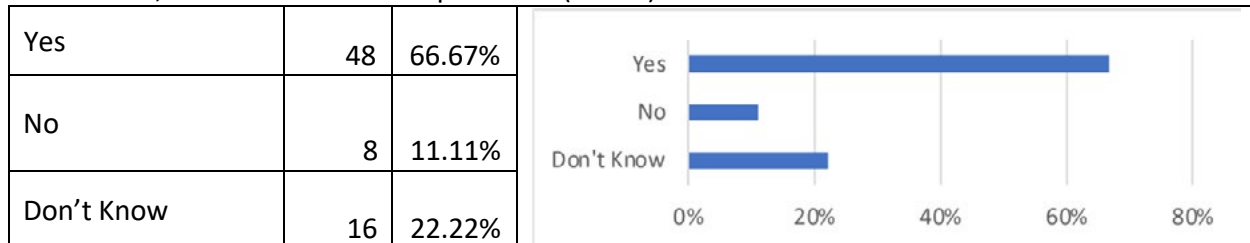


Would you be comfortable using the resources available to you in case of inappropriate behavior?

Water Resources (n = 168)

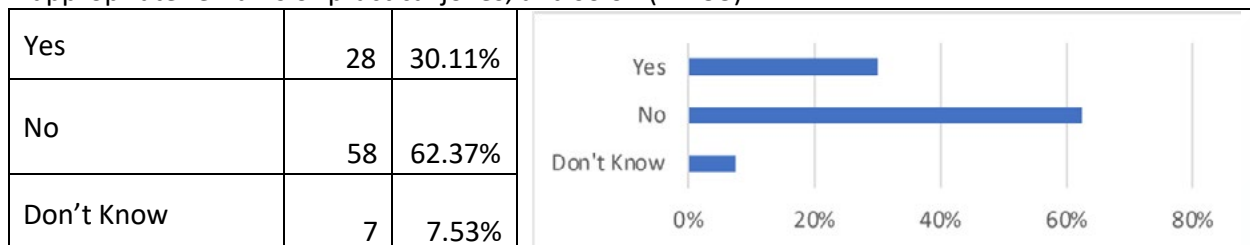


Stormwater, Pavement & Traffic Operations (n = 72)

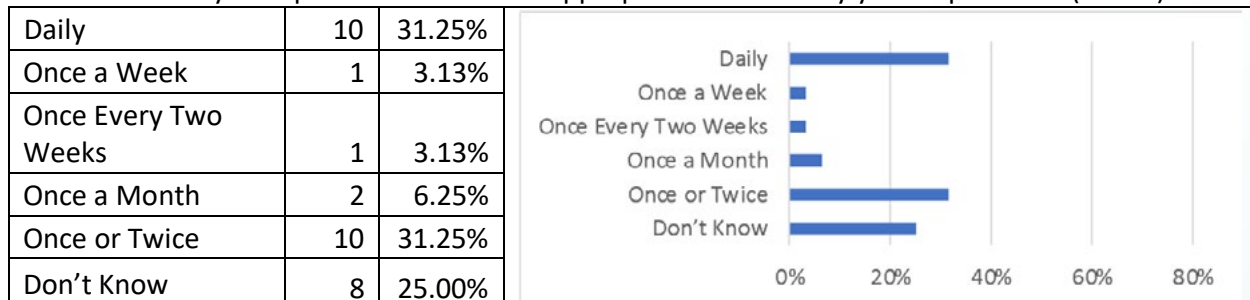


Neighborhood Affairs – Sanitation

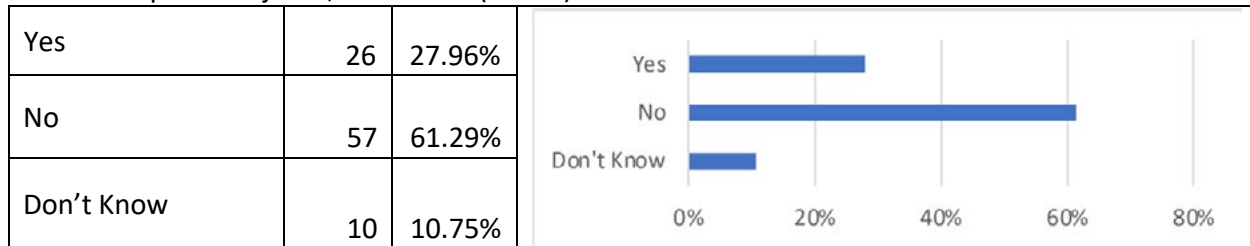
Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on (n = 93).



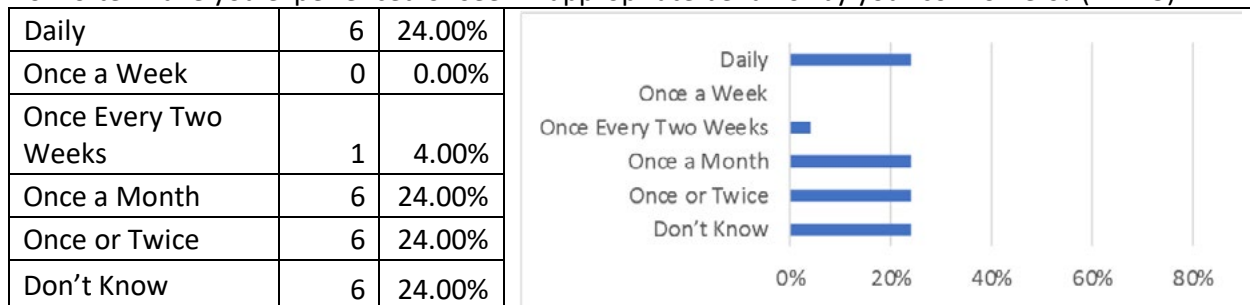
How often have you experienced or seen inappropriate behavior by your supervisor? (n = 32)



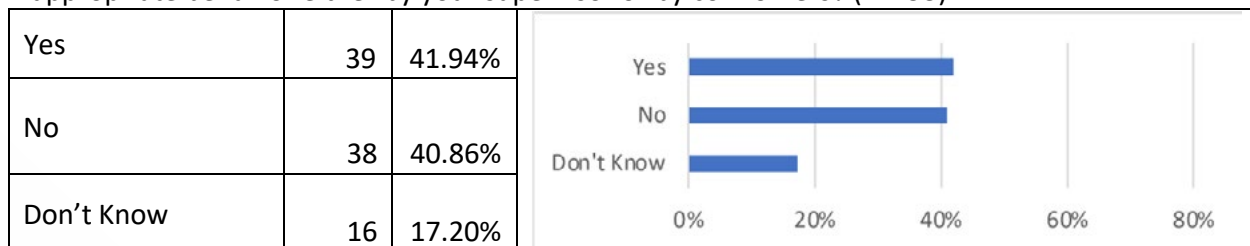
Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on. (n = 93)



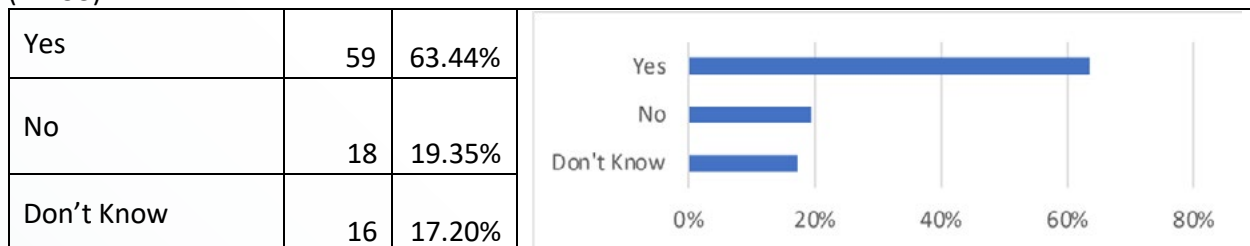
How often have you experienced or seen inappropriate behavior by your co-workers? (n = 25)



Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers? (n = 93)



Would you be comfortable using the resources available to you in case of inappropriate behavior? (n = 93)



By Gender Identity

Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.

	Yes	No	DK	
All Respondents (n = 1222).	27%	67%	6%	
Male (n = 581).	29%	65%	6%	
Female (n = 382).	20%	76%	4%	
Do not care to share/Don't know (n = 169).	31%	57%	12%	

How often have you experienced or seen inappropriate behavior by your supervisor?

	Weekly+	1-2x Monthly	Periodically	DK
All Respondents (n = 312)	27%	18%	18%	37%
Male (n = 160)	26%	19%	16%	39%
Female (n = 75)	29%	20%	17%	33%
Do not care to share/Don't know (n = 49)	22%	14%	18%	45%

Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.

	Yes	No	DK	
All Respondents (n = 1231)	34%	59%	6%	
Male (n = 582)	35%	59%	6%	
Female (n = 380)	32%	63%	4%	
Do not care to share/Don't know (n = 168)	36%	52%	13%	

How often have you experienced or seen inappropriate behavior by your co-workers?

	Weekly+	1-2x Monthly	Periodically	DK
All Respondents (n = 401)	27%	19%	15%	40%
Male (n = 198)	26%	17%	17%	40%
Female (n = 120)	28%	18%	13%	42%
Do not care to share/Don't Know (n = 52)	21%	27%	10%	42%

Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers?

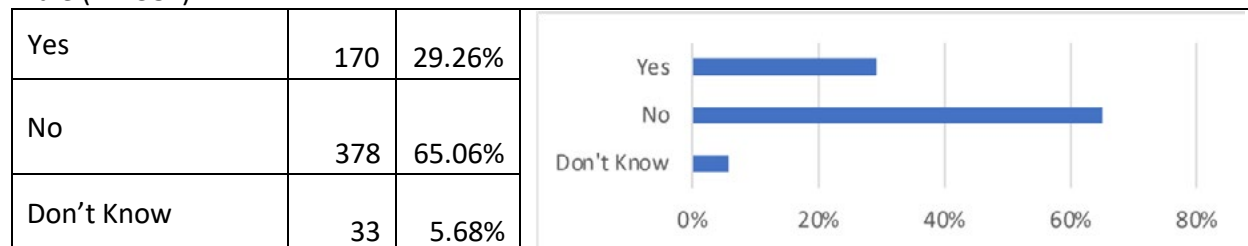
	Yes	No	DK	
All Respondents (n = 1212)	67%	24%	9%	
Male (n = 581)	69%	23%	8%	
Female (n = 380)	68%	26%	6%	
Do not care to share/Don't know (n = 168)	57%	26%	17%	

Would you be comfortable using the resources available to you in case of inappropriate behavior?

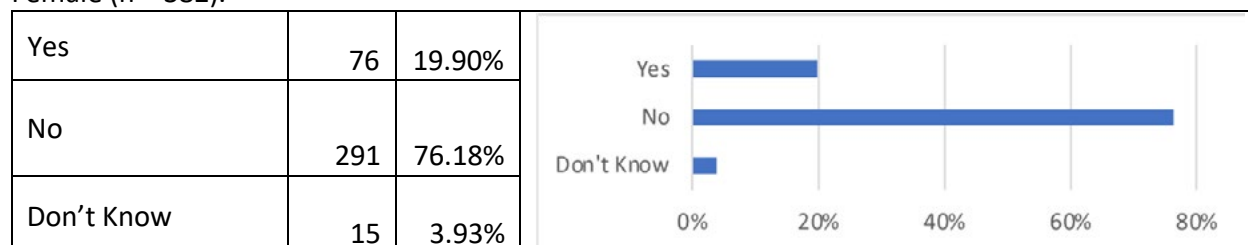
	Yes	No	DK	
All Respondents (n = 1213)	63%	17%	19%	
Male (n = 582)	69%	15%	16%	
Female (n = 380)	64%	16%	20%	
Do not care to share/Do not know (n = 169)	46%	24%	31%	

Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.

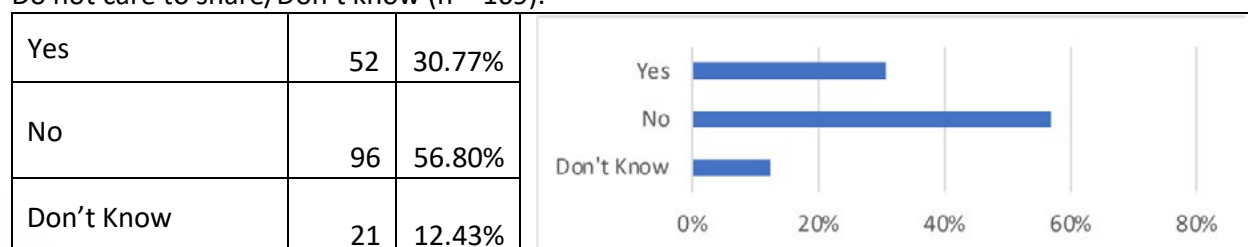
Male (n = 581).



Female (n = 382).

