

# MyMinneapolis

## Employee Engagement Survey

911

2014 My Minneapolis Employee Engagement Survey

Survey Administered: May/June 2014



Confidential - Prepared by IBM

# 2014 My Minneapolis Employee Engagement Survey

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# I) Response Summary

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## I) Response Summary

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<b>Report Grouping</b>	<b>Headcount</b>	<b>Surveys Completed</b>	<b>Response Rate</b>
City of Minneapolis Overall	3,708	2,461	66%
911	77	60	78%

# II) Understanding Your Report

# 2014 My Minneapolis Employee Engagement Survey

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## II) Understanding Your Report

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### Survey Goals

The 2014 My Minneapolis Employee Engagement Survey has three goals:

1. Provide each employee an opportunity to share thoughts on what is working well and where there are opportunities for improvement in the City.
2. Develop effective action plans that respond to Citywide and department specific employee engagement issues.
3. Implement lasting change to our work environment that makes the City a great place to work, and supports the achievement of City goals.

In response to previous surveys, the City has successfully taken action and made changes designed to improve an employee's overall work experience. In response to the 2012 survey results, a team began work to improve employee recognition practices at both the enterprise and department levels. In May of 2014, the team announced a pilot Enterprise Employee Recognition Program.

Other examples of initiatives undertaken in response to previous surveys are:

1. Implementation of Business Process Improvement (BPI)
2. Total Compensation Statements
3. Minneapolis Matters Employee Newsletter
4. Alternative Work Arrangements Policy and procedures

In addition to City-wide efforts, departments have done significant work to take action in response to survey findings at the departmental level.

The concept of employee engagement is also incorporated into City goals and values which were approved by the City Council on March 28, 2014.

- Goal: "A City that works: City government runs well and connects to the community it serves. Engaged and talented employees reflect our community, have the resources they need to succeed and are empowered to improve our efficiency and effectiveness."
- Values: "We work by..."
  - o Showing employees they are valued - Employees are supported and take pride in public service.
  - o Innovating and being creative - New ideas drive continuous improvement.
  - o Driving toward results - Our efficient, effective work meets measurable goals for today and tomorrow.
  - o Engaging the community - All have a voice and are heard.
  - o Building public trust - All have access to services and information. We work in an open, ethical and transparent manner.
  - o Collaborating - We work better together as one team. We are a valued partner in the community."

Employee engagement was also integrated into other City processes including Results Minneapolis and Business Planning.

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## II) Understanding Your Report

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Before you can share survey results with others in your organization, it is essential to understand the data yourself. This report presents results for your organization and is arranged into several key sections:

### Sections within Your Report

#### Engagement Index and Engagement Priority Items Summary

This section displays the Engagement Index results and the top priorities for improving engagement. Engagement is a combination of perceptions that have a positive impact on behavior; including commitment, pride and a willingness to be an advocate for the organization.

The engagement priority items are listed in rank order of importance. They identify the survey items most likely to influence engagement for your group. A minimum of 30 responses is required to perform the analysis. If your workgroup had fewer than 30 responses, you will see the priority items identified for a higher level in the organization (i.e. City Overall or Department), and the results for your specific work unit. This is noted above the priority items.

#### Performance Enablement Summary

Performance Enablement focuses on those things that reflect how the organization supports and enables employees' ability to get the work done.

#### Behavior Change Index

The Behavior Change Index measures the employee perception of the amount of action taken in response to the previous survey. Experience has demonstrated that constructively acting upon survey results leads to higher response rates and higher scores in subsequent surveys and consequent improvements in performance.

#### Theme Summary

Survey items are grouped into topic areas, or themes. Theme results give an overall representation for items with a similar focus.

Special note about Theme 2011% Favorable Scores: The following themes have been affected by changes made to the 2014 My Minneapolis Survey: Customer Service, Department Leadership, Equity, Ethics, Immediate Supervisor, Performance Management, Recognition and Work Environment. While the report shows a percent favorable rating for 2011, the rating may not be identical to the ratings shown on the reports published in 2011, as the items/questions which now make up these themes were changed. So, although all items in these themes were on your 2011 survey, they were grouped differently. IBM/Kenexa has recalculated the 2011 scores given the new 2014 theme configuration.

#### Item Summary

This section uses a combination of bar charts and tables to display results and comparative data for all survey items. Survey items are grouped by theme.

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### II) Understanding Your Report

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#### What to look for...

