

MyMinneapolis

Employee Engagement Survey

CPED

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

Report Grouping	Headcount	Surveys Completed	Response Rate
City of Minneapolis Overall	3,708	2,461	66%
CPED	218	191	88%
Administration & Operations (Includes Division Directors)	9	14	156%
Development Services-Construction Code Services	66	52	79%
Development Services-Development Review Customer Service Center	19	18	95%
Development Services - Land Use, Design & Preservation and Zoning Administration	23	21	91%
Economic Development & Policy-Business Development	18	16	89%
Economic Development & Policy-Business Licensing	26	23	88%
Economic Development & Policy-Employment & Training	14	11	79%
Housing Development & Policy-Residential & Real Estate Development	16	14	88%
Housing Development & Policy-Residential Finance	13	9	69%
Long-Range Planning (Includes Community Planning, Public Art and Research)	14	13	93%

II) Understanding Your Report

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II) Understanding Your Report

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

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

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

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.

	Strengths	Opportunities for Improvement
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
Engagement											
City of Minneapolis Overall	27	36	19	11	7	63%	56%	79%	69%		
CPED	29	38	18	10	5	67%	55%	79%	69%	S	
Administration & Operations (Includes Division Directors)	35	42	11	13		76%	--	79%	69%	S	
Development Services-Construction Code Services	32	32	18	15		64%	67%	79%	69%		
Development Services-Development Review Customer Service Center	17	35	27	7	14	52%	53%	79%	69%		
Development Services - Land Use, Design & Preservation and Zoning Administration	43	31	12	8	6	74%	--	79%	69%	S	
Economic Development & Policy-Business Development	13	52	29	5		65%	--	79%	69%	S	
Economic Development & Policy-Business Licensing	36	33	16	6	10	69%	52%	79%	69%	S	
Economic Development & Policy-Employment & Training	39	39	16	7		77%	--	79%	69%	S	
Housing Development & Policy-Residential & Real Estate Development	25	40	22	7	5	65%	--	79%	69%	S	
Housing Development & Policy-Residential Finance	12	53	18	15		65%	--	79%	69%	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	22	46	20	9		67%	--	79%	69%	S	

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.

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Priority Items

Items Determined by: CPED

Scores Displayed for: CPED

	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
55. I am satisfied with my opportunity for career development in the City. (My Career)	53%	41%	57%	60%	
53. There is a promising future for me at the City. (My Career)	55%	34%	65%	58%	
13. There is open and honest two-way communication at the City. (Communications)	39%	--	59%	59%	O
50. I feel valued as an employee of the City. (Recognition)	56%	51%	70%	65%	
3. My Department Leadership has the ability to deal with the challenges we face. (Department Leadership)	61%	49%	80%	73%	
5. I have confidence in the future of my department. (Department Leadership)	58%	36%	83%	68%	
23. Where I work, I am treated with dignity and respect. (Inclusion)	70%	67%	82%	80%	S
11. Where I work, we are told of upcoming changes in time to prepare for them. (Communications)	51%	45%	73%	61%	
29. City employees are encouraged to participate in making decisions that affect their work. (Employee Involvement)	63%	44%	74%	67%	
20. I feel that I am part of a team. (Inclusion)	71%	--	83%	77%	S

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
Performance Enablement Index											
City of Minneapolis Overall	22	42	18	11	7	64%	57%	77%	72%		
CPED	23	44	18	11	5	67%	60%	77%	72%	S	
Administration & Operations (Includes Division Directors)	41	33	17	9		74%	--	77%	72%	S	
Development Services-Construction Code Services	21	44	17	12	6	65%	68%	77%	72%	S	
Development Services-Development Review Customer Service Center	10	44	24	17	6	54%	63%	77%	72%		
Development Services - Land Use, Design & Preservation and Zoning Administration	30	41	14	7	8	71%	--	77%	72%	S	
Economic Development & Policy-Business Development	10	57	18	13		67%	--	77%	72%	S	
Economic Development & Policy-Business Licensing	15	45	25	11	5	59%	51%	77%	72%		
Economic Development & Policy-Employment & Training	56	29	12			85%	--	77%	72%	S	
Housing Development & Policy-Residential & Real Estate Development	18	52	14	10	6	70%	--	77%	72%	S	
Housing Development & Policy-Residential Finance	37	41	13	8		78%	--	77%	72%	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	24	41	24	9		65%	--	77%	72%	S	

Scores Displayed for: CPED

	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.	66%	49%	78%	75%	
17. Where I work, customer feedback is used to improve our work processes.	62%	60%	72%	65%	

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Scores Displayed for: CPED

	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
18. Where I work, employees are getting the training and development needed to keep up with customer demands.	57%	56%	69%	63%	
19. Customer problems get corrected quickly.	73%	67%	75%	74%	S
4. My Department Leadership is committed to providing high quality products and services to customers.	73%	68%	89%	77%	S
29. City employees are encouraged to participate in making decisions that affect their work.	63%	44%	74%	67%	
48. The people I work with cooperate to get the job done.	74%	79%	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
Behavior Change Index											
City of Minneapolis Overall	18	37	24	12	8		56%	56%	74%	62%	
CPED	25	47	18	7			72%	71%	74%	62%	S
Administration & Operations (Includes Division Directors)	46	44	8				90%	--	74%	62%	S
Development Services-Construction Code Services	19	51	20	5	6		70%	72%	74%	62%	S
Development Services-Development Review Customer Service Center	6	42	42	10			48%	73%	74%	62%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	30	50	10	6			80%	--	74%	62%	S
Economic Development & Policy-Business Development	26	54	10	10			79%	--	74%	62%	S
Economic Development & Policy-Business Licensing	17	41	14	19	9		59%	68%	74%	62%	
Economic Development & Policy-Employment & Training	47	47	7				93%	--	74%	62%	S
Housing Development & Policy-Residential & Real Estate Development	27	36	33				64%	--	74%	62%	
Housing Development & Policy-Residential Finance	33	50	13				83%	--	74%	62%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	33	44	15	7			78%	--	74%	62%	S

Scores Displayed for: CPED

	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.	90%	89%	86%	65%	S
9. I was given the opportunity to discuss my ideas about the results of the 2011-2012 Employee Engagement Survey.	70%	67%	69%	65%	S

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Scores Displayed for: CPED

	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
10. My Department Leadership has taken action based on the feedback received from the 2011-2012 Employee Engagement Survey.	54%	56%	66%	55%	