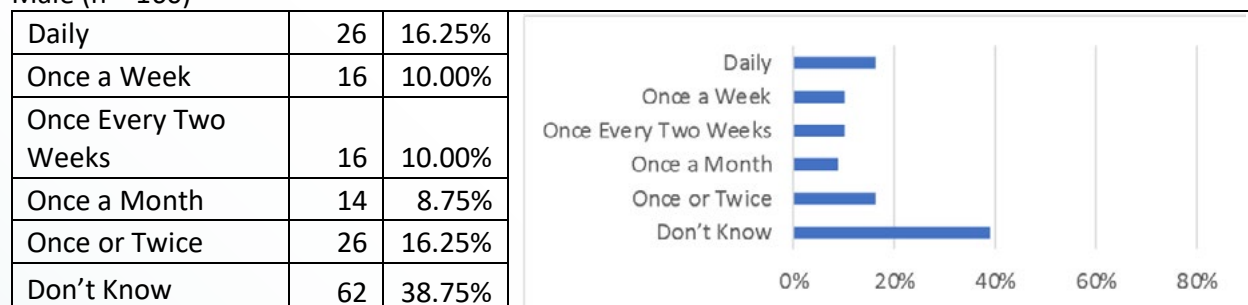


Do not care to share/Don't know (n = 169).

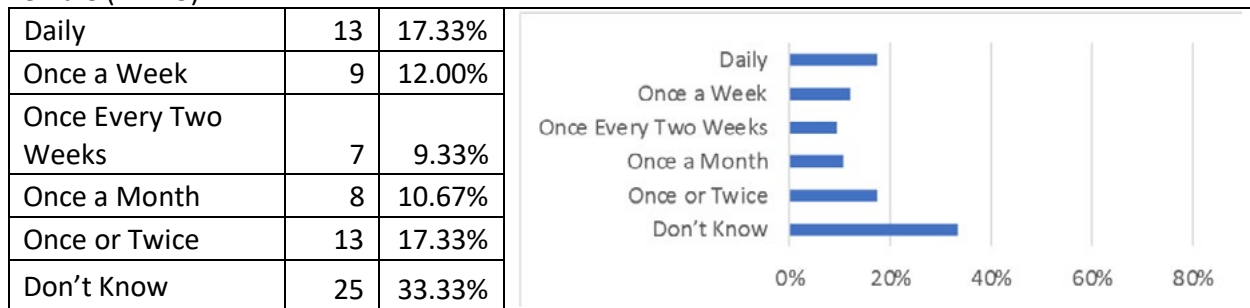


How often have you experienced or seen inappropriate behavior by your supervisor?

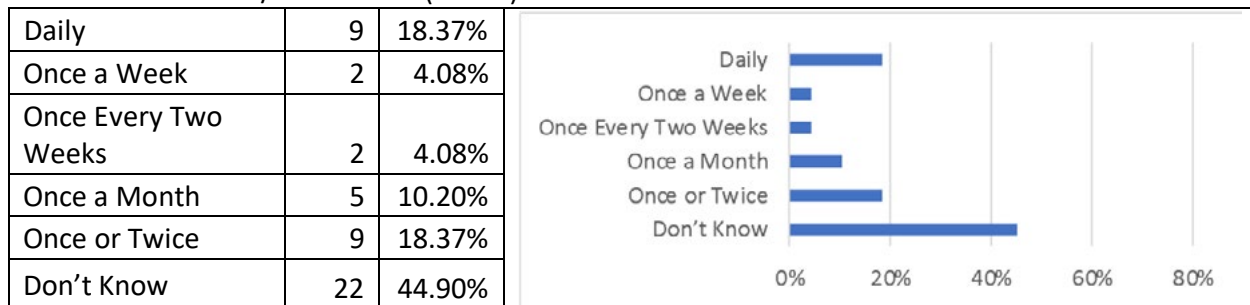
Male (n = 160)



Female (n = 75)

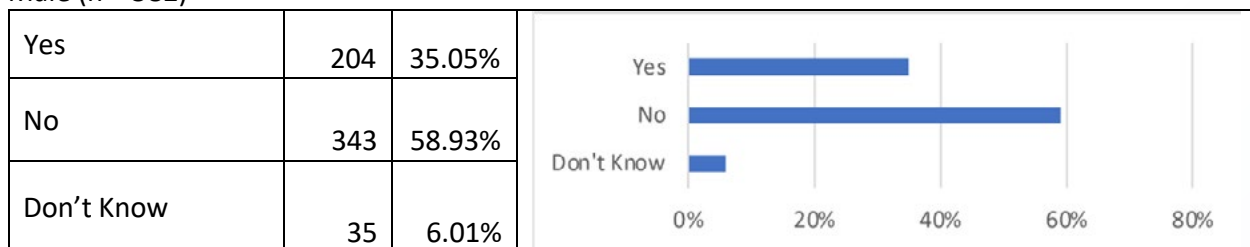


Do not care to share/Don't know (n = 49)

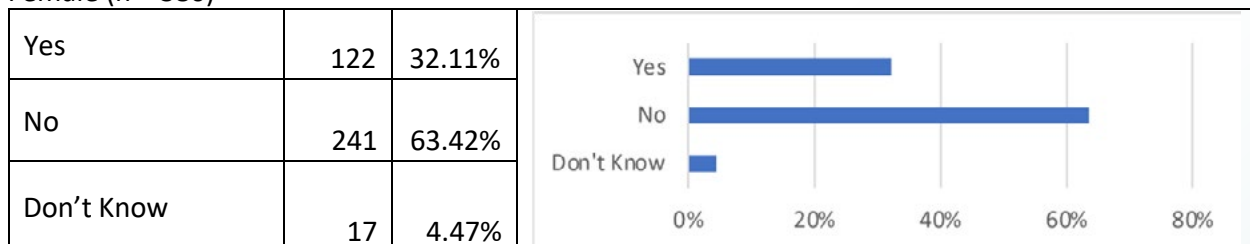


Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.

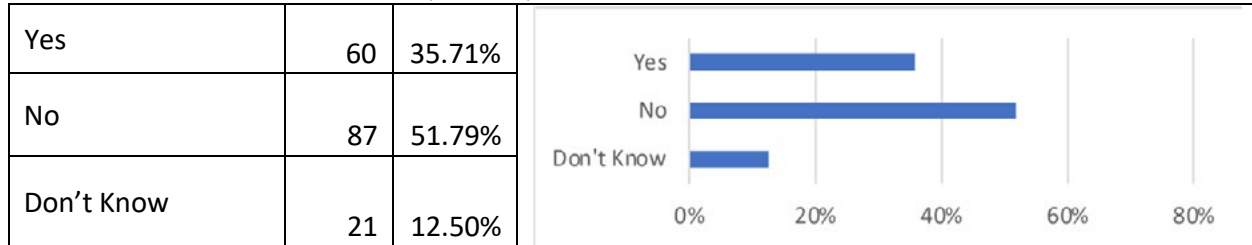
Male (n = 582)



Female (n = 380)

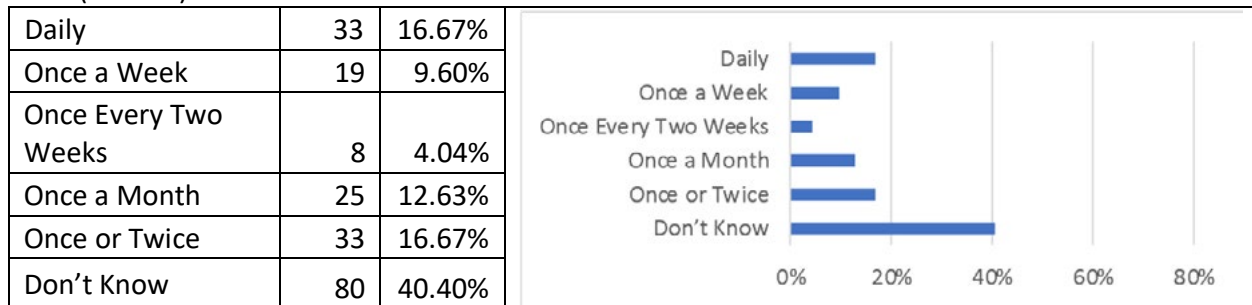


Do not care to share/Don't know (n = 168)

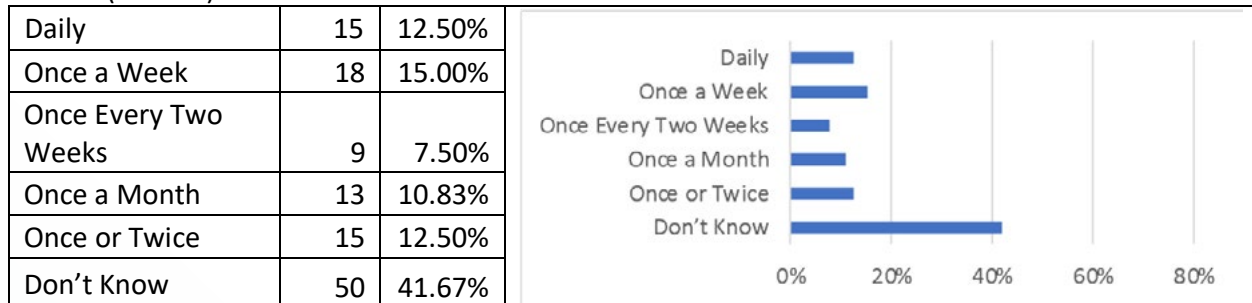


How often have you experienced or seen inappropriate behavior by your co-workers?

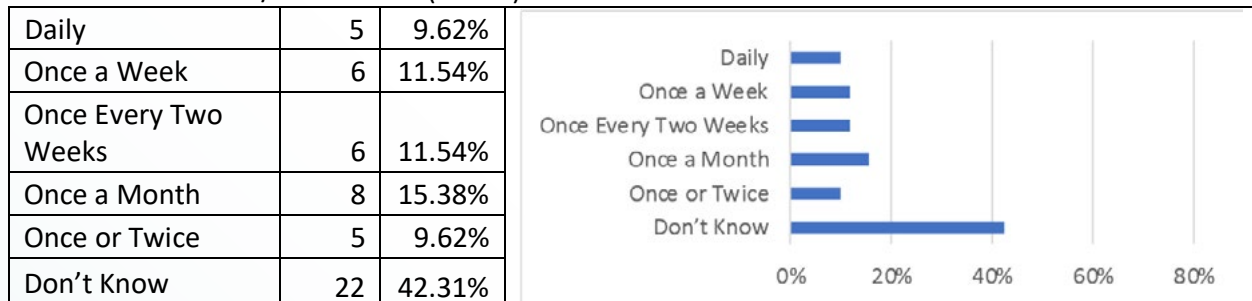
Male (n = 198)



Female (n = 120)

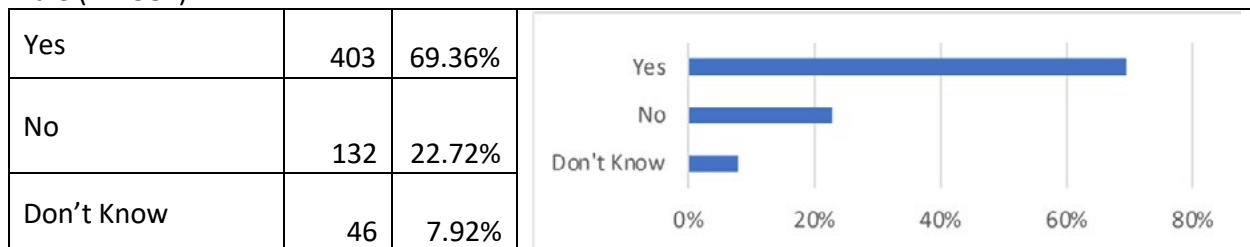


Do not care to share/Don't Know (n = 52)

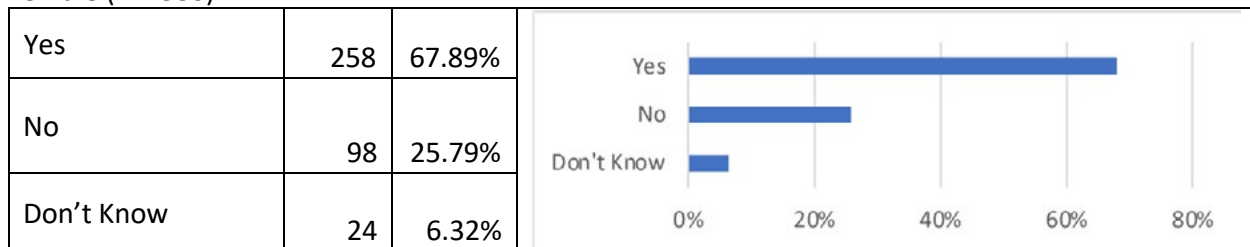


Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers?