When comparing your results to those of other groups or to previous survey results, use the following guidelines to determine whether differences are meaningful.

If number of respondents in smallest unit compared is ...	Look for differences in Percent Favorable of...
100 or more	5% or more
50 to 99	10% or more
Less than 50	15% or more

#### **Most Favorable / Most Unfavorable Summary**

This section reflects your team's highest and lowest scoring items. Specifically, the Most Favorable items represent those with the highest Percent Favorable and the Most Unfavorable items represent those with the highest Percent Unfavorable scores.

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## II) Understanding Your Report

### Sample Results

Report Grouping	Valid Returns	Percent Favorable					2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
		Percent Favorable		Percent Neutral		Percent Unfavorable							
City Overall	500	28		38		16	10	8	66%	64%	75%	89%	S
Department	100	8	15	30	27	20	23%	30%	75%	89%	O		
Division	3						--	--	--	--	--		

### Valid Returns

This number indicates how many employees provided an answer for a specific item in the survey. An "Unable to Rate" response is not considered valid. Thus Unable to Rate responses are not included in the "Valid Returns" count.

### Bar Chart

To facilitate the interpretation of results, responses are grouped into three categories:

Percent Favorable - Top two most favorable responses (i.e. Strongly Agree & Agree)

Percent Neutral - Neither favorable nor unfavorable response (i.e. Neither Agree nor Disagree)

Percent Unfavorable - Bottom two least favorable responses (i.e. Strongly Disagree & Disagree)

### 2014 % Fav

The percentage of respondents who selected the most positive responses, typically the top two.

### 2014 % Unfav

The percentage of respondents who selected the most negative responses, typically the bottom two.

### 2011 % Fav

The percentage of respondents who selected the most positive responses, typically the top two. These values, if present, are reported from the previous survey administration.

### City's Most Engaged Units

In order to calculate the "Most Engaged Units" we rank the work units within the City by their Employee Engagement scores; then, we select the top 20%. These groups make up the "Most Engaged Units" and become your internal benchmark. Scores for each question on the survey are then calculated for this group and offered for comparison purpose.

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## II) Understanding Your Report

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### Kenexa US World Norm

The Kenexa US World Norm is a composite of employee responses for US based organizations. It provides comparative results that represent the average scores across multiple organizations. When a value is not displayed in this column, a norm is not available.

### S/O (Strengths / Opportunities)

An “S” or an “O” in this column identifies items that are possible Strengths or Opportunities for improvement when compared to the City’s Most Engaged Unit scores. The guidelines below are used to determine which items represent strengths and which are opportunities for your organization. If your results do not meet either of the criteria, consider them “mid-range” results.

	<b>Strengths</b>	<b>Opportunities for Improvement</b>
Percent Favorable	65% or greater, and	50% or less, and
Percent Unfavorable	Less than 20%	either 20% or greater, or
Percent Neutral	--	30% or more

These guidelines should be used in interpreting all theme and item results contained in this report.

### Insufficient Data to Report

Double dashes (--) are displayed for a report group when the number of responses for the item or dimension being reported did not meet the minimum required for reporting, or when scores are not available for an item or dimension.

## III) Engagement Summary

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### III) Engagement Summary

	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
<b>Engagement</b>											
City of Minneapolis Overall	27	36	19	11	7	63%	56%	79%	69%		
911	17	35	22	16	11	51%	65%	79%	69%		

#### Survey Items Included

31. I rarely think about looking for a new job with another organization (If retiring or going on leave within the next 12 months, please do not answer this question).
32. I am proud to work for the City.
33. I would recommend the City as a great place to work.
34. Overall, I am extremely satisfied with the City as a place to work.

#### Priority Items

Items Determined by: 911

Scores Displayed for: 911

	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
50. I feel valued as an employee of the City. (Recognition)	29%	47%	70%	65%	O
53. There is a promising future for me at the City. (My Career)	40%	45%	65%	58%	O
20. I feel that I am part of a team. (Inclusion)	47%	--	83%	77%	O
51. I regularly receive appropriate recognition when I do a good job. (Recognition)	24%	30%	65%	59%	O
49. I receive recognition that is meaningful to me. (Recognition)	28%	54%	63%	--	O
1. My Department Leadership has communicated a vision of the future that motivates me. (Department Leadership)	19%	57%	72%	59%	O
55. I am satisfied with my opportunity for career development in the City. (My Career)	34%	41%	57%	60%	O
38. My immediate supervisor has my best interests at heart. (Immediate Supervisor)	69%	29%	79%	--	S
56. I am satisfied with my access to training. (My Career)	32%	43%	73%	--	O
16. Where I work, day-to-day decisions demonstrate that providing quality service is a top priority. (Customer Service)	40%	70%	83%	76%	O

