

From **Not** to **Hot**: How an Unlikely County Government Became a Nationally Recognized Top Workplace

Dan Biles, ICMA-CM
Pasco County Administrator

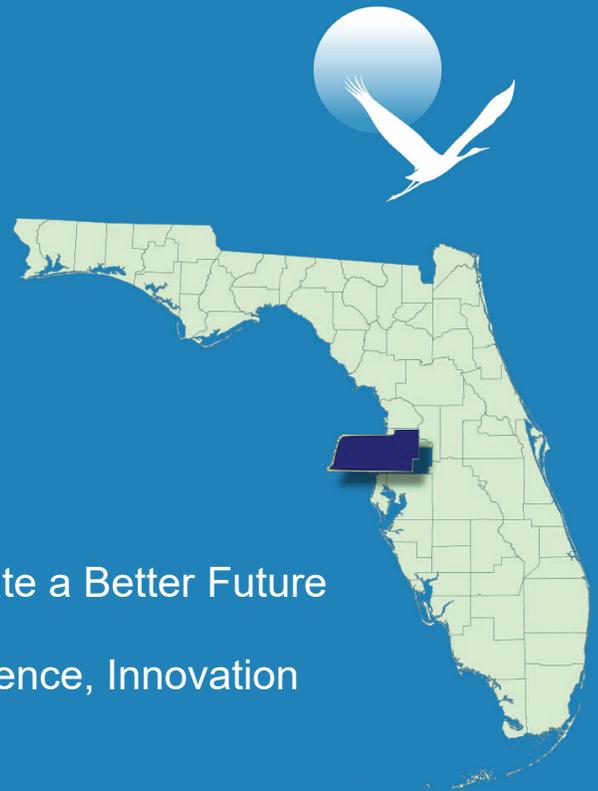


The 411

Vision. Florida's Premier County

Mission. Serving Our Community to Create a Better Future

Values. Integrity, Respect, Service Excellence, Innovation





CHAMPA BAY

About Us

- 3,200+ team members
- 11th most populous county in Florida



UNINCORPORATED
AREAS

92%



Budget



Commuter Residents





The Cold Hard Truth

Despair and Disenfranchisement



The One-Star Reviews were in... ☆☆☆

“**Management does not consider how a task is completed**; they do not acknowledge the steps, nor the people involved.”

“It would be productive, if not courteous, to **communicate changes as they occur, and not after the fact**. We have no clue unless management COMMUNICATES with the WORKERS.”

“**Severely understaffed** and we do not have any days off where we do not have to worry about being mandated to work. **Overtime is constantly shoved down our throats** and I feel that in a high stress environment like ours, time off and away from the center is paramount for a healthy state of mind and body. It seems that **we are just expected to forget about our family and personal lives.**”

“I HAVE NOT HAD A PERFORMANCE EVALUATION IN ALMOST 4 YEARS!!!”

“Sometimes upper management will listen & other times **it's like talking to the wind.**”

“If you have an opinion, you are told that **management does not care what you think** and it's about what ‘they’ want.”



Big Hair & Big Trouble

1982 - 2013
Top-down
Management
Approach



Changing Pasco County's Vision

2013 - 2017
Customer Centric and
Focused on Growth



"The true measure of leadership is influence – nothing more, nothing less." – John Maxwell