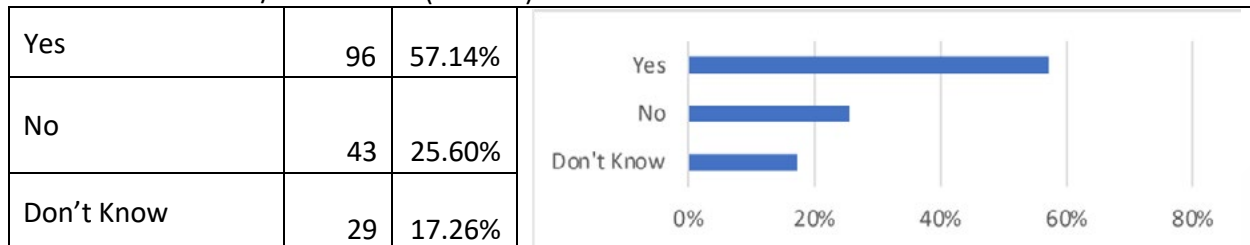
Male (n = 581)



Female (n = 380)

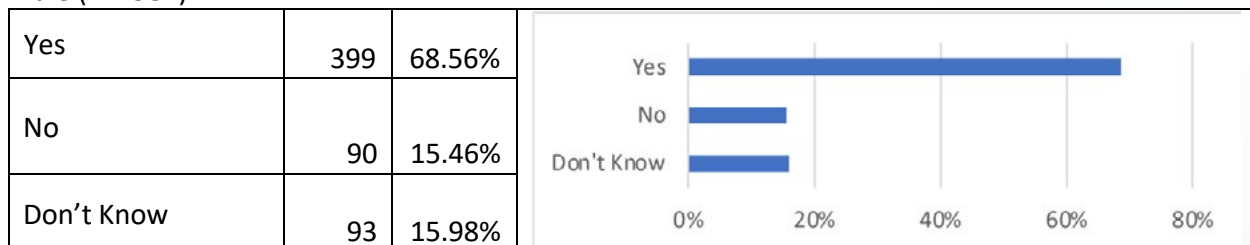


Do not care to share/Don't know (n = 168)

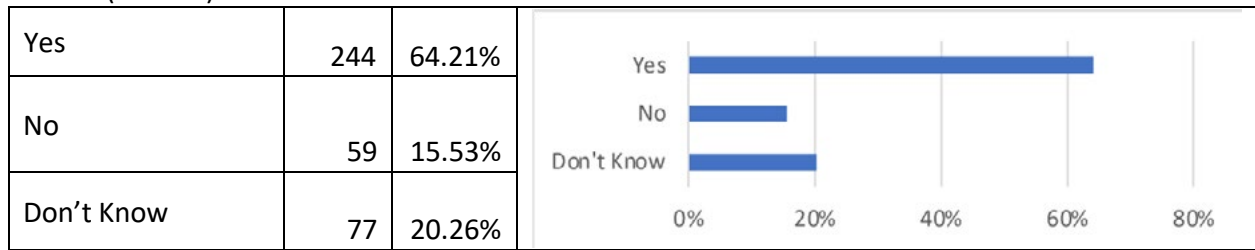


Would you be comfortable using the resources available to you in case of inappropriate behavior?

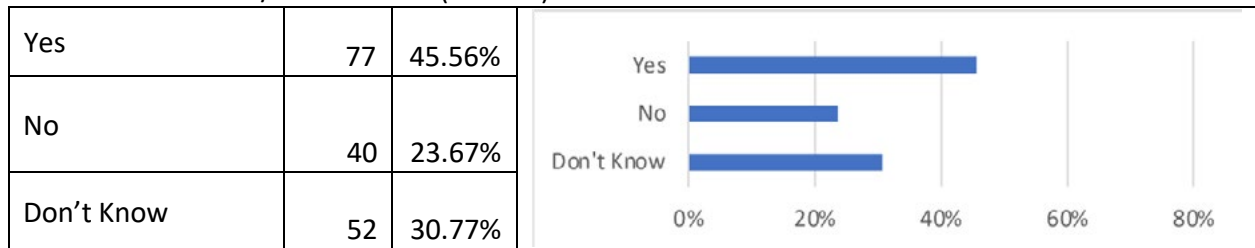
Male (n = 582)



Female (n = 380)



Do not care to share/Do not know (n = 169)

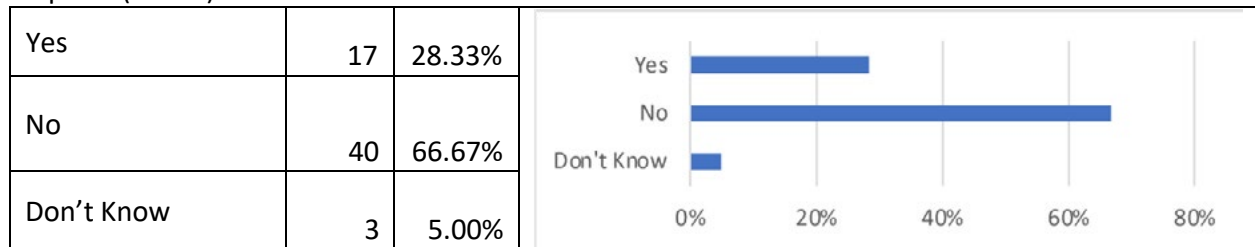


By Race & Ethnicity

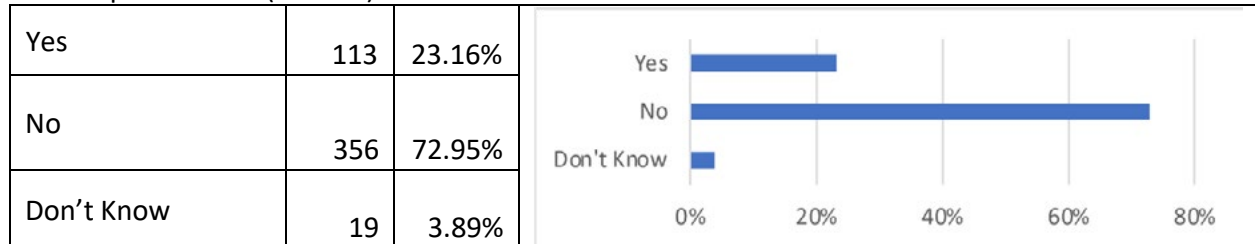
Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.				
	Yes	No	DK	
All Respondents (n = 1222).	27%	67%	6%	
Hispanic (n = 60).	28%	67%	5%	
Non-Hispanic White (n = 488).	23%	73%	4%	
Non-Hispanic Black or African-American (n = 298).	30%	65%	5%	
Two or more races (n = 36).	25%	69%	6%	
Do not care to share/Don't Know (n = 237).	27%	61%	11%	
How often have you experienced or seen inappropriate behavior by your supervisor?				
	Weekly+	1-2x Monthly	Periodically	DK
All Respondents (n = 312)	27%	18%	18%	37%
Hispanic (n = 16)	25%	25%	13%	38%
Non-Hispanic White (n = 105)	24%	24%	12%	40%
Non-Hispanic Black or African American (n = 87)	33%	12%	23%	32%
Two or more races (n = 8)	50%	0%	25%	25%
Do not care to share/Don't know (n = 62)	19%	21%	16%	44%
Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.				
	Yes	No	DK	
All Respondents (n = 1231)	34%	59%	6%	
Hispanic (n = 60)	30%	63%	7%	
Non-Hispanic White (n = 488)	35%	61%	5%	
Non-Hispanic Black or African American (n = 297)	38%	59%	3%	
Two or more races (n = 35)	34%	60%	6%	
Do not care to share/Don't know (n = 237)	32%	55%	13%	
How often have you experienced or seen inappropriate behavior by your co-workers?				
	Weekly+	1-2x Monthly	Periodically	DK
All Respondents (n = 401)	27%	19%	15%	40%
Hispanic (n = 16)	25%	25%	13%	38%
Non-Hispanic White (n = 165)	24%	19%	11%	46%
Non-Hispanic Black or African-American (n = 111)	29%	20%	21%	31%
Two or more races (n = 14)	43%	0%	7%	50%
Do not care to share/Don't know (n = 67)	24%	18%	13%	45%
Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers?				
	Yes	No	DK	
All Respondents (n = 1212)	67%	24%	9%	
Hispanic (n = 60)	62%	28%	10%	
Non-Hispanic White (n = 481)	75%	20%	5%	
Non-Hispanic Black or African-American (n = 298)	63%	29%	8%	
Two or More races (n = 36)	61%	31%	8%	
Do not care to share/Don't know (n = 256)	60%	23%	17%	
Would you be comfortable using the resources available to you in case of inappropriate behavior?				
	Yes	No	DK	
All Respondents (n = 1213)	63%	17%	19%	
Hispanic (n = 60)	52%	25%	23%	
Non-Hispanic White (n = 485)	65%	16%	19%	
Non-Hispanic Black or African-American (n = 299)	72%	14%	14%	
Two or More Races (n = 36)	72%	17%	11%	
Do not care to share/Don't know (n = 237)	52%	21%	27%	

Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on

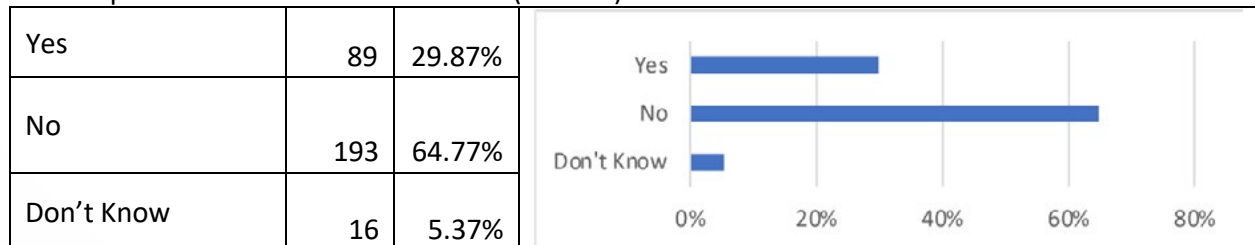
Hispanic (n = 60).



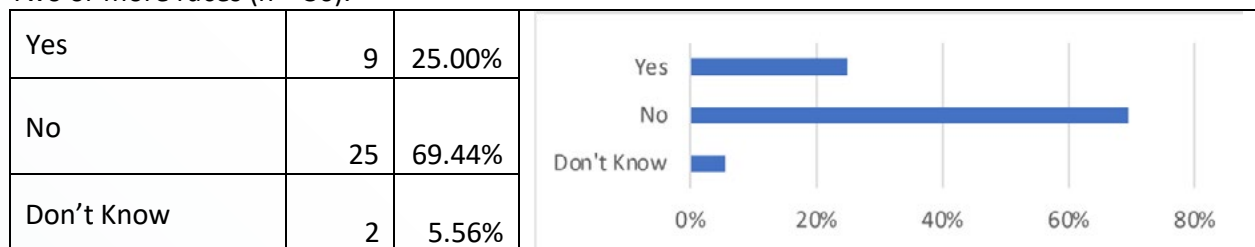
Non-Hispanic White (n = 488).



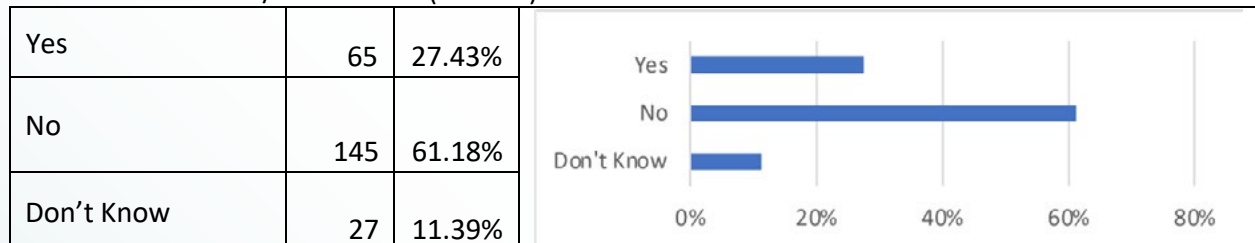
Non-Hispanic Black or African-American (n = 298).



Two or more races (n = 36).

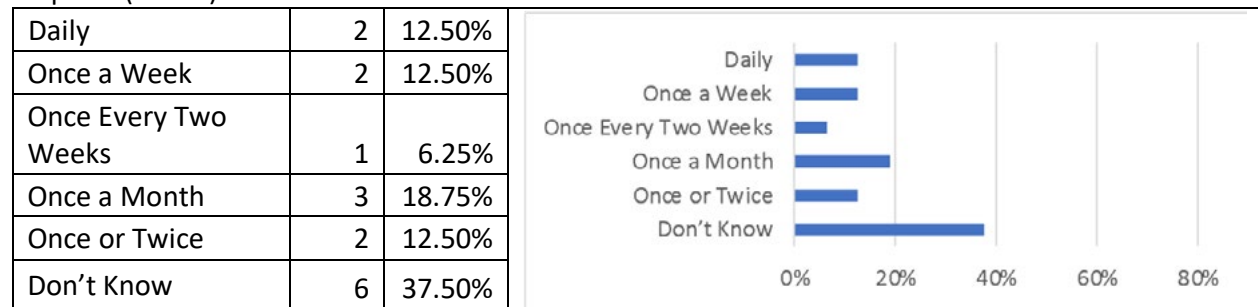


Do not care to share/Don't Know (n = 237).