# IV) Performance Enablement Summary

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## IV) Performance Enablement Summary

	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
<b>Performance Enablement Index</b>											
City of Minneapolis Overall	22	42	18	11	7	64%	57%	77%	72%		
911	14	26	22	21	18	40%	61%	77%	72%	O	

### Scores Displayed for: 911

	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
14. Where I work, we set clear standards for product/service quality.	47%	73%	78%	75%	O
17. Where I work, customer feedback is used to improve our work processes.	31%	63%	72%	65%	O
18. Where I work, employees are getting the training and development needed to keep up with customer demands.	27%	38%	69%	63%	O
19. Customer problems get corrected quickly.	38%	66%	75%	74%	O
4. My Department Leadership is committed to providing high quality products and services to customers.	29%	62%	89%	77%	O
29. City employees are encouraged to participate in making decisions that affect their work.	30%	40%	74%	67%	O
48. The people I work with cooperate to get the job done.	75%	84%	85%	82%	S

# V) Behavior Change Index

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## V) Behavior Change Index

	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
<b>Behavior Change Index</b>											
City of Minneapolis Overall	18	37	24	12	8	56%	56%	74%	62%		
911	14	35	24	17	12	48%	82%	74%	62%	O	

### Scores Displayed for: 911

	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
8. I was given an opportunity to see/hear about the 2011-2012 Employee Engagement Survey results.	79%	95%	86%	65%	S
9. I was given the opportunity to discuss my ideas about the results of the 2011-2012 Employee Engagement Survey.	42%	82%	69%	65%	O
10. My Department Leadership has taken action based on the feedback received from the 2011-2012 Employee Engagement Survey.	22%	70%	66%	55%	O

# VI) Theme Summary

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## VI) Theme Summary

	Percent Favorable					Percent Neutral					Percent Unfavorable					2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity										
<b>Engagement</b>																														
City of Minneapolis Overall	27					36					19					11					7					63%	56%	79%	69%	
911	17					35					22					16					11					51%	65%	79%	69%	
<b>Performance Enablement Index</b>																														
City of Minneapolis Overall	22					42					18					11					7					64%	57%	77%	72%	
911	14					26					22					21					18					40%	61%	77%	72%	O
<b>Behavior Change Index</b>																														
City of Minneapolis Overall	18					37					24					12					8					56%	56%	74%	62%	
911	14					35					24					17					12					48%	82%	74%	62%	O
<b>Communications</b>																														
City of Minneapolis Overall	15					39					19					16					11					54%	--	71%	--	
911	6					25					18					29					22					31%	--	71%	--	O
<b>Customer Service</b>																														
City of Minneapolis Overall	22					43					19					10					6					65%	56%	77%	--	S
911	12					24					23					20					20					36%	64%	77%	--	O
<b>Department Leadership</b>																														
City of Minneapolis Overall	24					37					17					12					10					61%	51%	81%	69%	
911	10					13					19					26					32					24%	55%	81%	69%	O
<b>Employee Involvement</b>																														
City of Minneapolis Overall	16					38					21					14					11					53%	--	75%	67%	
911	7					21					26					26					20					27%	--	75%	67%	O

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## VI) Theme Summary

	Percent Favorable					Percent Neutral					Percent Unfavorable					2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity										
<b>Equity</b>																														
City of Minneapolis Overall	23					35					16					13					12					58%	54%	71%	--	
911	14					36					20					19					11					50%	52%	71%	--	O
<b>Ethics</b>																														
City of Minneapolis Overall	22					45					17					9					7					67%	56%	82%	--	S
911	8					47					23					11					10					56%	60%	82%	--	
<b>Immediate Supervisor</b>																														
City of Minneapolis Overall	31					40					14					9					7					71%	60%	80%	--	S
911	23					46					16					13										69%	48%	80%	--	S
<b>Inclusion</b>																														
City of Minneapolis Overall	27					40					16					10					8					67%	--	80%	76%	S
911	11					38					25					11					15					49%	--	80%	76%	O
<b>My Career</b>																														
City of Minneapolis Overall	16					41					21					13					9					58%	--	71%	--	
911	9					34					22					23					13					43%	--	71%	--	O
<b>Performance Management</b>																														
City of Minneapolis Overall	31					43					13					8					5					74%	67%	84%	77%	S
911	30					42					16					10										72%	64%	84%	77%	S
<b>Recognition</b>																														
City of Minneapolis Overall	13					37					23					15					11					50%	47%	66%	--	O
911	6					21					28					26					18					27%	44%	66%	--	O