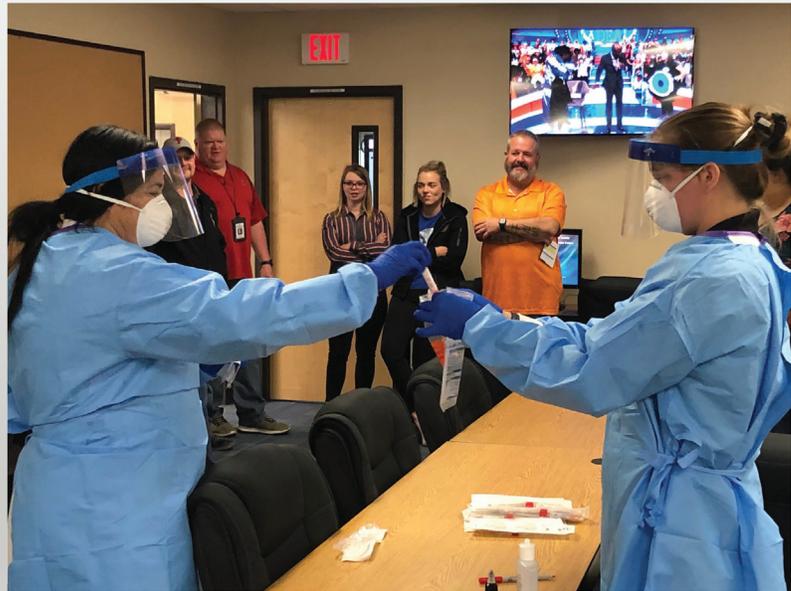
We are Here to Help Each Other

2017 - Present

People

Purpose

Performance



The SparkNotes Version

How we have grown and changed, and how you can do it, too!



Today is the First Day of the Rest of Your Life

Understand your organization, and assess the need for changes:

Support and lead cultural change.

- i. Failure and lessons learned
- ii. Psychologically-safe spaces
- iii. Hire for cultural fit, and train for skill

Create organizational restructuring to streamline management and processes.

- i. Public Infrastructure Branch
- ii. Public Safety Branch & Strategic Policy Groups

*“If I could have chosen not to tackle the IBM culture head on, I probably wouldn’t have. My bias coming in was toward strategy, analysis and measurement. In comparison, changing the attitude and behaviors of hundreds of thousands of people is very, very hard. **Yet I came to see in my time at IBM that culture isn’t just one aspect of the game—it is the game.**”*

– Louis V. Gerstner Jr.

Foster Leaders and Empower Them

Become servant leaders.

- i. Commit to training leaders within the organization
- ii. Empower them to make changes and improve business operations
- iii. Sterling/Baldrige National Criteria for Performance Excellence and Lean Six Sigma

Trust employees.

- i. Safety leads to creativity
- ii. Advocate for your team
- iii. Engage them

“Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients.” – Richard Branson

Challenge the saying, “We’ve always done it this way.”

- i. Think outside the box
- ii. Difficult problems require creative solutions



Create a Leadership System

How do you do it?

- **Set the direction**
- Plan the work
- Work the plan
- Measure
- **Reward and reinforce**
- Repeat



*"CEO Job #1 is setting—
and micro-nourishing, one
day, one hour, one minute
at a time—an effective
people-truly-first,
innovate-or-die,
excellence-or-bust
corporate culture."*

– Tom Peters

Revamp Your Values

Are they true to your team?

- Establish an internal committee to review existing values or create them
- Define each value in plain language
- Have open and candid discussions about what each value means
- Survey the organization and validate results
- Present to leadership/management
- Confirm with your board/council
- LIVE your value system



OUR VALUES



Integrity

- We are honest
- We do the right thing even when no one is watching
- We stand up for what is right
- We own mistakes and learn from them

Respect

- We earn this
- We treat everyone with courtesy, consideration, and compassion
- We appreciate all, regardless of position or title
- We resolve conflicts to help others and improve unity

Service Excellence

- We serve to make our community better
- We place our citizens and customers' interests first
- We deliver at the highest standards
- We are always learning and improving

Innovation

- We are open to change
- We minimize complexity and simplify processes
- We embrace creativity and encourage participation
- We implement cost-effective solutions

To Lead, You Must Have Buy-in

If you have the structure and their trust, feed their passion for service!



Raise the Next Generation of Leaders

- Leadership Development Program
- Team Leader Meetings
- Leadership trainings and seminars
- Invest in professional associations like ICMA
- Certified Public Manager Program
- Sterling/Baldrige, Lean Six Sigma
- Internal leadership training tracks for supervisors, managers, department heads

“Recruit good people, raise them as leaders, and continually develop them”

- John Maxwell



Culture Starts at the Top!



“It’s not about me, it’s about we.”