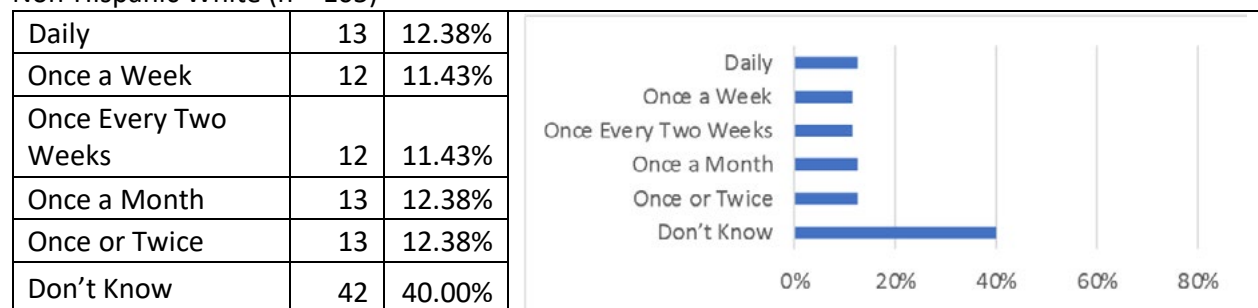


How often have you experienced or seen inappropriate behavior by your supervisor?

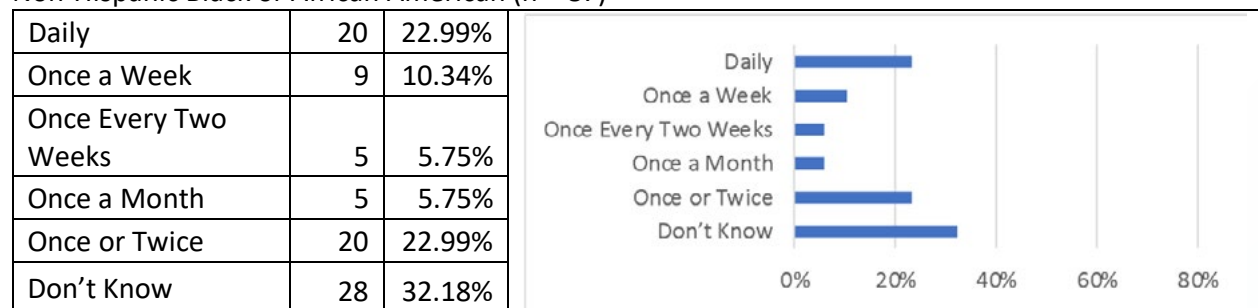
Hispanic (n = 16)



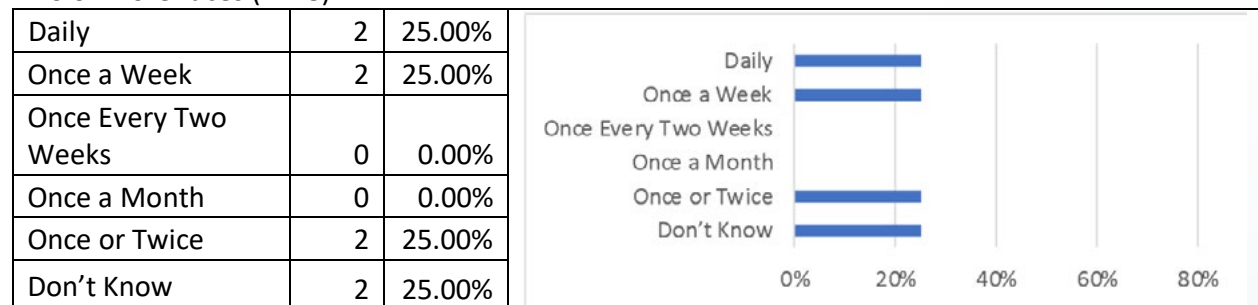
Non-Hispanic White (n = 105)



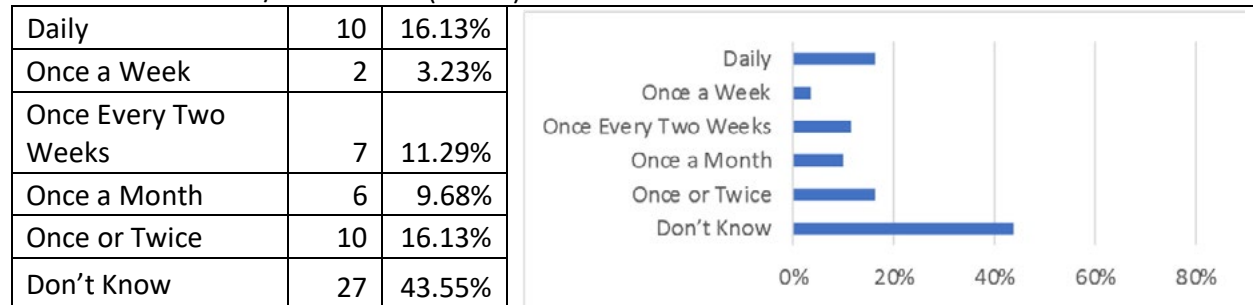
Non-Hispanic Black or African American (n = 87)



Two or more races (n = 8)

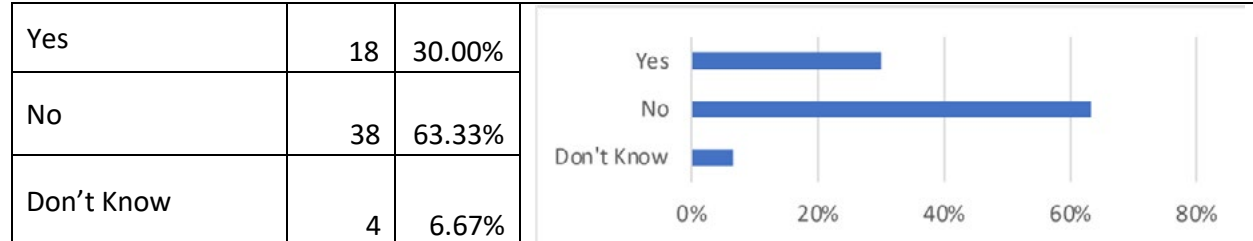


Do not care to share/Don't know (n = 62)

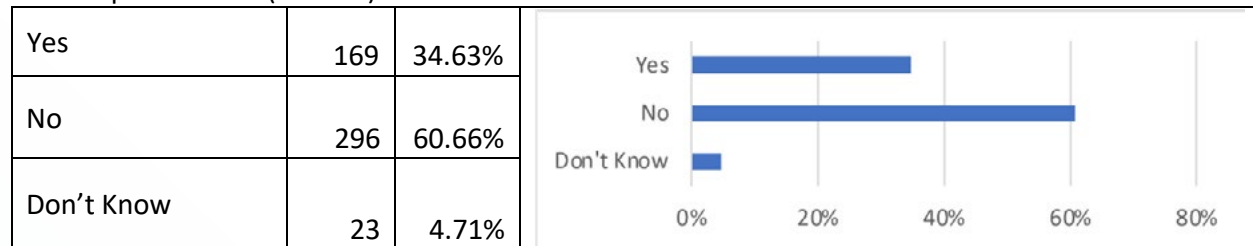


Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.

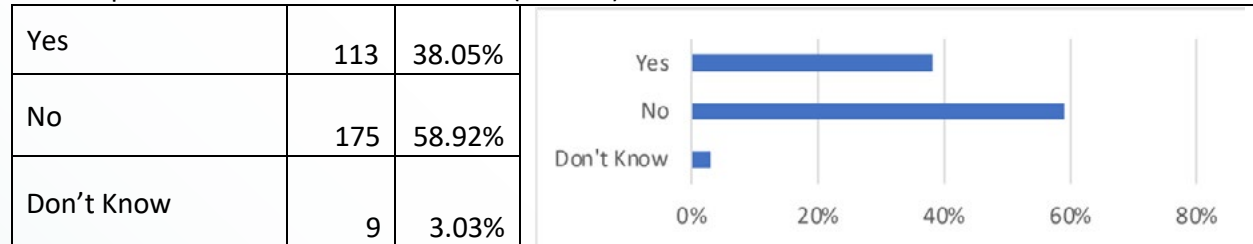
Hispanic (n = 60)



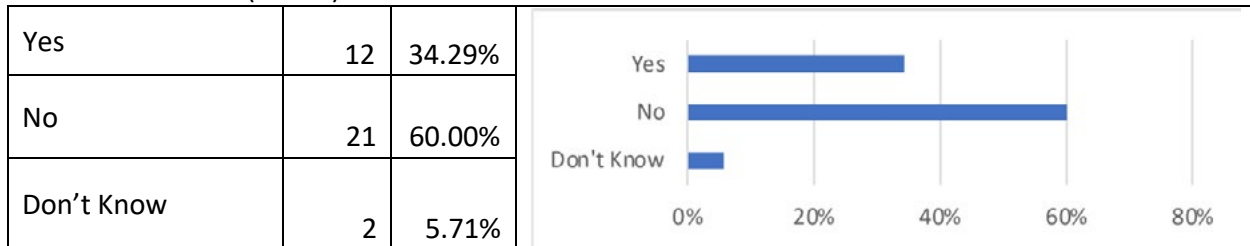
Non-Hispanic White (n = 488)



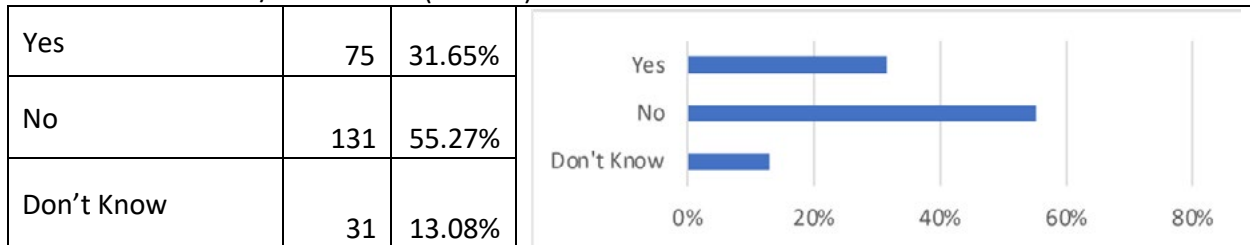
Non-Hispanic Black or African American (n = 297)



Two or more races (n = 35)

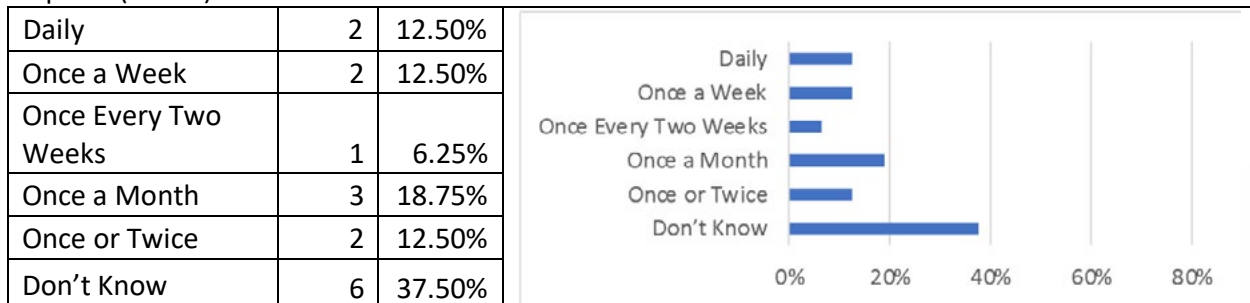


Do not care to share/Don't know (n = 237)

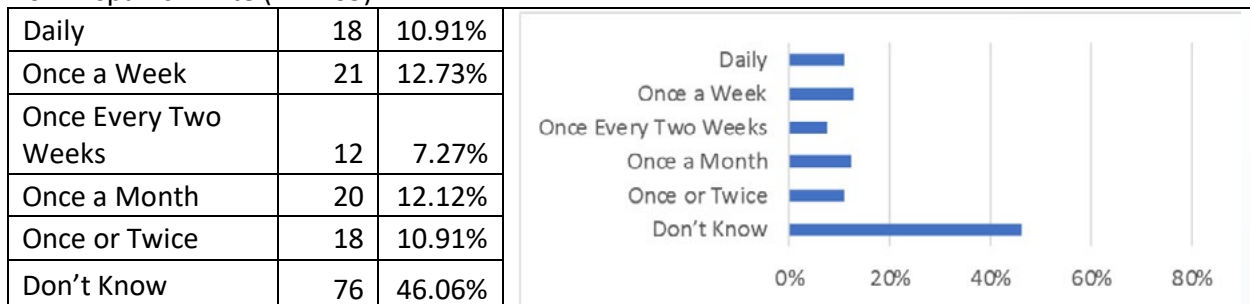


How often have you experienced or seen inappropriate behavior by your co-workers?