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## VI) Theme Summary

	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
<b>Work Environment</b>											
City of Minneapolis Overall	22	44	14	12	8	66%	63%	76%	--		
911	12	32	14	21	21	44%	50%	76%	--	O	

## VII) Item Summary

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## VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable				Percent Neutral	Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
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### Engagement

31. I rarely think about looking for a new job with another organization (If retiring or going on leave within the next 12 months, please do not answer this question).

City of Minneapolis Overall	2,269	22	28	17	19	14	50%	49%	63%	58%	O
911	55	18	16	29	33		22%	47%	63%	58%	O

32. I am proud to work for the City.

City of Minneapolis Overall	2,407	36	40	16	6		75%	68%	90%	79%	S
911	58	34	41	19			76%	79%	90%	79%	S

33. I would recommend the City as a great place to work.

City of Minneapolis Overall	2,400	27	37	21	10	6	63%	53%	82%	69%	
911	57	16	40	25	16		56%	65%	82%	69%	

34. Overall, I am extremely satisfied with the City as a place to work.

City of Minneapolis Overall	2,413	25	38	20	11	6	62%	54%	81%	71%	
911	58	12	38	29	16	5	50%	66%	81%	71%	O

### Behavior Change Index

8. I was given an opportunity to see/hear about the 2011-2012 Employee Engagement Survey results.

City of Minneapolis Overall	2,136	24	50	15	7		73%	77%	86%	65%	S
911	48	21	58	19			79%	95%	86%	65%	S

# 2014 My Minneapolis Employee Engagement Survey

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## VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
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### Behavior Change Index

9. I was given the opportunity to discuss my ideas about the results of the 2011-2012 Employee Engagement Survey.

City of Minneapolis Overall	2,074	16	33	25	16	9	49%	50%	69%	65%	O
911	45	9	33	33	18	7	42%	82%	69%	65%	O

10. My Department Leadership has taken action based on the feedback received from the 2011-2012 Employee Engagement Survey.

City of Minneapolis Overall	2,011	14	29	33	14	10	43%	40%	66%	55%	O
911	46	11	11	20	33	26	22%	70%	66%	55%	O

### Communications

11. Where I work, we are told of upcoming changes in time to prepare for them.

City of Minneapolis Overall	2,402	14	39	19	18	11	53%	44%	73%	61%	
911	58	5	21	17	36	21	26%	52%	73%	61%	O

12. I can easily access the information I need to do my job.

City of Minneapolis Overall	2,431	21	49	14	11		70%	67%	82%	--	S
911	59	10	39	22	17	12	49%	61%	82%	--	O

13. There is open and honest two-way communication at the City.

City of Minneapolis Overall	2,408	10	28	22	20	19	38%	--	59%	59%	O
911	58	14	16	33	34		17%	--	59%	59%	O

# 2014 My Minneapolis Employee Engagement Survey

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## VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
<b>Customer Service</b>															
14. Where I work, we set clear standards for product/service quality.															
City of Minneapolis Overall	2,413	22	45	15	12	6	67%	56%	78%	75%	S				
911	57	14	33	12	23	18	47%	73%	78%	75%	O				
15. My department is actively working to strengthen its relationship with the communities we serve.															
City of Minneapolis Overall	2,356	27	44	19	6	72%	63%	84%	--	S					
911	57	14	19	30	19	18	33%	75%	84%	--	O				
16. <span style="border: 1px solid black; padding: 2px;">Where I work, day-to-day decisions demonstrate that providing quality service is a top priority.</span>															
City of Minneapolis Overall	2,411	26	43	15	10	6	69%	58%	83%	76%	S				
911	58	16	24	16	21	24	40%	70%	83%	76%	O				
17. Where I work, customer feedback is used to improve our work processes.															
City of Minneapolis Overall	2,307	18	39	24	13	6	57%	50%	72%	65%					
911	55	11	20	31	22	16	31%	63%	72%	65%	O				
18. Where I work, employees are getting the training and development needed to keep up with customer demands.															
City of Minneapolis Overall	2,384	16	40	20	14	10	57%	51%	69%	63%					
911	56	5	21	16	25	32	27%	38%	69%	63%	O				
19. Customer problems get corrected quickly.															
City of Minneapolis Overall	2,308	21	45	22	7	5	66%	59%	75%	74%	S				
911	55	13	25	36	13	13	38%	66%	75%	74%	O				