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
Engagement											
City of Minneapolis Overall	27	36	19	11	7	63%	56%	79%	69%		
CPED	29	38	18	10	5	67%	55%	79%	69%	S	
Administration & Operations (Includes Division Directors)	35	42	11	13		76%	--	79%	69%	S	
Development Services-Construction Code Services	32	32	18	15		64%	67%	79%	69%		
Development Services-Development Review Customer Service Center	17	35	27	7	14	52%	53%	79%	69%		
Development Services - Land Use, Design & Preservation and Zoning Administration	43	31	12	8	6	74%	--	79%	69%	S	
Economic Development & Policy-Business Development	13	52	29	5		65%	--	79%	69%	S	
Economic Development & Policy-Business Licensing	36	33	16	6	10	69%	52%	79%	69%	S	
Economic Development & Policy-Employment & Training	39	39	16	7		77%	--	79%	69%	S	
Housing Development & Policy-Residential & Real Estate Development	25	40	22	7	5	65%	--	79%	69%	S	
Housing Development & Policy-Residential Finance	12	53	18	15		65%	--	79%	69%	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	22	46	20	9		67%	--	79%	69%	S	

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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
Performance Enablement Index											
City of Minneapolis Overall	22	42	18	11	7		64%	57%	77%	72%	
CPED	23	44	18	11	5		67%	60%	77%	72%	S
Administration & Operations (Includes Division Directors)	41	33	17	9			74%	--	77%	72%	S
Development Services-Construction Code Services	21	44	17	12	6		65%	68%	77%	72%	S
Development Services-Development Review Customer Service Center	10	44	24	17	6		54%	63%	77%	72%	
Development Services - Land Use, Design & Preservation and Zoning Administration	30	41	14	7	8		71%	--	77%	72%	S
Economic Development & Policy-Business Development	10	57	18	13			67%	--	77%	72%	S
Economic Development & Policy-Business Licensing	15	45	25	11	5		59%	51%	77%	72%	
Economic Development & Policy-Employment & Training	56		29	12			85%	--	77%	72%	S
Housing Development & Policy-Residential & Real Estate Development	18	52	14	10	6		70%	--	77%	72%	S
Housing Development & Policy-Residential Finance	37	41	13	8			78%	--	77%	72%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	24	41	24	9			65%	--	77%	72%	S

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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
Behavior Change Index											
City of Minneapolis Overall	18	37	24	12	8		56%	56%	74%	62%	
CPED	25	47	18	7			72%	71%	74%	62%	S
Administration & Operations (Includes Division Directors)	46	44	8				90%	--	74%	62%	S
Development Services-Construction Code Services	19	51	20	5	6		70%	72%	74%	62%	S
Development Services-Development Review Customer Service Center	6	42	42	10			48%	73%	74%	62%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	30	50	10	6			80%	--	74%	62%	S
Economic Development & Policy-Business Development	26	54	10	10			79%	--	74%	62%	S
Economic Development & Policy-Business Licensing	17	41	14	19	9		59%	68%	74%	62%	
Economic Development & Policy-Employment & Training	47	47	7				93%	--	74%	62%	S
Housing Development & Policy-Residential & Real Estate Development	27	36	33				64%	--	74%	62%	
Housing Development & Policy-Residential Finance	33	50	13				83%	--	74%	62%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	33	44	15	7			78%	--	74%	62%	S

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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
Communications											
City of Minneapolis Overall	15	39	19	16	11	54%	--	71%	--		
CPED	14	39	19	17	11	53%	--	71%	--		
Administration & Operations (Includes Division Directors)	24	37	24	12		61%	--	71%	--		
Development Services-Construction Code Services	12	40	15	17	16	53%	--	71%	--		
Development Services-Development Review Customer Service Center	7	26	31	24	11	33%	--	71%	--	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	19	49	13	8	11	68%	--	71%	--	S	
Economic Development & Policy-Business Development		40	29	19	10	42%	--	71%	--	O	
Economic Development & Policy-Business Licensing	16	28	19	25	12	44%	--	71%	--	O	
Economic Development & Policy-Employment & Training	27	55	9	9		82%	--	71%	--	S	
Housing Development & Policy-Residential & Real Estate Development	10	40	19	21	10	50%	--	71%	--	O	
Housing Development & Policy-Residential Finance	26	41	19	11		67%	--	71%	--	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	6	37	23	23	11	43%	--	71%	--	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
Customer Service											
City of Minneapolis Overall	22	43	19	10	6	65%	56%	77%	--	S	
CPED	23	44	19	10		67%	61%	77%	--	S	
Administration & Operations (Includes Division Directors)	40	37	15	9		77%	--	77%	--	S	
Development Services-Construction Code Services	20	43	21	10	7	62%	70%	77%	--		
Development Services-Development Review Customer Service Center	13	46	28	11		59%	69%	77%	--		
Development Services - Land Use, Design & Preservation and Zoning Administration	33	38	16	7	7	70%	--	77%	--	S	
Economic Development & Policy-Business Development	8	59	13	17		67%	--	77%	--		
Economic Development & Policy-Business Licensing	15	41	25	15		56%	49%	77%	--		
Economic Development & Policy-Employment & Training	58	29	11			88%	--	77%	--	S	
Housing Development & Policy-Residential & Real Estate Development	15	58	13	13		73%	--	77%	--	S	
Housing Development & Policy-Residential Finance	43	43	7	6		85%	--	77%	--	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	19	48	20	10		67%	--	77%	--	S	