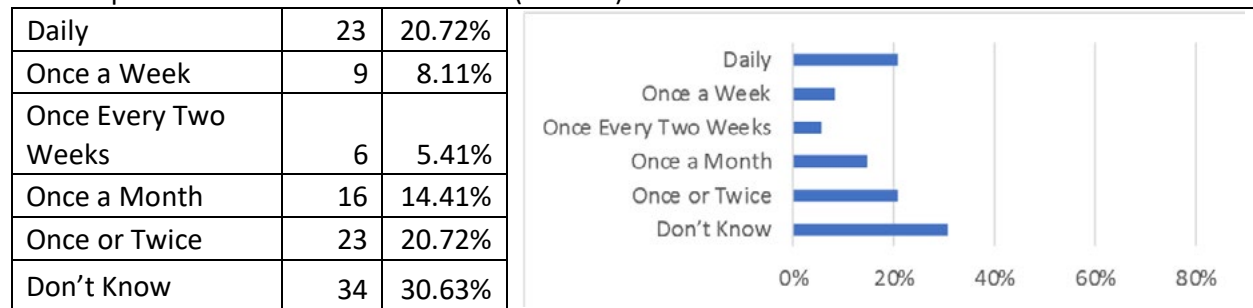
Hispanic (n = 16)



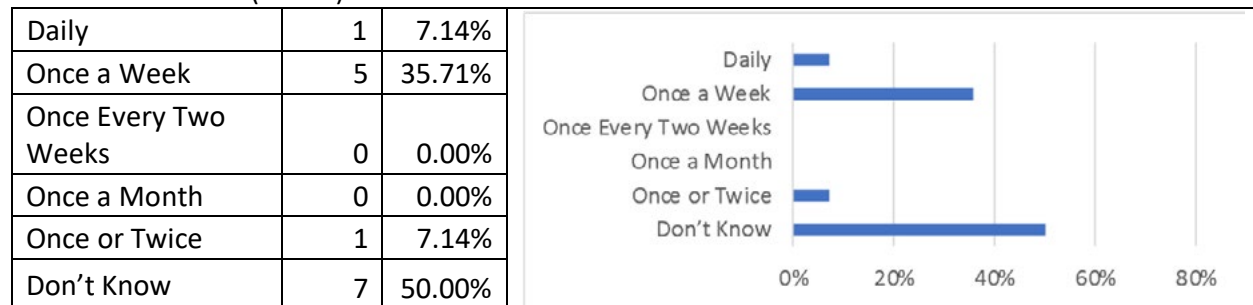
Non-Hispanic White (n = 165)



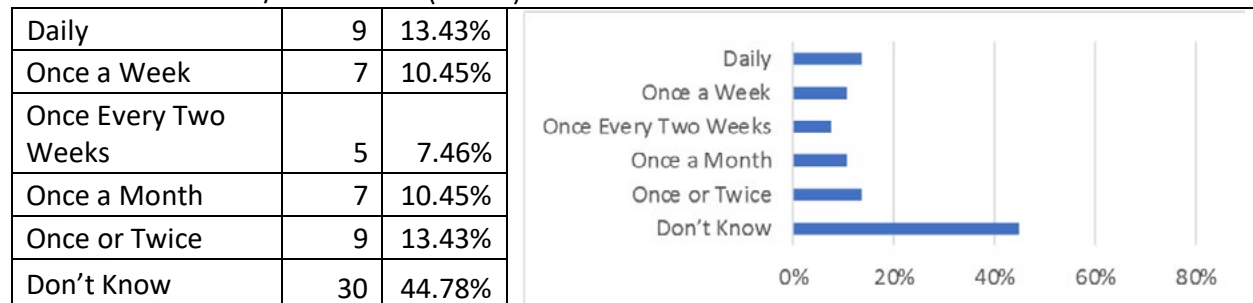
Non-Hispanic Black or African-American (n = 111)



Two or more races (n = 14)

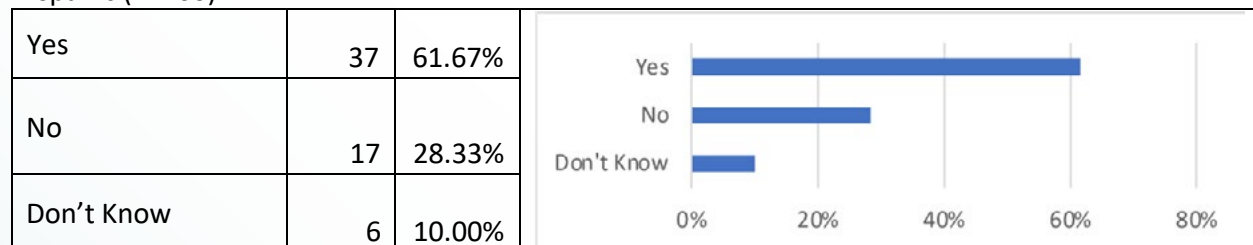


Do not care to share/Don't know (n = 67)

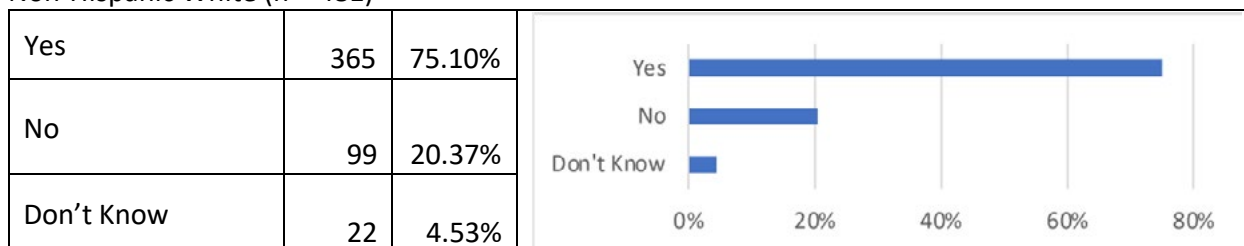


Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers?

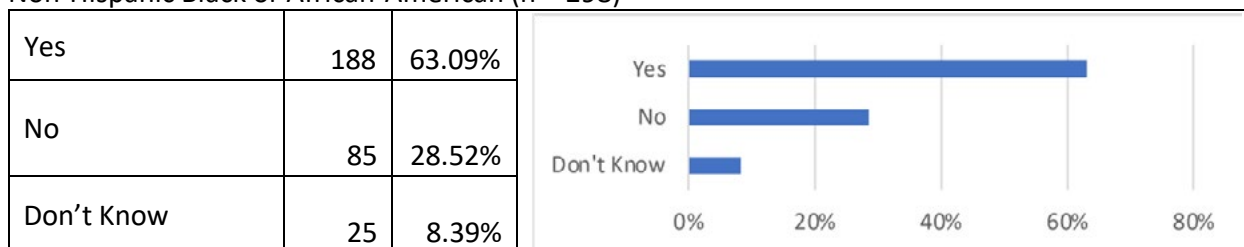
Hispanic (n = 60)



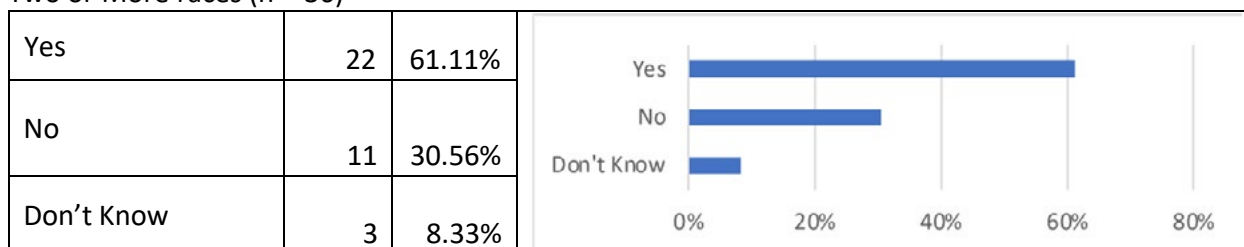
Non-Hispanic White (n = 481)



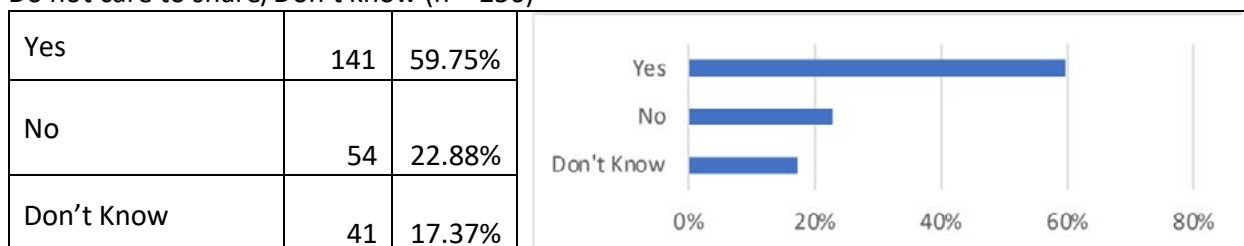
Non-Hispanic Black or African-American (n = 298)



Two or More races (n = 36)

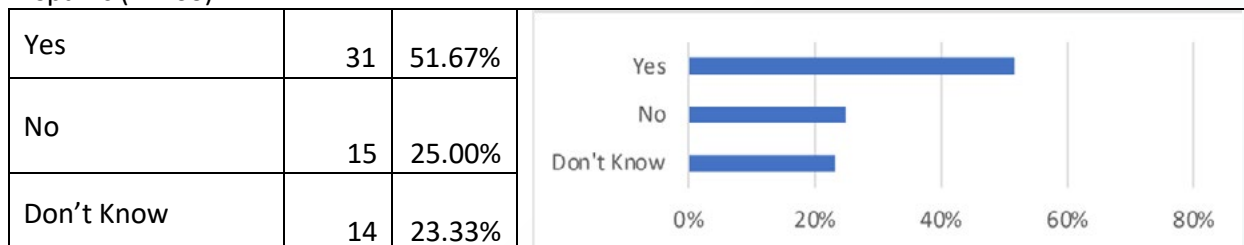


Do not care to share/Don't know (n = 256)

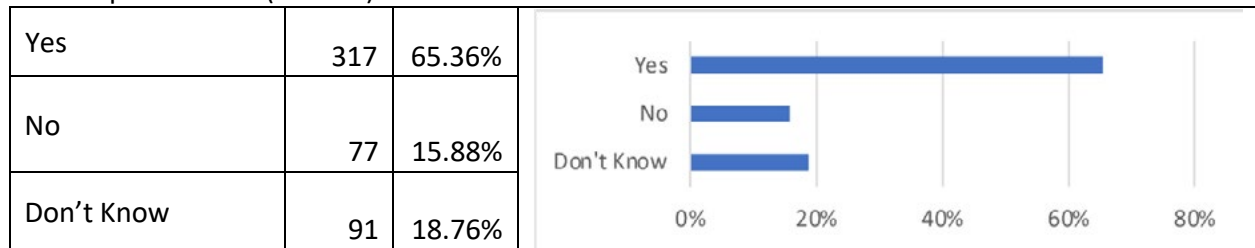


Would you be comfortable using the resources available to you in case of inappropriate behavior?