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## VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
<b>Department Leadership</b>															
1. <span style="border: 1px solid black; padding: 2px;">My Department Leadership has communicated a vision of the future that motivates me.</span>															
City of Minneapolis Overall	2,416	18	35	21	15	11		54%	47%	72%	59%				
911	57	9	11	25	25	32		19%	57%	72%	59%		O		
2. My Department Leadership demonstrates that employees are important to the success of the City.															
City of Minneapolis Overall	2,425	24	36	14	14	12		60%	49%	81%	68%				
911	57	11	14	16	23	37		25%	49%	81%	68%		O		
3. My Department Leadership has the ability to deal with the challenges we face.															
City of Minneapolis Overall	2,406	23	38	17	12	10		60%	50%	80%	73%				
911	57	11	9	14	26	40		19%	49%	80%	73%		O		
4. My Department Leadership is committed to providing high quality products and services to customers.															
City of Minneapolis Overall	2,405	32	40	14	8	6		71%	61%	89%	77%		S		
911	58	12	17	19	29	22		29%	62%	89%	77%		O		
5. I have confidence in the future of my department.															
City of Minneapolis Overall	2,418	25	35	16	12	11		60%	45%	83%	68%				
911	56	9	16	21	25	29		25%	57%	83%	68%		O		
<b>Employee Involvement</b>															
28. City employees are encouraged to develop new and better ways of doing things.															
City of Minneapolis Overall	2,384	17	39	21	13	9		56%	47%	76%	70%				
911	55	7	25	29	24	15		33%	44%	76%	70%		O		

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## VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
<b>Employee Involvement</b>														
29. City employees are encouraged to participate in making decisions that affect their work.														
City of Minneapolis Overall	2,381	15	38	20	15	11			53%	43%	74%	67%		
911	57	5	25	26	26	18			30%	40%	74%	67%	O	
30. My ideas and suggestions count.														
City of Minneapolis Overall	2,394	16	35	21	14	14			51%	--	74%	64%		
911	56	7	13	23	29	29			20%	--	74%	64%	O	
<b>Equity</b>														
24. The process for selecting people for special assignments/projects is fair.														
City of Minneapolis Overall	2,290	12	32	21	18	17			44%	40%	63%	--	O	
911	51	6	24	27	24	20			29%	43%	63%	--	O	
25. In my department, all employees have equal opportunity for advancement.														
City of Minneapolis Overall	2,323	13	31	17	19	19			44%	41%	56%	75%	O	
911	54	9	30	19	24	19			39%	58%	56%	75%	O	
26. My immediate supervisor treats employees fairly.														
City of Minneapolis Overall	2,400	37	37	11	8	7			74%	69%	83%	75%	S	
911	58	28	48	14	10				76%	49%	83%	75%	S	
27. My performance on the job is evaluated fairly.														
City of Minneapolis Overall	2,342	30	41	15	8	6			71%	65%	83%	68%	S	
911	58	14	40	22	17	7			53%	56%	83%	68%		

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## VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
<b>Ethics</b>											
35. Where I work, ethical issues can be discussed without negative consequences.											
City of Minneapolis Overall	2,341	18	41	20	12	9	59%	52%	75%	69%	
911	58	7	41	22	17	12	48%	47%	75%	69%	O
36. Where I work, people comply with the City's Ethics in Government Code.											
City of Minneapolis Overall	2,343	23	48	16	8	5	71%	56%	85%	--	S
911	57	9	58	21	7	5	67%	66%	85%	--	S
37. My Department Leadership complies with the City's Ethics in Government Code.											
City of Minneapolis Overall	2,275	26	45	16	7	7	71%	62%	86%	--	S
911	54	9	43	26	9	13	52%	69%	86%	--	
<b>Immediate Supervisor</b>											
38. <input type="checkbox"/> My immediate supervisor has my best interests at heart.											
City of Minneapolis Overall	2,396	31	37	16	9	7	68%	34%	79%	--	S
911	58	22	47	19	12		69%	29%	79%	--	S
39. My immediate supervisor does a good job of "managing the work," that is, making appropriate work assignments, setting priorities, scheduling, etc.											
City of Minneapolis Overall	2,380	29	40	14	10	7	69%	66%	77%	69%	S
911	57	23	44	16	14		67%	56%	77%	69%	S
40. My immediate supervisor does a good job of managing the people who work for him/her.											
City of Minneapolis Overall	2,397	30	40	13	9	8	70%	64%	77%	--	S
911	57	23	49	12	14		72%	48%	77%	--	S