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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
Department Leadership											
City of Minneapolis Overall	24	37	17	12	10	61%	51%	81%	69%		
CPED	24	39	17	12	8	63%	51%	81%	69%		
Administration & Operations (Includes Division Directors)	51	22	14	13		72%	--	81%	69%	S	
Development Services-Construction Code Services	22	35	15	17	11	58%	62%	81%	69%		
Development Services-Development Review Customer Service Center	7	34	34	15	9	41%	65%	81%	69%	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	34	44	8	7	8	78%	--	81%	69%	S	
Economic Development & Policy-Business Development	6	68	18	8		74%	--	81%	69%	S	
Economic Development & Policy-Business Licensing	18	44	19	8	11	61%	54%	81%	69%		
Economic Development & Policy-Employment & Training	54	33	7	6		87%	--	81%	69%	S	
Housing Development & Policy-Residential & Real Estate Development	19	43	16	16	7	61%	--	81%	69%		
Housing Development & Policy-Residential Finance	31	36	27			67%	--	81%	69%	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	36	24	17	12	47%	--	81%	69%	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
Employee Involvement											
City of Minneapolis Overall	16	38	21	14	11	53%	--	75%	67%		
CPED	21	40	19	12	7	61%	--	75%	67%		
Administration & Operations (Includes Division Directors)	41	32	20	7		73%	--	75%	67%	S	
Development Services-Construction Code Services	18	41	20	13	8	59%	--	75%	67%		
Development Services-Development Review Customer Service Center	7	39	24	15	15	46%	--	75%	67%	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	33	43	6	6	11	76%	--	75%	67%	S	
Economic Development & Policy-Business Development	6	54	25	15		60%	--	75%	67%		
Economic Development & Policy-Business Licensing	19	42	18	10	10	61%	--	75%	67%		
Economic Development & Policy-Employment & Training	48	35	13			84%	--	75%	67%	S	
Housing Development & Policy-Residential & Real Estate Development	20	37	20	12	12	56%	--	75%	67%		
Housing Development & Policy-Residential Finance		46	23	27		50%	--	75%	67%	O	
Long-Range Planning (Includes Community Planning, Public Art and Research)	26	24	29	15	6	50%	--	75%	67%	O	

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CPED

VI) Theme Summary

	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Equity											
City of Minneapolis Overall	23	35	16	13	12	58%	54%	71%	--		
CPED	26	37	15	11	11	63%	58%	71%	--		
Administration & Operations (Includes Division Directors)	40	26	25	8		66%	--	71%	--	S	
Development Services-Construction Code Services	27	37	11	11	13	64%	62%	71%	--		
Development Services-Development Review Customer Service Center	10	43	20	12	14	54%	56%	71%	--		
Development Services - Land Use, Design & Preservation and Zoning Administration	39	32	9	17		71%	--	71%	--		
Economic Development & Policy-Business Development	11	52	8	13	15	64%	--	71%	--		
Economic Development & Policy-Business Licensing	19	30	20	16	15	49%	50%	71%	--	O	
Economic Development & Policy-Employment & Training	33	47	7	14		79%	--	71%	--	S	
Housing Development & Policy-Residential & Real Estate Development	22	36	24	7	11	58%	--	71%	--		
Housing Development & Policy-Residential Finance	59	26	12			85%	--	71%	--	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	9	40	22	24		49%	--	71%	--	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
Ethics											
City of Minneapolis Overall	22	45	17	9	7	67%	56%	82%	--	S	
CPED	20	41	18	12	9	62%	55%	82%	--		
Administration & Operations (Includes Division Directors)	28	38	15	18		67%	--	82%	--	S	
Development Services-Construction Code Services	15	39	19	13	14	54%	54%	82%	--		
Development Services-Development Review Customer Service Center	9	23	28	28	11	32%	34%	82%	--	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	18	54	23			72%	--	82%	--	S	
Economic Development & Policy-Business Development	16	57	16	7	5	73%	--	82%	--	S	
Economic Development & Policy-Business Licensing	10	39	18	10	24	48%	49%	82%	--	O	
Economic Development & Policy-Employment & Training	59	31	9			91%	--	82%	--	S	
Housing Development & Policy-Residential & Real Estate Development	26	51	11	6	6	77%	--	82%	--	S	
Housing Development & Policy-Residential Finance	46	46				92%	--	82%	--	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	19	42	14	25		61%	--	82%	--		

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VI) Theme Summary

				2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
	Percent Favorable	Percent Neutral	Percent Unfavorable					
Immediate Supervisor								
City of Minneapolis Overall	31	40	14 9 7	71%	60%	80%	--	S
CPED	36	38	11 10 5	74%	59%	80%	--	S
Administration & Operations (Includes Division Directors)	46	41	12	87%	--	80%	--	S
Development Services-Construction Code Services	39	40	9 8	79%	72%	80%	--	S
Development Services-Development Review Customer Service Center	11	52	10 18 8	63%	59%	80%	--	
Development Services - Land Use, Design & Preservation and Zoning Administration	41	36	6 6 11	77%	--	80%	--	S
Economic Development & Policy-Business Development	21	43	17 10 9	64%	--	80%	--	
Economic Development & Policy-Business Licensing	24	37	17 17 5	61%	56%	80%	--	
Economic Development & Policy-Employment & Training	56	25	11 7	82%	--	80%	--	S
Housing Development & Policy-Residential & Real Estate Development	31	31	13 16 7	63%	--	80%	--	
Housing Development & Policy-Residential Finance	87	13		100%	--	80%	--	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	33	43	15 7	77%	--	80%	--	S

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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
Inclusion											
City of Minneapolis Overall	27	40	16	10	8	67%	--	80%	76%	S	
CPED	20	43	17	11	9	63%	--	80%	76%		
Administration & Operations (Includes Division Directors)	32	46	11	11		79%	--	80%	76%	S	
Development Services-Construction Code Services	18	48	15	7	12	66%	--	80%	76%	S	
Development Services-Development Review Customer Service Center	8	41	28	10	13	49%	--	80%	76%	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	29	42	11	11	8	70%	--	80%	76%	S	
Economic Development & Policy-Business Development	14	48	19	14	5	63%	--	80%	76%		
Economic Development & Policy-Business Licensing	14	42	23	10	11	56%	--	80%	76%		
Economic Development & Policy-Employment & Training	33	33	21	14		65%	--	80%	76%	S	
Housing Development & Policy-Residential & Real Estate Development	11	51	13	13	13	62%	--	80%	76%		
Housing Development & Policy-Residential Finance	49	31	11	9		80%	--	80%	76%	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	21	26	19	23	11	47%	--	80%	76%	O	

2014 My Minneapolis Employee Engagement Survey

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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
My Career											
City of Minneapolis Overall	16	41	21	13	9	58%	--	71%	--		
CPED	17	46	21	10	5	63%	--	71%	--		
Administration & Operations (Includes Division Directors)	22	45	19	12		67%	--	71%	--	S	
Development Services-Construction Code Services	22	42	20	10	6	64%	--	71%	--		
Development Services-Development Review Customer Service Center	6	41	26	21	7	47%	--	71%	--	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	23	49	15	8	6	72%	--	71%	--	S	
Economic Development & Policy-Business Development		48	34	11		51%	--	71%	--		
Economic Development & Policy-Business Licensing	14	44	20	12	10	58%	--	71%	--		
Economic Development & Policy-Employment & Training		45	45		9	91%	--	71%	--	S	
Housing Development & Policy-Residential & Real Estate Development	12	48	21	13	6	60%	--	71%	--		
Housing Development & Policy-Residential Finance	7	67	20		7	73%	--	71%	--	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	51	31		5	63%	--	71%	--		