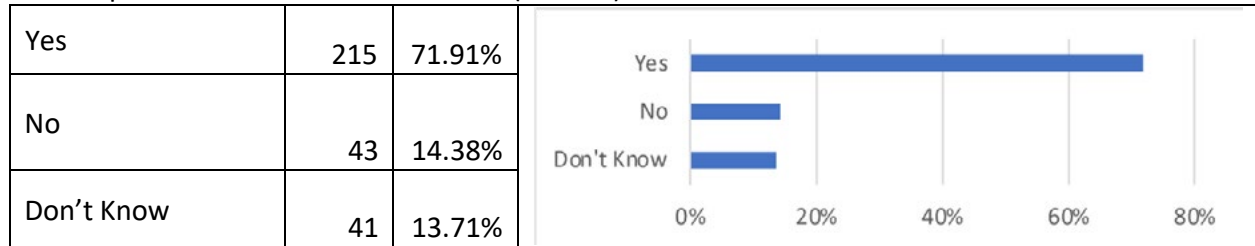
Hispanic (n = 60)



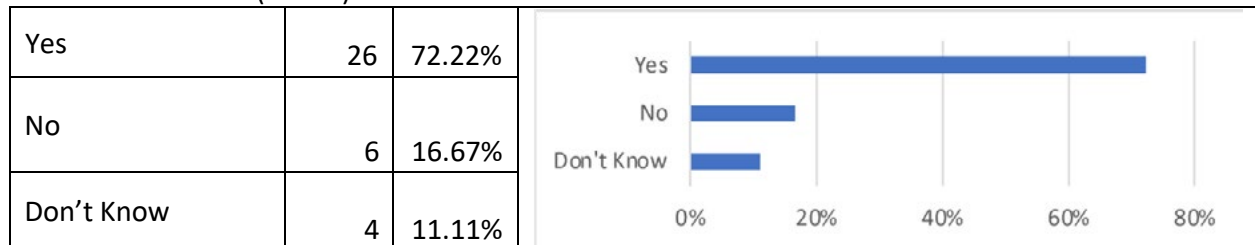
Non-Hispanic White (n = 485)



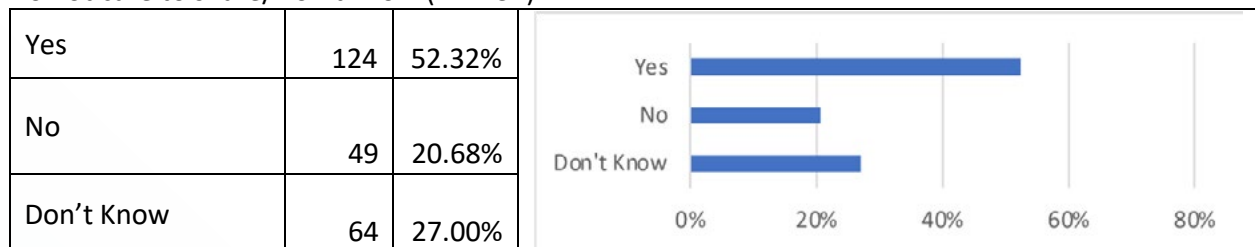
Non-Hispanic Black or African-American (n = 299)



Two or More Races (n = 36)



Do not care to share/Don't know (n = 237)



By Generation

Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.

	Yes	No	DK	
All Respondents (n = 1222).	27%	67%	6%	
Gen Z (n = 47).	15%	77%	9%	
Gen Y (n = 353).	26%	68%	5%	
Gen X (n = 355).	28%	68%	4%	
Baby Boomer (n = 199).	27%	70%	4%	
Don't care to share/Don't know (n = 188).	24%	62%	14%	

How often have you experienced or seen inappropriate behavior by your supervisor?

	Weekly+	1-2x Monthly	Periodically	DK
All Respondents (n = 312)	27%	18%	18%	37%
Gen Z (n = 6)	17%	17%	17%	50%
Gen Y (n = 91)	26%	24%	16%	33%
Gen X (n = 95)	23%	14%	16%	47%
Baby Boomer (n = 53)	38%	19%	17%	26%
Do not care to share/Don't know (n = 40)	23%	15%	23%	40%

Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.

	Yes	No	DK	
All Respondents (n = 1231)	34%	59%	6%	
Gen Z (n = 48)	25%	71%	4%	
Gen Y (n = 351)	32%	62%	6%	
Gen X (n = 357)	39%	56%	5%	
Baby Boomer (n = 198)	34%	62%	5%	
Do not care to share/Don't know (n = 186)	32%	54%	14%	

How often have you experienced or seen inappropriate behavior by your co-workers?

	Weekly+	1-2x Monthly	Periodically	DK
All Respondents (n = 401)	27%	19%	15%	40%
Gen Z (n = 9)	22%	11%	11%	56%
Gen Y (n = 119)	30%	17%	15%	38%
Gen X (n = 134)	25%	19%	15%	41%
Baby Boomer (n = 64)	22%	17%	14%	47%
Do not care to share/Do not know (n = 50)	24%	26%	12%	38%

Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers?

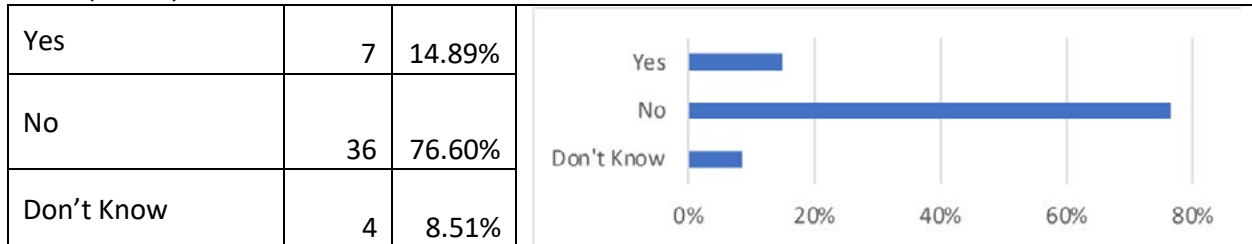
	Yes	No	DK	
All Respondents (n = 1212)	67%	24%	9%	
Gen Z (n = 48)	73%	25%	2%	
Gen Y (n = 351)	63%	29%	8%	
Gen X (n = 355)	70%	22%	8%	
Baby Boomer (n = 199)	75%	20%	5%	
Do not care to share/Don't know (n = 186)	59%	24%	17%	

Would you be comfortable using the resources available to you in case of inappropriate behavior?

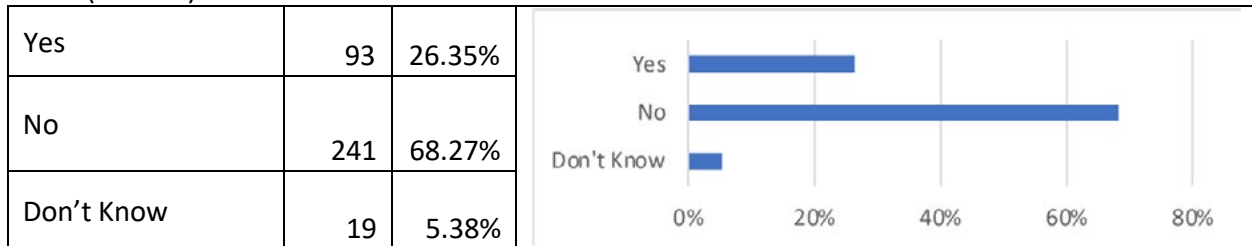
	Yes	No	DK	
All Respondents (n = 1213)	63%	17%	19%	
Gen Z (n = 48)	75%	8%	17%	
Gen Y (n = 352)	66%	17%	18%	
Gen X (n = 356)	65%	17%	18%	
Baby Boomer (n = 197)	69%	15%	16%	
Don't care to share/Don't know (n = 187)	48%	21%	30%	

Have you ever directly experienced or seen examples of inappropriate behavior by your supervisor? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on

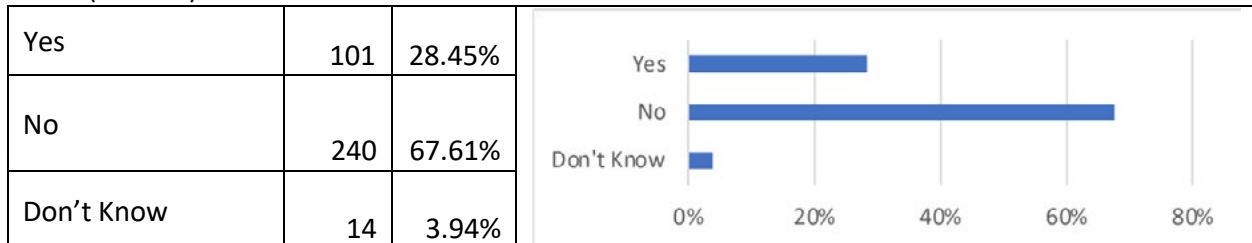
Gen Z (n = 47).



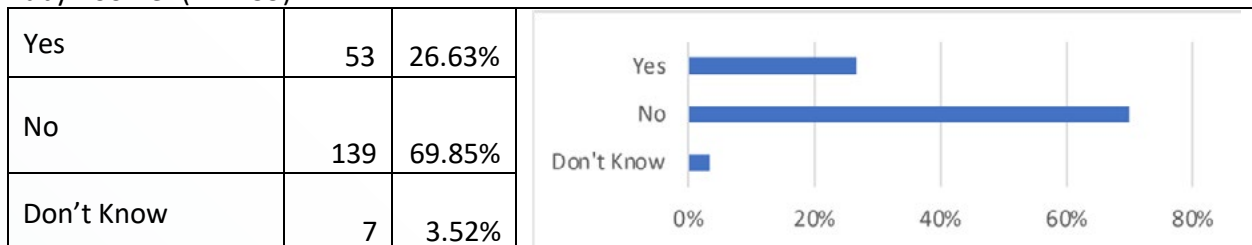
Gen Y (n = 353).



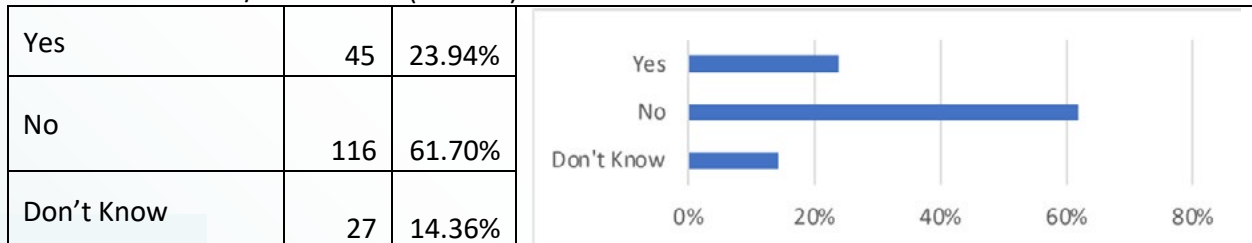
Gen X (n = 355).



Baby Boomer (n = 199).

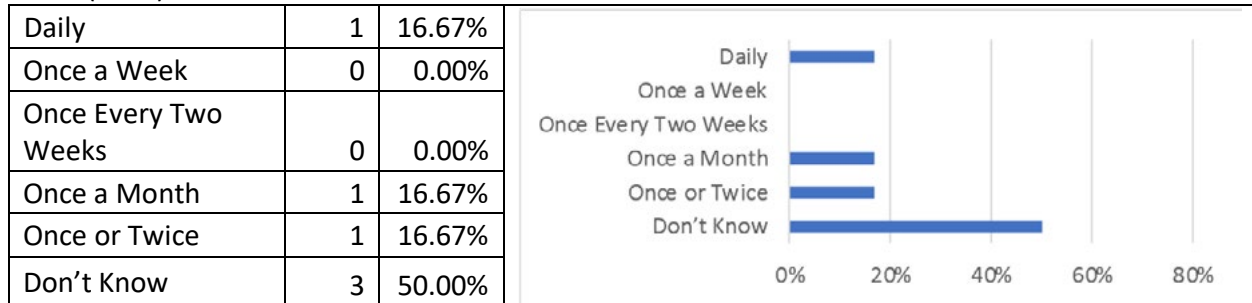


Don't care to share/Don't know (n = 188).

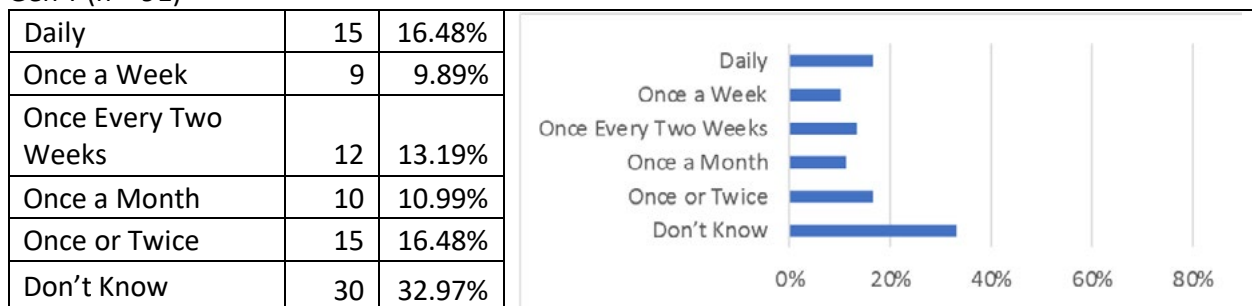


How often have you experienced or seen inappropriate behavior by your supervisor?