# 2014 My Minneapolis Employee Engagement Survey

911

## VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
<b>Immediate Supervisor</b>											
41. My immediate supervisor supports my ongoing training and development.											
City of Minneapolis Overall	2,385	35	40	14	7	5	75%	67%	86%	--	S
911	57	26	42	16	14		68%	44%	86%	--	S
42. My immediate supervisor clearly communicates what I am expected to do.											
City of Minneapolis Overall	2,408	30	42	14	9	6	72%	69%	81%	78%	S
911	58	22	48	17	10		71%	61%	81%	78%	S
<b>Inclusion</b>											
20. <span style="border: 1px solid black; display: inline-block; width: 550px; height: 20px; vertical-align: middle;"></span> I feel that I am part of a team.											
City of Minneapolis Overall	2,428	29	39	12	10	9	69%	--	83%	77%	S
911	58	12	34	24	10	19	47%	--	83%	77%	O
21. My department has a strong track record of hiring people from diverse backgrounds.											
City of Minneapolis Overall	2,294	29	39	19	8	5	68%	67%	78%	79%	S
911	53	17	40	34		6	57%	68%	78%	79%	
22. The City has a work environment in which diverse perspectives are valued.											
City of Minneapolis Overall	2,349	22	41	21	10	7	63%	65%	74%	68%	
911	53	9	45	25	8	13	55%	68%	74%	68%	
23. Where I work, I am treated with dignity and respect.											
City of Minneapolis Overall	2,418	26	41	14	10	9	67%	65%	82%	80%	S
911	59	7	34	19	20	20	41%	57%	82%	80%	O

# 2014 My Minneapolis Employee Engagement Survey

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## VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable			Percent Neutral			Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
<b>My Career</b>															
52. My job makes good use of my talents, skills and abilities.															
City of Minneapolis Overall	2,418	20	46	15	11	8	66%	--	80%	74%	S				
911	58	17	41	9	24	9	59%	--	80%	74%					
53. <input type="checkbox"/> There is a promising future for me at the City.															
City of Minneapolis Overall	2,364	16	35	28	11	10	50%	39%	65%	58%	O				
911	58	10	29	36	7	17	40%	45%	65%	58%	O				
54. I receive the training I need to perform my current job effectively.															
City of Minneapolis Overall	2,423	17	48	18	12	5	65%	62%	81%	76%	S				
911	59	7	42	14	29	8	49%	50%	81%	76%	O				
55. <input type="checkbox"/> I am satisfied with my opportunity for career development in the City.															
City of Minneapolis Overall	2,389	14	35	24	16	12	48%	42%	57%	60%	O				
911	58	5	29	28	21	17	34%	41%	57%	60%	O				
56. <input type="checkbox"/> I am satisfied with my access to training.															
City of Minneapolis Overall	2,409	15	43	21	13	8	58%	54%	73%	--	O				
911	59	7	25	22	34	12	32%	43%	73%	--	O				
<b>Performance Management</b>															
42. My immediate supervisor clearly communicates what I am expected to do.															
City of Minneapolis Overall	2,408	30	42	14	9	6	72%	69%	81%	78%	S				
911	58	22	48	17	10		71%	61%	81%	78%	S				

# 2014 My Minneapolis Employee Engagement Survey

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## VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable				Percent Neutral	Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
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### Performance Management

6. I understand how my work links to the goals of the City.

City of Minneapolis Overall	2,422	31	48	12	5	80%	66%	93%	84%	S
911	56	41	36	16	5	77%	82%	93%	84%	S

7. My immediate supervisor gives me useful feedback on how well I'm doing my job.

City of Minneapolis Overall	2,389	33	37	12	10	7	70%	64%	79%	70%	S
911	56	27	43	14	14		70%	49%	79%	70%	S

### Recognition

49.  I receive recognition that is meaningful to me.

City of Minneapolis Overall	2,390	12	37	25	16	11	49%	50%	63%	--	O
911	57	7	21	30	25	18	28%	54%	63%	--	O