2014 My Minneapolis Employee Engagement Survey

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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
Performance Management											
City of Minneapolis Overall	31	43	13	8	5	74%	67%	84%	77%	S	
CPED	37	39	11	9	5	77%	67%	84%	77%	S	
Administration & Operations (Includes Division Directors)	54	27	17			80%	--	84%	77%	S	
Development Services-Construction Code Services	40	38	8	9	5	77%	80%	84%	77%	S	
Development Services-Development Review Customer Service Center	13	52	15	13	6	65%	84%	84%	77%	S	
Development Services - Land Use, Design & Preservation and Zoning Administration	42	37	5	10	6	79%	--	84%	77%	S	
Economic Development & Policy-Business Development	25	44	13	15	5	69%	--	84%	77%	S	
Economic Development & Policy-Business Licensing	25	42	17	13	5	67%	61%	84%	77%	S	
Economic Development & Policy-Employment & Training	61	33	6			94%	--	84%	77%	S	
Housing Development & Policy-Residential & Real Estate Development	24	52	14	7	5	76%	--	84%	77%	S	
Housing Development & Policy-Residential Finance	77	23				100%	--	84%	77%	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	41	38	8	8	5	78%	--	84%	77%	S	

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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
Recognition											
City of Minneapolis Overall	13	37	23	15	11	50%	47%	66%	--	O	
CPED	12	43	26	11	7	55%	52%	66%	--		
Administration & Operations (Includes Division Directors)	33	33	23	13		65%	--	66%	--	S	
Development Services-Construction Code Services	12	41	29	9	9	53%	59%	66%	--		
Development Services-Development Review Customer Service Center	6	20	41	22	12	25%	43%	66%	--	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	13	49	16	14	8	62%	--	66%	--		
Economic Development & Policy-Business Development		58	31		10	58%	--	66%	--		
Economic Development & Policy-Business Licensing	15	39	22	15	9	54%	49%	66%	--		
Economic Development & Policy-Employment & Training	18	67		12		85%	--	66%	--	S	
Housing Development & Policy-Residential & Real Estate Development	5	46	27	15	7	51%	--	66%	--		
Housing Development & Policy-Residential Finance	11	67	22			78%	--	66%	--	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	18	30	27	6	18	48%	--	66%	--	O	

2014 My Minneapolis Employee Engagement Survey

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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
Work Environment											
City of Minneapolis Overall	22	44	14	12	8	66%	63%	76%	--		
CPED	21	49	13	11	6	70%	63%	76%	--	S	
Administration & Operations (Includes Division Directors)	24	60	8	7		84%	--	76%	--	S	
Development Services-Construction Code Services	19	49	13	12	7	67%	69%	76%	--		
Development Services-Development Review Customer Service Center	11	58	16	14		69%	68%	76%	--	S	
Development Services - Land Use, Design & Preservation and Zoning Administration	20	48	12	12	9	67%	--	76%	--		
Economic Development & Policy-Business Development	11	61	13	13		72%	--	76%	--	S	
Economic Development & Policy-Business Licensing	30	39	13	9	9	69%	64%	76%	--	S	
Economic Development & Policy-Employment & Training	49	40	6	5		89%	--	76%	--	S	
Housing Development & Policy-Residential & Real Estate Development	20	46	12	11	11	66%	--	76%	--		
Housing Development & Policy-Residential Finance	19	50	15	10	6	69%	--	76%	--	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	22	38	17	18	6	60%	--	76%	--		

VII) Item Summary

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable							
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
CPED	176	21	30	16	19	14	51%	43%	63%	58%	
Administration & Operations (Includes Division Directors)	13	31	31	8	31		62%	--	63%	58%	
Development Services-Construction Code Services	48	27	25	13	25	10	52%	58%	63%	58%	
Development Services-Development Review Customer Service Center	17	12	29	24	35		41%	47%	63%	58%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	21	38	29	5	19	10	67%	--	63%	58%	
Economic Development & Policy-Business Development	15	7	33	33	20	7	40%	--	63%	58%	O
Economic Development & Policy-Business Licensing	21	24	19	14	14	29	43%	40%	63%	58%	O
Economic Development & Policy-Employment & Training	11	18	36	18	27		55%	--	63%	58%	
Housing Development & Policy-Residential & Real Estate Development	13	46	23	8	23		46%	--	63%	58%	O
Housing Development & Policy-Residential Finance	7	29	29	14	14	14	57%	--	63%	58%	
Long-Range Planning (Includes Community Planning, Public Art and Research)	10	40	30	30			40%	--	63%	58%	O

2014 My Minneapolis Employee Engagement Survey

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns					2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity	
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Engagement											
32. I am proud to work for the City.											
City of Minneapolis Overall	2,407	36	40	16	6	75%	68%	90%	79%	S	
CPED	190	40	45	9	6	85%	83%	90%	79%	S	
Administration & Operations (Includes Division Directors)	14	36	64			100%	--	90%	79%	S	
Development Services-Construction Code Services	52	37	37	15	12	73%	78%	90%	79%	S	
Development Services-Development Review Customer Service Center	18	28	44	17	6	6	72%	68%	90%	79%	S
Development Services - Land Use, Design & Preservation and Zoning Administration	21	52	38	5	5	90%	--	90%	79%	S	
Economic Development & Policy- Business Development	16	38	63			100%	--	90%	79%	S	
Economic Development & Policy- Business Licensing	23	52	39			91%	69%	90%	79%	S	
Economic Development & Policy- Employment & Training	11	45	45		9	91%	--	90%	79%	S	
Housing Development & Policy- Residential & Real Estate Development	14	50	29		21	79%	--	90%	79%	S	
Housing Development & Policy- Residential Finance	9	11	78		11	89%	--	90%	79%	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	42	58			100%	--	90%	79%	S	