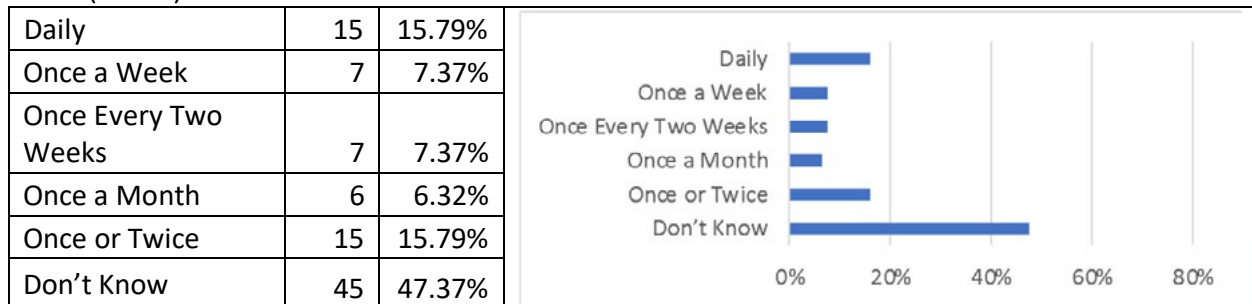
Gen Z (n = 6)



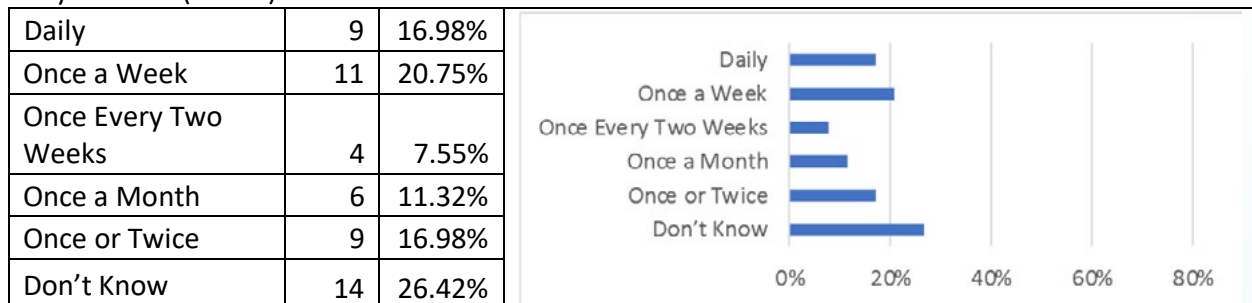
Gen Y (n = 91)



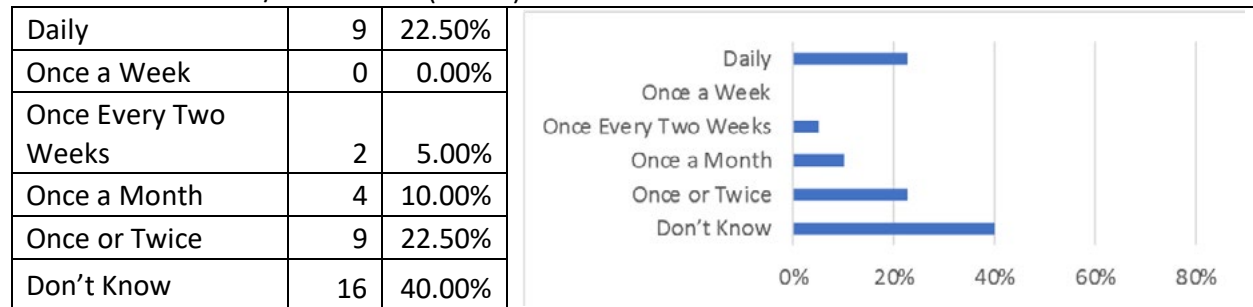
Gen X (n = 95)



Baby Boomer (n = 53)

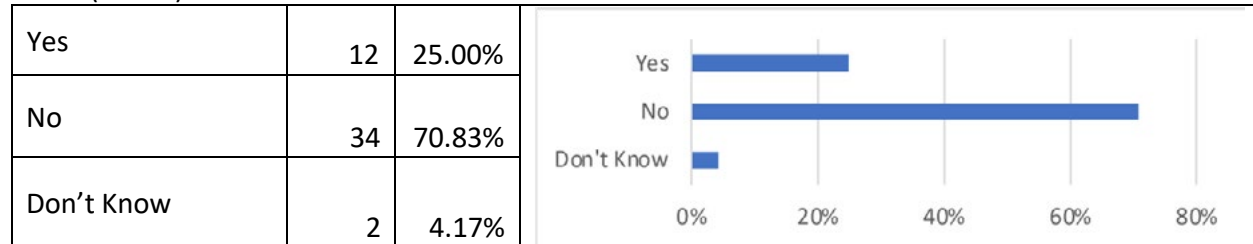


Do not care to share/Don't know (n = 40)

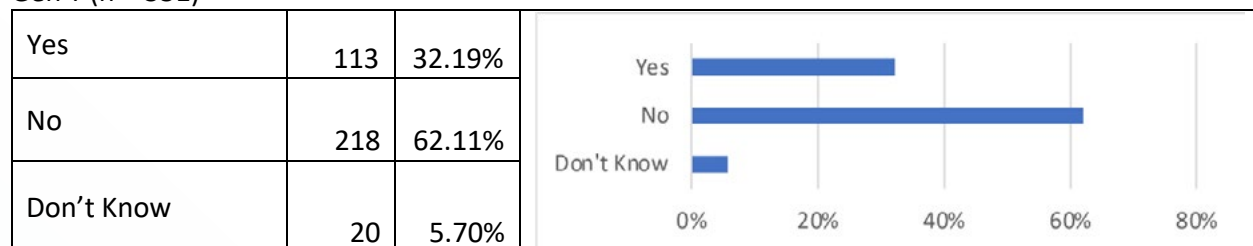


Have you ever directly experienced or seen examples of inappropriate behavior by your co-workers? Examples of inappropriate behavior include intimidation, abuse and ill-treatment, inappropriate remarks or practical jokes, and so on.

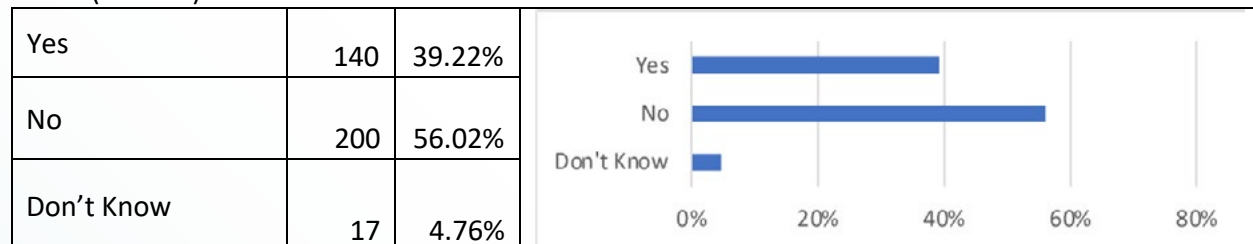
Gen Z (n = 48)



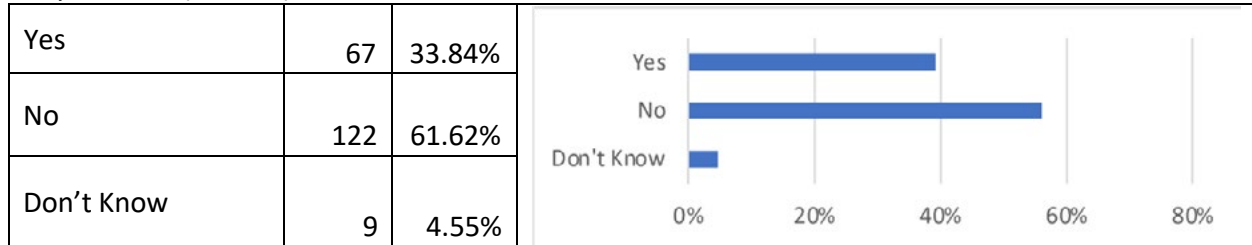
Gen Y (n = 351)



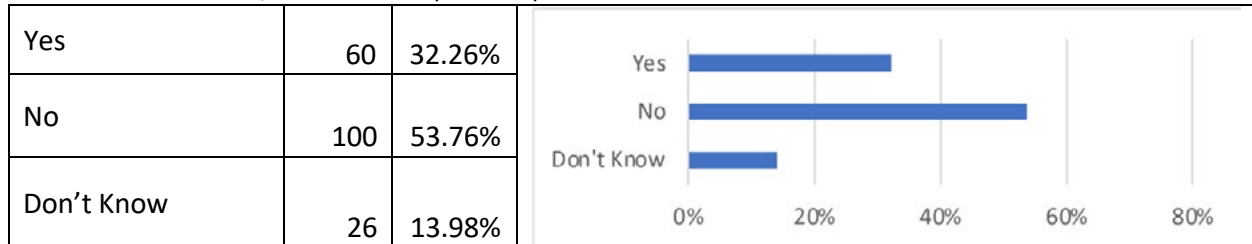
Gen X (n = 357)



Baby Boomer (n = 198)

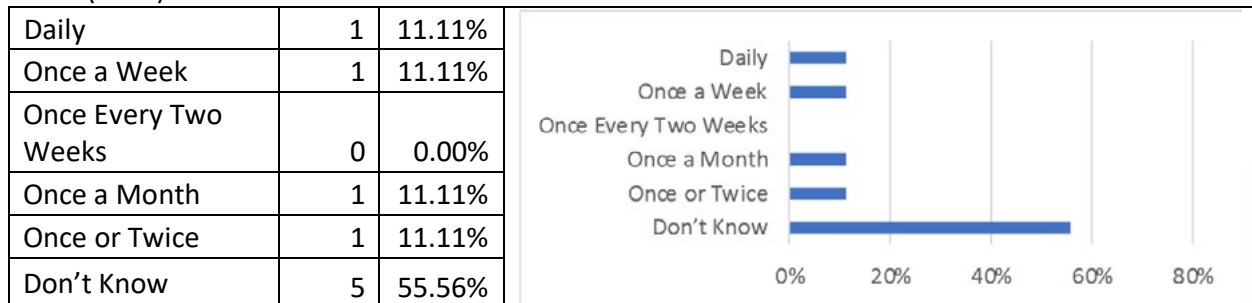


Do not care to share/Don't know (n = 186)

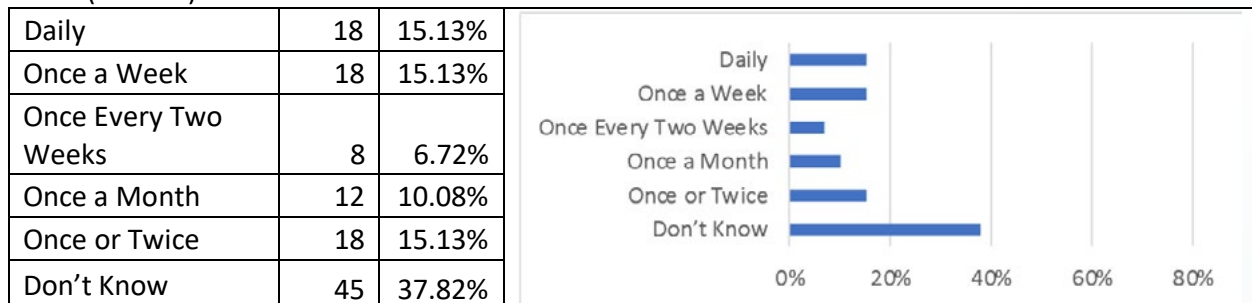


How often have you experienced or seen inappropriate behavior by your co-workers?