50.  I feel valued as an employee of the City.

City of Minneapolis Overall	2,420	14	38	22	14	12	52%	46%	70%	65%	
911	59	7	22	34	19	19	29%	47%	70%	65%	O

51.  I regularly receive appropriate recognition when I do a good job.

City of Minneapolis Overall	2,402	13	37	23	17	11	49%	44%	65%	59%	O
911	58	5	19	21	36	19	24%	30%	65%	59%	O

### Work Environment

43. The City supports me via programs, resources, etc., in attaining my health and wellness goals.

City of Minneapolis Overall	2,370	25	51	15	6		75%	74%	87%	--	S
911	57	16	54	14	9	7	70%	67%	87%	--	S

# 2014 My Minneapolis Employee Engagement Survey

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## VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
<b>Work Environment</b>												
44. Safety in the workplace is a high priority.												
City of Minneapolis Overall	2,378	32		45		14		76%	73%	85%	88%	S
911	58	14		41		21		55%	65%	85%	88%	
45. I am satisfied with my overall physical work environment (e.g. ventilation, noise, lighting, space).												
City of Minneapolis Overall	2,411	19		42		14		61%	62%	66%	71%	
911	59	12		8		47		14%	20%	66%	71%	O
46. Where I work, we have enough people to get the work done.												
City of Minneapolis Overall	2,408	10		30		15		41%	33%	52%	52%	O
911	58	9		7		29		10%	13%	52%	52%	O
47. I have access to the resources (e.g. equipment, information, materials, technology) I need to do my job effectively.												
City of Minneapolis Overall	2,423	16		49		15		66%	61%	80%	75%	
911	59	5		37		20		42%	48%	80%	75%	O
48. The people I work with cooperate to get the job done.												
City of Minneapolis Overall	2,423	31		48		12		79%	76%	85%	82%	S
911	57	37		39		14		75%	84%	85%	82%	S

# VIII) Most Favorable/Most Unfavorable Summary

## 2014 My Minneapolis Employee Engagement Survey

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### VIII) Most Favorable/Most Unfavorable Summary

<b>Most Favorable Items</b>	2014 % Fav	2014 % Unfav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm
<b>911</b>					
8. I was given an opportunity to see/hear about the 2011-2012 Employee Engagement Survey results.	79%	2%	95%	86%	65%
6. I understand how my work links to the goals of the City.	77%	7%	82%	93%	84%
32. I am proud to work for the City.	76%	5%	79%	90%	79%
26. My immediate supervisor treats employees fairly.	76%	10%	49%	83%	75%
48. The people I work with cooperate to get the job done.	75%	11%	84%	85%	82%
40. My immediate supervisor does a good job of managing the people who work for him/her.	72%	16%	48%	77%	--
42. My immediate supervisor clearly communicates what I am expected to do.	71%	12%	61%	81%	78%
7. My immediate supervisor gives me useful feedback on how well I'm doing my job.	70%	16%	49%	79%	70%
43. The City supports me via programs, resources, etc., in attaining my health and wellness goals.	70%	16%	67%	87%	--
38. My immediate supervisor has my best interests at heart.	69%	12%	29%	79%	--
<b>Most Unfavorable Items</b>	2014 % Fav	2014 % Unfav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm
<b>911</b>					
46. Where I work, we have enough people to get the work done.	10%	83%	13%	52%	52%
45. I am satisfied with my overall physical work environment (e.g. ventilation, noise, lighting, space).	14%	78%	20%	66%	71%
13. There is open and honest two-way communication at the City.	17%	67%	--	59%	59%
3. My Department Leadership has the ability to deal with the challenges we face.	19%	67%	49%	80%	73%
31. I rarely think about looking for a new job with another organization (If retiring or going on leave within the next 12 months, please do not answer this question).	22%	62%	47%	63%	58%
2. My Department Leadership demonstrates that employees are important to the success of the City.	25%	60%	49%	81%	68%
10. My Department Leadership has taken action based on the feedback received from the 2011-2012 Employee Engagement Survey.	22%	59%	70%	66%	55%
30. My ideas and suggestions count.	20%	57%	--	74%	64%
18. Where I work, employees are getting the training and development needed to keep up with customer demands.	27%	57%	38%	69%	63%
11. Where I work, we are told of upcoming changes in time to prepare for them.	26%	57%	52%	73%	61%