2014 My Minneapolis Employee Engagement Survey

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns					2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity	
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Engagement											
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%	
CPED	190	27	39	23	8	8	66%	45%	82%	69%	S
Administration & Operations (Includes Division Directors)	14	36	43	14	7	7	79%	--	82%	69%	S
Development Services-Construction Code Services	52	31	35	19	13	1	65%	65%	82%	69%	S
Development Services-Development Review Customer Service Center	18	17	33	33	11	6	50%	42%	82%	69%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	21	38	29	24	5	5	67%	--	82%	69%	S
Economic Development & Policy-Business Development	16	56	44				56%	--	82%	69%	
Economic Development & Policy-Business Licensing	23	39	30	22			70%	54%	82%	69%	S
Economic Development & Policy-Employment & Training	11	36	45	18			82%	--	82%	69%	S
Housing Development & Policy-Residential & Real Estate Development	14	29	43	14	14		71%	--	82%	69%	S
Housing Development & Policy-Residential Finance	9	11	56	11	22		67%	--	82%	69%	
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	17	50	25	8		67%	--	82%	69%	S

2014 My Minneapolis Employee Engagement Survey

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Engagement											
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%	
CPED	189	27	36	25	8	2	63%	49%	81%	71%	
Administration & Operations (Includes Division Directors)	14	36	29	21	14		64%	--	81%	71%	
Development Services-Construction Code Services	51	31	31	24	12		63%	65%	81%	71%	
Development Services-Development Review Customer Service Center	18	11	33	33	11	11	44%	53%	81%	71% O	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	43	29	14	5	10	71%	--	81%	71% S	
Economic Development & Policy- Business Development	16	6	56	38			63%	--	81%	71%	
Economic Development & Policy- Business Licensing	23	26	43	22			70%	46%	81%	71% S	
Economic Development & Policy- Employment & Training	11	55	27	18			82%	--	81%	71% S	
Housing Development & Policy- Residential & Real Estate Development	14	21	43	29	7		64%	--	81%	71%	
Housing Development & Policy- Residential Finance	9	44	33	22			44%	--	81%	71% O	
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	25	33	25	8	8	58%	--	81%	71%	

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
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
CPED	168	32	58	7	90%	89%	86%	65%	S
Administration & Operations (Includes Division Directors)	13	46	54		100%	--	86%	65%	S
Development Services-Construction Code Services	49	27	61	10	88%	88%	86%	65%	S
Development Services-Development Review Customer Service Center	17	6	71	24	76%	100%	86%	65%	S
Development Services - Land Use, Design & Preservation and Zoning Administration	17	29	59	6 6	88%	--	86%	65%	S
Economic Development & Policy-Business Development	14	29	64	7	93%	--	86%	65%	S
Economic Development & Policy-Business Licensing	20	20	65	5 10	85%	88%	86%	65%	S
Economic Development & Policy-Employment & Training	10	70	30		100%	--	86%	65%	S
Housing Development & Policy-Residential & Real Estate Development	11	36	55	9	91%	--	86%	65%	S
Housing Development & Policy-Residential Finance	8	63	38		100%	--	86%	65%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	9	56	44		100%	--	86%	65%	S

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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
CPED	164	24	46	17	9		70%	67%	69%	65%	S
Administration & Operations (Includes Division Directors)	12	42	42	17			83%	--	69%	65%	S
Development Services-Construction Code Services	48	17	54	17	10		71%	71%	69%	65%	S
Development Services-Development Review Customer Service Center	16	6	25	44	25		31%	63%	69%	65%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	17	29	53	6	6	6	82%	--	69%	65%	S
Economic Development & Policy-Business Development	13	31	54	8	8		85%	--	69%	65%	S
Economic Development & Policy-Business Licensing	20	20	30	10	35	5	50%	69%	69%	65%	O
Economic Development & Policy-Employment & Training	10	40	50	10			90%	--	69%	65%	S
Housing Development & Policy-Residential & Real Estate Development	11	27	36	36			64%	--	69%	65%	
Housing Development & Policy-Residential Finance	8	38	50	13			88%	--	69%	65%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	9	33	56	11			89%	--	69%	65%	S

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Behavior Change Index											
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
CPED	160	18	36	31	9	6	54%	56%	66%	55%	
Administration & Operations (Includes Division Directors)	14	50		36	7	7	86%	--	66%	55%	S
Development Services-Construction Code Services	45	13	36	33	11	7	49%	54%	66%	55%	O
Development Services-Development Review Customer Service Center	17	6	29	59		6	35%	53%	66%	55%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	16	31	38	19	6	6	69%	--	66%	55%	S
Economic Development & Policy-Business Development	12	17	42	25	17		58%	--	66%	55%	
Economic Development & Policy-Business Licensing	18	11	28	28	11	22	39%	46%	66%	55%	O
Economic Development & Policy-Employment & Training	10	30	60		10		90%	--	66%	55%	S
Housing Development & Policy-Residential & Real Estate Development	11	18	18	55		9	36%	--	66%	55%	O
Housing Development & Policy-Residential Finance	8	63		25	13		63%	--	66%	55%	
Long-Range Planning (Includes Community Planning, Public Art and Research)	9	11	33	33	22		44%	--	66%	55%	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
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%		
CPED	188	13	38	19	20	11	51%	45%	73%	61%		
Administration & Operations (Includes Division Directors)	14	21	43	21	14		64%	--	73%	61%		
Development Services-Construction Code Services	52	10	44	13	17	15	54%	46%	73%	61%		
Development Services-Development Review Customer Service Center	18	6	17	39	33	6	22%	58%	73%	61%	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	24	38	19	10	10	62%	--	73%	61%		
Economic Development & Policy- Business Development	16		31	38	13	19	31%	--	73%	61%	O	
Economic Development & Policy- Business Licensing	22	18	32	9	27	14	50%	58%	73%	61%	O	
Economic Development & Policy- Employment & Training	11	27		55		18	82%	--	73%	61%	S	
Housing Development & Policy- Residential & Real Estate Development	14	7	36	21	29	7	43%	--	73%	61%	O	
Housing Development & Policy- Residential Finance	9	33		44		22	78%	--	73%	61%	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	11		36	9	36	18	36%	--	73%	61%	O	