- Simon T. Bailey

- People – Purpose – Performance
- Change your vocabulary – team vs. staff
- Employee survey
- Team Development & Appreciation Days
- Wellness clinics
- Quarterly Town Halls
- Flexible scheduling
- Onboarding on all levels
- SKIP meetings
- Ask-Me-Anything sessions
- Podcasts – engage, engage, engage!

Sustain a Top Workplace

"If you create an environment where the people truly participate, you don't need control. They know what needs to be done and they do it."

– Herb Kelleher

- Pay and classification studies
- National citizens' survey
- Recruitment bonus for hard-to-hire positions
- Professional development
- Give back to the community
- Upgrade workspaces, when and where feasible
- Hire for attitude and culture, train for the job
- Hire people who believe in the "why"

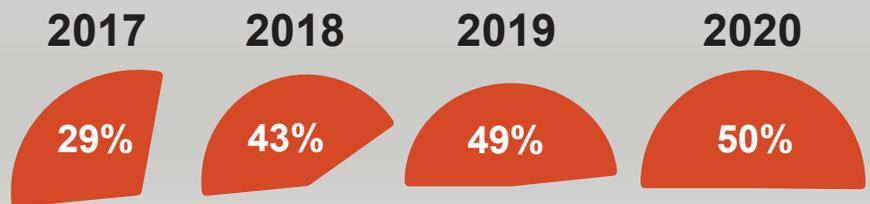


Tracking Our Progress

Employee Engagement

Measured as a percentage of employees who are:

- Highly motivated
- Committed to staying with our organization
- Willing to highly recommend our organization to others



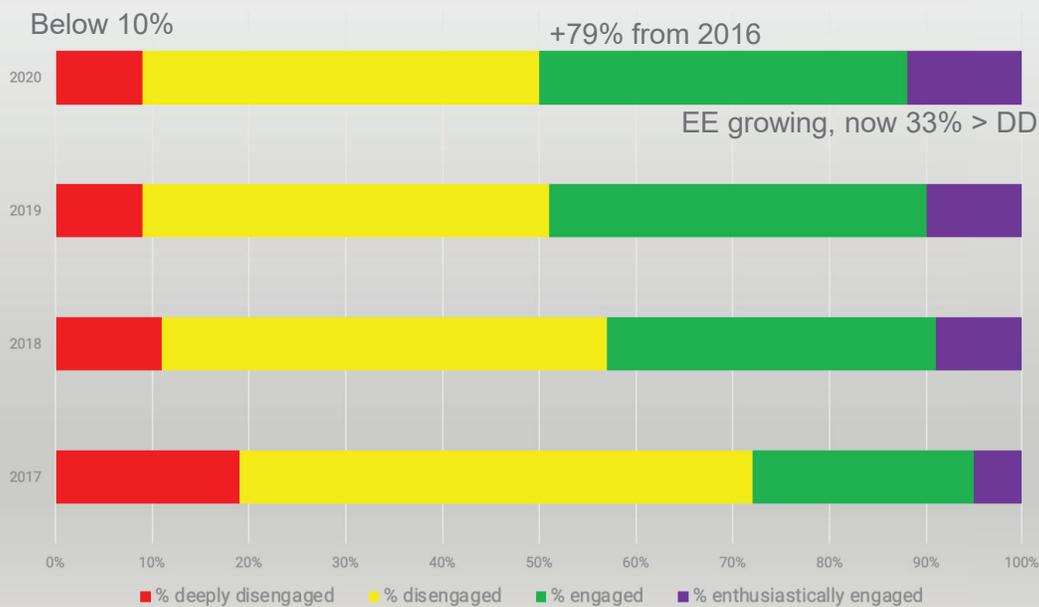
2021 Employee Engagement Survey Highest Response Rate & Number of Comments

Title	Status	Launch Date	Responders	Comments*	Survey Set-up	View Insights
Tampa Bay Times Top Workplaces 2022 Created 08/25/21	Insights Ready	10/27/21	59.3% 1691/2851	4168		
Tampa Bay Times Top Workplaces 2021 Created 08/28/20	Insights Ready	11/02/20	50.6% 1334/2636	2688		
Tampa Bay Times Top Workplaces 2020 Created 08/28/19	Insights Ready	10/21/19	49.8% 1276/2564	2674		
Tampa Bay Times Top Workplaces 2019 Created 09/13/18	Insights Ready	10/29/18	52.7% 1193/2262	2566		
Tampa Bay Times Top Workplaces 2018 Created 10/05/17	Insights Ready	12/04/17	44.0% 674/1532	1693		
Tampa Bay Times Top Workplaces 2017 Created 10/28/16	Insights Ready	12/05/16	59.0% 979/1659	1546		

* Comment counts are approximate until survey is completed.