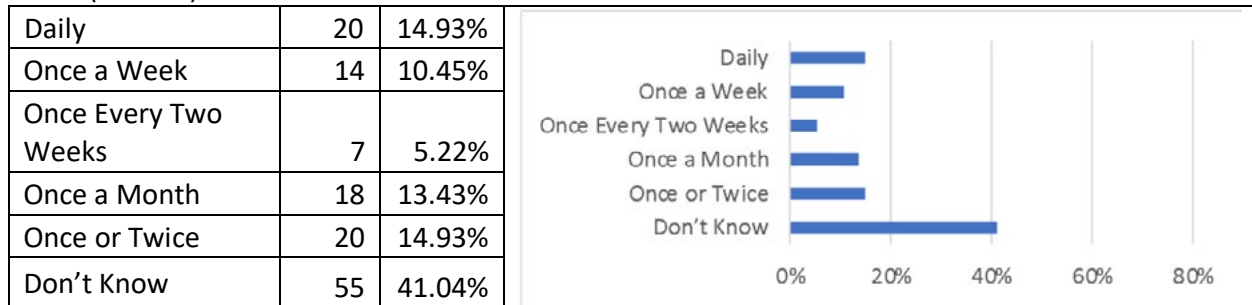
Gen Z (n = 9)



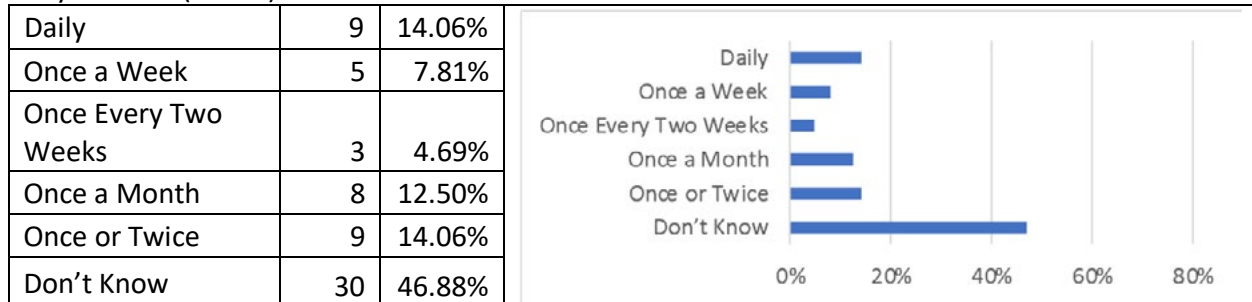
Gen Y (n = 119)



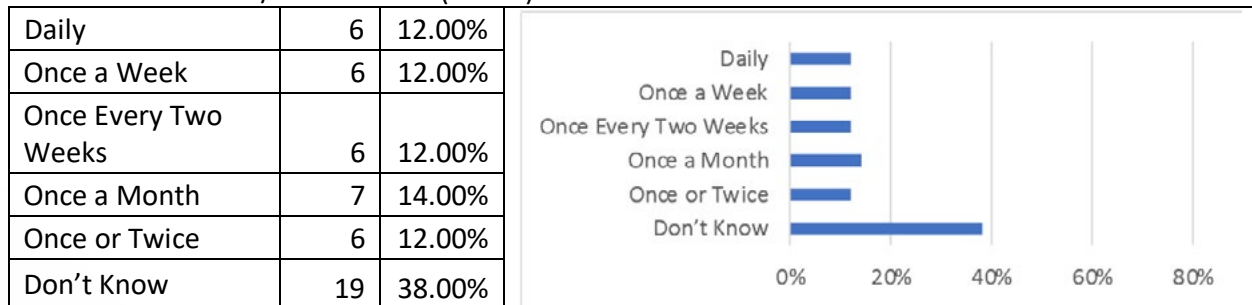
Gen X (n = 134)



Baby Boomer (n = 64)

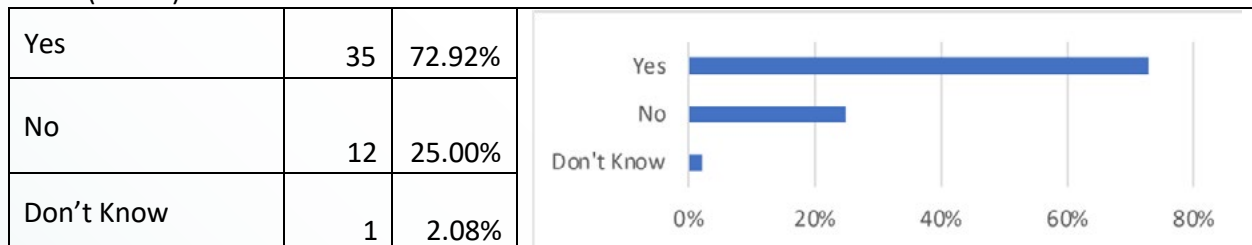


Do not care to share/Do not know (n = 50)

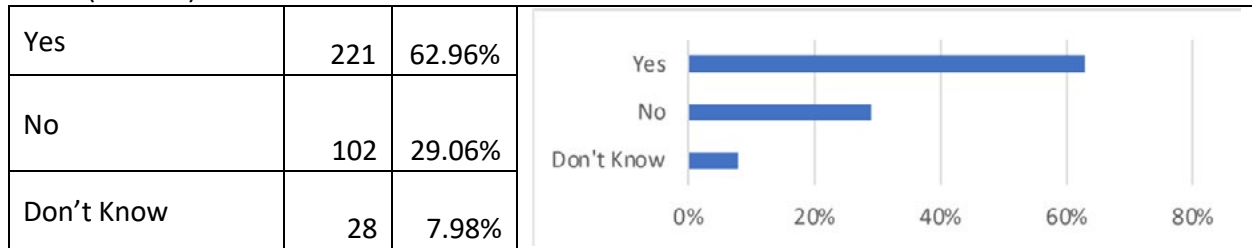


Are you familiar with the resources that are available to you and your co-workers to deal with inappropriate behavior either by your supervisor or by co-workers?

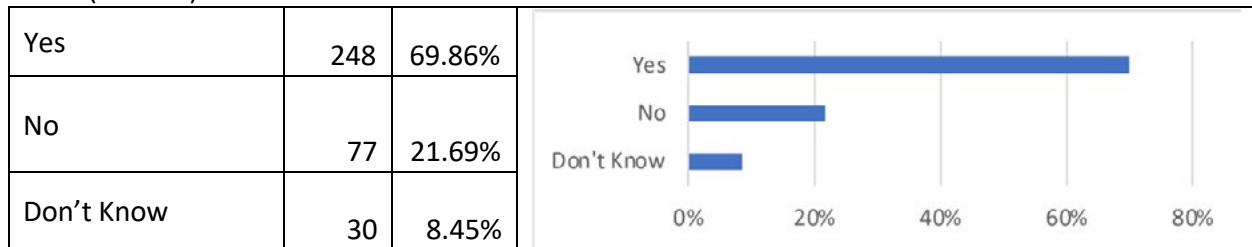
Gen Z (n = 48)



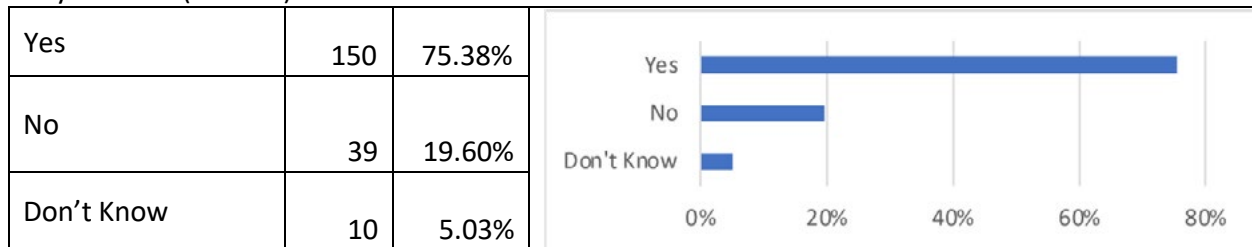
Gen Y (n = 351)



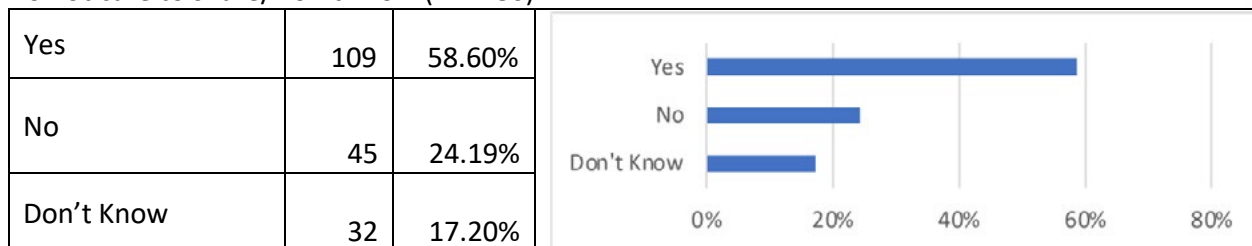
Gen X (n = 355)



Baby Boomer (n = 199)

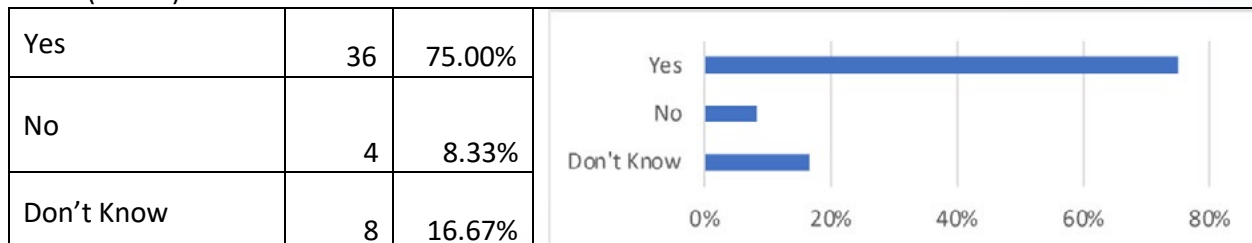


Do not care to share/Don't know (n = 186)

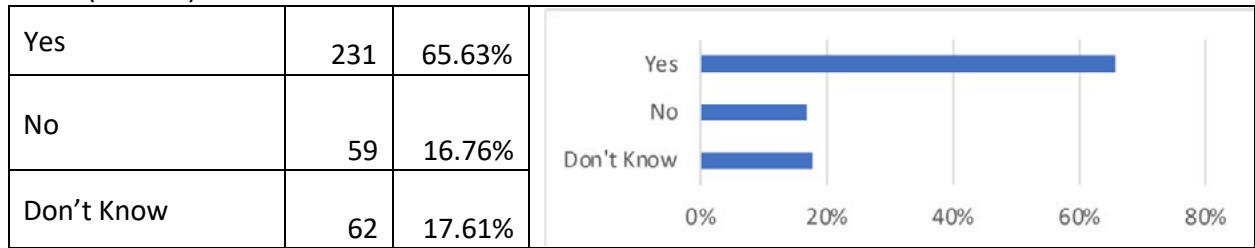


Would you be comfortable using the resources available to you in case of inappropriate behavior?

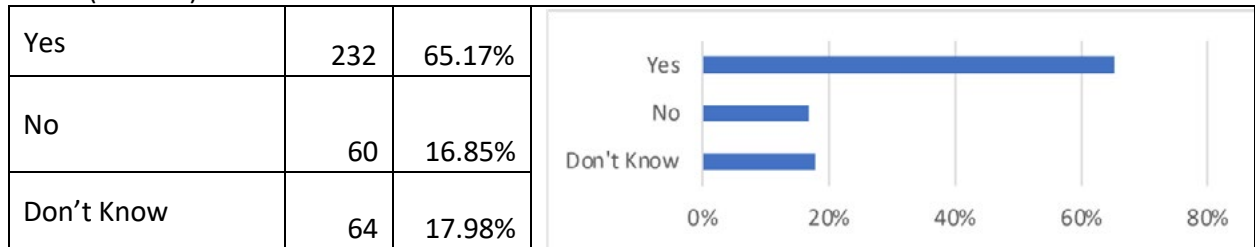
Gen Z (n = 48)



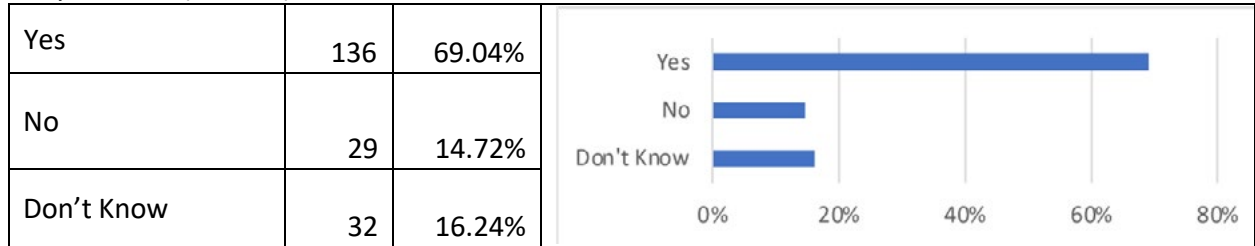
Gen Y (n = 352)



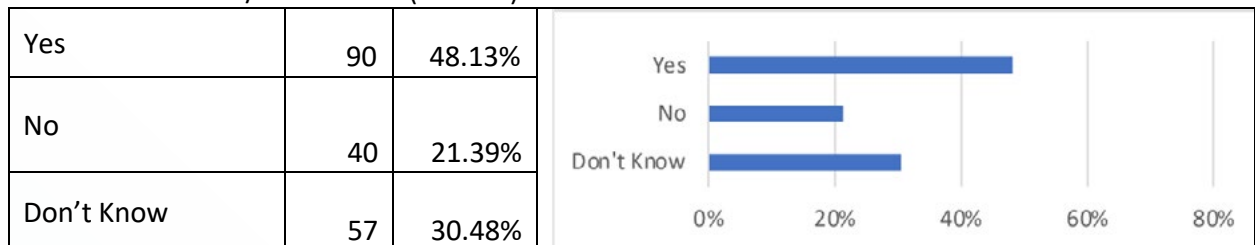
Gen X (n = 356)



Baby Boomer (n = 197)



Don't care to share/Don't know (n = 187)







PREPARED BY