2014 My Minneapolis Employee Engagement Survey

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns					2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable						
Communications										
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
CPED	189	18	50	19	11	68%	76%	82%	--	S
Administration & Operations (Includes Division Directors)	13	31	38	31		69%	--	82%	--	S
Development Services-Construction Code Services	52	13	56	12	13	69%	79%	82%	--	S
Development Services-Development Review Customer Service Center	18	11	50	33	6	61%	83%	82%	--	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	29	52	5	14	81%	--	82%	--	S
Economic Development & Policy- Business Development	16		56	25	19	56%	--	82%	--	
Economic Development & Policy- Business Licensing	23	22	30	30	17	52%	65%	82%	--	
Economic Development & Policy- Employment & Training	11	36	55		9	91%	--	82%	--	S
Housing Development & Policy- Residential & Real Estate Development	14	21	50	14	7	71%	--	82%	--	S
Housing Development & Policy- Residential Finance	9	33	44		22	78%	--	82%	--	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	12		58	25	17	58%	--	82%	--	

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	Valid Returns	Percent Favorable		Percent Neutral	Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Communications											
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
CPED	190	11	29	20	21	19	39%	--	59%	59%	O
Administration & Operations (Includes Division Directors)	14	21	29	21	21	7	50%	--	59%	59%	O
Development Services-Construction Code Services	52	13	21	19	19	27	35%	--	59%	59%	O
Development Services-Development Review Customer Service Center	18	6	11	22	33	28	17%	--	59%	59%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	21	5	57	14	24		62%	--	59%	59%	
Economic Development & Policy- Business Development	16	6	31	25	25	13	38%	--	59%	59%	O
Economic Development & Policy- Business Licensing	23	9	22	17	30	22	30%	--	59%	59%	O
Economic Development & Policy- Employment & Training	11	18	55	18	9		73%	--	59%	59%	S
Housing Development & Policy- Residential & Real Estate Development	14	36	21	29	14		36%	--	59%	59%	O
Housing Development & Policy- Residential Finance	9	11	33	11	33	11	44%	--	59%	59%	O
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	17	17	33	17	17	33%	--	59%	59%	O

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	Valid Returns	Percent Favorable			Percent Neutral			Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Customer Service															
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				
CPED	189	20	46	14	15	5	66%	49%	78%	75%					
Administration & Operations (Includes Division Directors)	14	43	29	21	7	71%	--	78%	75%	S					
Development Services-Construction Code Services	52	17	48	12	15	8	65%	71%	78%	75%					
Development Services-Development Review Customer Service Center	18	11	44	22	22	56%	68%	78%	75%						
Development Services - Land Use, Design & Preservation and Zoning Administration	20	20	45	10	10	15	65%	--	78%	75%					
Economic Development & Policy- Business Development	16	13	44	13	31	56%	--	78%	75%						
Economic Development & Policy- Business Licensing	23	9	43	22	22	52%	50%	78%	75%						
Economic Development & Policy- Employment & Training	11	55	36	9	91%	--	78%	75%	S						
Housing Development & Policy- Residential & Real Estate Development	14	7	71	7	14	79%	--	78%	75%	S					
Housing Development & Policy- Residential Finance	9	44	33	11	11	78%	--	78%	75%						
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	17	50	25	8	67%	--	78%	75%	S					

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	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Customer Service									
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
CPED	188	31	45	18	1	76%	70%	84%	-- S
Administration & Operations (Includes Division Directors)	14	57	36	7		93%	--	84%	-- S
Development Services-Construction Code Services	51	20	39	33	1	59%	66%	84%	--
Development Services-Development Review Customer Service Center	18	17	50	28	6	67%	47%	84%	-- S
Development Services - Land Use, Design & Preservation and Zoning Administration	21	43	38	14	5	81%	--	84%	-- S
Economic Development & Policy- Business Development	16	19	75	6		94%	--	84%	-- S
Economic Development & Policy- Business Licensing	22	27	41	18	14	68%	54%	84%	-- S
Economic Development & Policy- Employment & Training	11	82	18			100%	--	84%	-- S
Housing Development & Policy- Residential & Real Estate Development	14	21	64	14		86%	--	84%	-- S
Housing Development & Policy- Residential Finance	9	44	44	11		89%	--	84%	-- S
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	25	58	8	8	83%	--	84%	-- S

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	Valid Returns	Percent Favorable				Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Customer Service														
16. Where I work, day-to-day decisions demonstrate that providing quality service is a top priority.														
City of Minneapolis Overall	2,411	26	43	15	10	6	69%	58%	83%	76%	S			
CPED	189	25	44	14	11	6	70%	62%	83%	76%	S			
Administration & Operations (Includes Division Directors)	14	36	50	14			86%	--	83%	76%	S			
Development Services-Construction Code Services	52	21	42	15	10	12	63%	71%	83%	76%				
Development Services-Development Review Customer Service Center	18	17	44	33	6		61%	79%	83%	76%				
Development Services - Land Use, Design & Preservation and Zoning Administration	21	38	38	10	5	10	76%	--	83%	76%	S			
Economic Development & Policy- Business Development	16	13	63	19	6		75%	--	83%	76%				
Economic Development & Policy- Business Licensing	22	14	41	18	18	9	55%	46%	83%	76%				
Economic Development & Policy- Employment & Training	11	73	18	9			91%	--	83%	76%	S			
Housing Development & Policy- Residential & Real Estate Development	14	14	71	14			86%	--	83%	76%	S			
Housing Development & Policy- Residential Finance	9	44	33	11	11		78%	--	83%	76%	S			
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	17	42	17	25		58%	--	83%	76%				

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Customer Service															
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%				
CPED	182	23	40	21	12			62%	60%	72%	65%				
Administration & Operations (Includes Division Directors)	13	38	46	8	8			85%	--	72%	65%	S			
Development Services-Construction Code Services	51	16	43	27	6	8		59%	64%	72%	65%				
Development Services-Development Review Customer Service Center	18	22	39	22	17			61%	83%	72%	65%				
Development Services - Land Use, Design & Preservation and Zoning Administration	19	37	32	21	5	5		68%	--	72%	65%	S			
Economic Development & Policy-Business Development	16	6	44	19	25	6		50%	--	72%	65%	O			
Economic Development & Policy-Business Licensing	22	18	36	14	23	9		55%	48%	72%	65%				
Economic Development & Policy-Employment & Training	11	45	36	9	9			82%	--	72%	65%	S			
Housing Development & Policy-Residential & Real Estate Development	12	17	33	33	17			50%	--	72%	65%	O			
Housing Development & Policy-Residential Finance	9	33	44	11	11			78%	--	72%	65%	S			
Long-Range Planning (Includes Community Planning, Public Art and Research)	11	18	36	36	9			55%	--	72%	65%				