Top Workplace Survey Engagement Trends



Engaged to Deeply Disengaged Ratio



From One Star to Three Stars ★★★

“I love my job & the work I do and take great pride in doing it above & beyond what is required.”

“My ideas are often implemented and when they are not, there is always a reasonable explanation.”

“My supervisor will take the time to listen and consider my opinion when I feel a change is needed for continuity.”

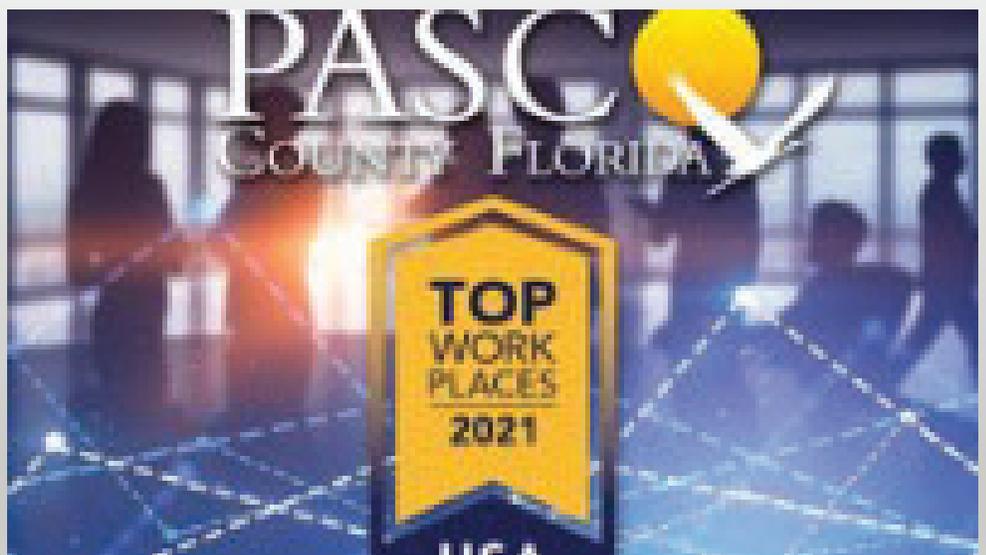
“I went through a very trying period this past year. My supervisor was supportive and understanding. I still got my work done but my supervisor took the time to listen to me when he knew I was going through a difficult period in my life.”

“We have the best of both worlds here - we work with a great group of people, and we make a difference every day in the lives of the people we serve.”



Awards & Recognition

From Not to Hot in Five Years



Follow #MeagleOnTheMove



Pasco County Citizens Have Spoken *From 2019 to 2020:*

Ratings for quality of life and community loyalty are strong and rising.

Overall quality of life **+12%**

Sense of community **+ 9%**

Value of services for taxes paid **+7%**

Welcoming citizen involvement **+8%**

Confidence in County government **+8%**

Treating all residents fairly **+13%**

Acting in the best interest of Pasco County citizens **+8%**



Pasco County Citizens Have Spoken

75% of residents applauded Customer Service provided by Pasco County.

Direct contact with Pasco County employees +12%

Ratings for essential services continue to rise.

Quality of road repair +11%

Quality of storm drainage +12%

Quality of animal services +18%

Quality of public information services +12%



Where Do We Go From Here?

Review
Learn
Adapt
Repeat



WHY:

Because we care deeply about service and our community



HOW:

Through 57 lines of business, focused on creating a Premier County



WHAT:

“Your” local government



"What leaders really do: They don't make plans; they don't solve problems; they don't even organize people. What leaders really do is prepare organizations for change and help them cope as they struggle through it." – John Kotter

Thank You!