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	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Customer Service											
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%	
CPED	188	20	37	24	14	5	57%	56%	69%	63%	
Administration & Operations (Includes Division Directors)	14	36	14	21	29		50%	--	69%	63%	O
Development Services-Construction Code Services	52	21	38	21	12	8	60%	72%	69%	63%	
Development Services-Development Review Customer Service Center	18	39	33	17	11		39%	58%	69%	63%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	21	33	33	14	19		67%	--	69%	63%	S
Economic Development & Policy-Business Development	16	44	31	19	6		44%	--	69%	63%	O
Economic Development & Policy-Business Licensing	23	9	35	39	13		43%	50%	69%	63%	O
Economic Development & Policy-Employment & Training	11	36	36	27			73%	--	69%	63%	S
Housing Development & Policy-Residential & Real Estate Development	12	17	50	8	17	8	67%	--	69%	63%	
Housing Development & Policy-Residential Finance	9	33	56	11			89%	--	69%	63%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	25	33	25	8	8	58%	--	69%	63%	

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	Valid Returns					2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity	
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Customer Service											
19. Customer problems get corrected quickly.											
City of Minneapolis Overall	2,308	21	45	22	7	5	66%	59%	75%	74%	S
CPED	182	22	51	20	5	1	73%	67%	75%	74%	S
Administration & Operations (Includes Division Directors)	13	31	46	15	8		77%	--	75%	74%	S
Development Services-Construction Code Services	51	24	45	18	12	1	69%	78%	75%	74%	S
Development Services-Development Review Customer Service Center	18	11	61	28			72%	79%	75%	74%	S
Development Services - Land Use, Design & Preservation and Zoning Administration	20	25	40	30	5		65%	--	75%	74%	S
Economic Development & Policy- Business Development	15		87	7	7		87%	--	75%	74%	S
Economic Development & Policy- Business Licensing	22	14	50	36			64%	46%	75%	74%	
Economic Development & Policy- Employment & Training	10	60	30	10			90%	--	75%	74%	S
Housing Development & Policy- Residential & Real Estate Development	14	14	50	29	7	1	64%	--	75%	74%	
Housing Development & Policy- Residential Finance	9	56	44				100%	--	75%	74%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	10	10	70	10	10		80%	--	75%	74%	S

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	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity	
		Percent Favorable	Percent Neutral	Percent Unfavorable								
Department Leadership												
1. My Department Leadership has communicated a vision of the future that motivates me.												
City of Minneapolis Overall	2,416	18	35	21	15	11	54%	47%	72%	59%		
CPED	189	18	40	20	13	9	58%	52%	72%	59%		
Administration & Operations (Includes Division Directors)	13	62		15	15	8	77%	--	72%	59%	S	
Development Services-Construction Code Services	52	13	33	19	19	15	46%	62%	72%	59%	O	
Development Services-Development Review Customer Service Center	18	11	22	39		17	11	33%	63%	72%	59%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	21	19	52		19	5	5	71%	--	72%	59%	S
Economic Development & Policy- Business Development	16	6	56		19	13	6	63%	--	72%	59%	
Economic Development & Policy- Business Licensing	23	17	39		17	13	13	57%	54%	72%	59%	
Economic Development & Policy- Employment & Training	11	36		45		9	9	82%	--	72%	59%	S
Housing Development & Policy- Residential & Real Estate Development	14	14	50		14	14	7	64%	--	72%	59%	
Housing Development & Policy- Residential Finance	9	11	56		33			67%	--	72%	59%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	8	58		17	8	8	67%	--	72%	59%	S

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	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Department Leadership											
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%	
CPED	188	23	42	14	12	8	65%	49%	81%	68%	
Administration & Operations (Includes Division Directors)	14	43	29	7	21		71%	--	81%	68%	
Development Services-Construction Code Services	52	23	38	12	13	13	62%	62%	81%	68%	
Development Services-Development Review Customer Service Center	17	6	29	41	18	6	35%	61%	81%	68%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	21	38	43	5	5	10	81%	--	81%	68%	S
Economic Development & Policy- Business Development	16	6	75	6	13		81%	--	81%	68%	S
Economic Development & Policy- Business Licensing	23	17	52	13	1	13	70%	58%	81%	68%	S
Economic Development & Policy- Employment & Training	10	40	50			10	90%	--	81%	68%	S
Housing Development & Policy- Residential & Real Estate Development	14	21	50	7	14	7	71%	--	81%	68%	
Housing Development & Policy- Residential Finance	9	33	22	33		11	56%	--	81%	68%	
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	17	25	33	17	8	42%	--	81%	68%	O

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	Valid Returns	Percent Favorable			Percent Neutral			Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Department Leadership															
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%					
CPED	186	23	38	15	16	8	61%	49%	80%	73%					
Administration & Operations (Includes Division Directors)	14	57			7	14	21	64%	--	80%	73%				
Development Services-Construction Code Services	51	20	33	12	24	12	53%	63%	80%	73%					
Development Services-Development Review Customer Service Center	17	6	41	35	6	12	47%	58%	80%	73%				O	
Development Services - Land Use, Design & Preservation and Zoning Administration	20	35	40	5	15	5	75%	--	80%	73%					
Economic Development & Policy- Business Development	16	69			25	6	69%	--	80%	73%				S	
Economic Development & Policy- Business Licensing	23	17	43	13	13	13	61%	58%	80%	73%					
Economic Development & Policy- Employment & Training	11	55			36	9	91%	--	80%	73%				S	
Housing Development & Policy- Residential & Real Estate Development	14	14	43	14	21	7	57%	--	80%	73%					
Housing Development & Policy- Residential Finance	9	33	33	33			67%	--	80%	73%				S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	11	9	36	9	27	18	45%	--	80%	73%				O	

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Department Leadership															
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				
CPED	186	31	42	16	6	6	73%	68%	89%	77%	S				
Administration & Operations (Includes Division Directors)	14	50	29	14	7	7	79%	--	89%	77%	S				
Development Services-Construction Code Services	49	33	39	12	10	6	71%	63%	89%	77%	S				
Development Services-Development Review Customer Service Center	18	11	44	22	17	6	56%	79%	89%	77%	S				
Development Services - Land Use, Design & Preservation and Zoning Administration	21	43	43	5	10	10	86%	--	89%	77%	S				
Economic Development & Policy-Business Development	16	13	69	19			81%	--	89%	77%	S				
Economic Development & Policy-Business Licensing	22	18	50	32			68%	58%	89%	77%	S				
Economic Development & Policy-Employment & Training	11	73	18	9			91%	--	89%	77%	S				
Housing Development & Policy-Residential & Real Estate Development	14	29	50	7	7	7	79%	--	89%	77%	S				
Housing Development & Policy-Residential Finance	9	33	44	22			78%	--	89%	77%	S				
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	17	33	25	17	8	50%	--	89%	77%	O				

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Department Leadership															
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%					
CPED	188	23	35	21	13	9	58%	36%	83%	68%					
Administration & Operations (Includes Division Directors)	14	43	29	21	7		71%	--	83%	68%				S	
Development Services-Construction Code Services	51	24	33	18	18	8	57%	59%	83%	68%					
Development Services-Development Review Customer Service Center	17	35	35	18	12		35%	63%	83%	68%				O	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	33	43	5	10	10	76%	--	83%	68%				S	
Economic Development & Policy- Business Development	16	6	69	19	6		75%	--	83%	68%				S	
Economic Development & Policy- Business Licensing	23	17	35	22	9	17	52%	42%	83%	68%					
Economic Development & Policy- Employment & Training	11	64	18	18			82%	--	83%	68%				S	
Housing Development & Policy- Residential & Real Estate Development	14	14	21	36	21	7	36%	--	83%	68%				O	
Housing Development & Policy- Residential Finance	9	44	22	11	11	11	67%	--	83%	68%					
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	8	25	33	17	17	33%	--	83%	68%				O	

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Employee Involvement															
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%		
CPED	184	21	41	19	15					62%	51%	76%	70%		
Administration & Operations (Includes Division Directors)	13	38	38	15	8					77%	--	76%	70%	S	
Development Services-Construction Code Services	51	18	43	22	12	6				61%	55%	76%	70%		
Development Services-Development Review Customer Service Center	18	6	28	33	28	6				33%	50%	76%	70%	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	29	48	5	10	10				76%	--	76%	70%	S	
Economic Development & Policy-Business Development	16	13	44	25	19					56%	--	76%	70%		
Economic Development & Policy-Business Licensing	22	23	50	14	9	5				73%	52%	76%	70%	S	
Economic Development & Policy-Employment & Training	10	50	50							100%	--	76%	70%	S	
Housing Development & Policy-Residential & Real Estate Development	14	21	36	21	14	7				57%	--	76%	70%		
Housing Development & Policy-Residential Finance	8	38	25	38						38%	--	76%	70%	O	
Long-Range Planning (Includes Community Planning, Public Art and Research)	11	27	18	27	27					45%	--	76%	70%	O	

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Employee Involvement															
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%				
CPED	185	20	43	17	13	7		63%	44%	74%	67%				
Administration & Operations (Includes Division Directors)	14	36	29	29	7			64%	--	74%	67%				
Development Services-Construction Code Services	51	18	41	18	16	8		59%	57%	74%	67%				
Development Services-Development Review Customer Service Center	18	6	50	17	11	17		56%	28%	74%	67%				
Development Services - Land Use, Design & Preservation and Zoning Administration	21	33	43	5	10	10		76%	--	74%	67%			S	
Economic Development & Policy- Business Development	16		69	25	6			69%	--	74%	67%			S	
Economic Development & Policy- Business Licensing	22	18	45	14	14	9		64%	44%	74%	67%				
Economic Development & Policy- Employment & Training	10		60	20	10	10		80%	--	74%	67%			S	
Housing Development & Policy- Residential & Real Estate Development	13	15	38	15	15	15		54%	--	74%	67%				
Housing Development & Policy- Residential Finance	9		44	22	33			44%	--	74%	67%			O	
Long-Range Planning (Includes Community Planning, Public Art and Research)	11	27	36	27	9			64%	--	74%	67%				

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	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Employee Involvement											
30. My ideas and suggestions count.											
City of Minneapolis Overall	2,394	16	35	21	14	14	51%	--	74%	64%	
CPED	188	22	37	22	8	11	60%	--	74%	64%	
Administration & Operations (Includes Division Directors)	14	50	29	14	7		79%	--	74%	64%	S
Development Services-Construction Code Services	50	18	40	22	10	10	58%	--	74%	64%	
Development Services-Development Review Customer Service Center	18	11	39	22	6	22	50%	--	74%	64%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	21	38	38	10	14		76%	--	74%	64%	S
Economic Development & Policy- Business Development	16	6	50	25	19		56%	--	74%	64%	
Economic Development & Policy- Business Licensing	23	17	30	26	9	17	48%	--	74%	64%	O
Economic Development & Policy- Employment & Training	11	36	36	27			73%	--	74%	64%	S
Housing Development & Policy- Residential & Real Estate Development	14	21	36	21	7	14	57%	--	74%	64%	
Housing Development & Policy- Residential Finance	9	11	56	22	11		67%	--	74%	64%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	25	17	33	8	17	42%	--	74%	64%	O

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	Valid Returns	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Equity												
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	
CPED	179	13	39	22	11	15	52%	54%	63%	--		
Administration & Operations (Includes Division Directors)	13	31	23	38	8		54%	--	63%	--		
Development Services-Construction Code Services	51	10	39	22	12	18	49%	47%	63%	--	O	
Development Services-Development Review Customer Service Center	17	6	41	29	6	18	47%	58%	63%	--	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	19	26	37	16	5	16	63%	--	63%	--		
Economic Development & Policy- Business Development	14		57	14	7	21	57%	--	63%	--		
Economic Development & Policy- Business Licensing	22	14	27	23	9	27	41%	35%	63%	--	O	
Economic Development & Policy- Employment & Training	11	27	36	9	27		64%	--	63%	--		
Housing Development & Policy- Residential & Real Estate Development	12	8	33	33	8	17	42%	--	63%	--	O	
Housing Development & Policy- Residential Finance	9	22	56	22			78%	--	63%	--	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	11		45	18	36		45%	--	63%	--	O	

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	Valid Returns	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Equity												
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
CPED	180	12	39	17	16	16		51%	47%	56%	75%	
Administration & Operations (Includes Division Directors)	13	23	23	31	15	8		46%	--	56%	75%	O
Development Services-Construction Code Services	50	14	38	12	16	20		52%	45%	56%	75%	
Development Services-Development Review Customer Service Center	18	6	39	33	6	17		44%	24%	56%	75%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	21	24	38	10	10	19		62%	--	56%	75%	
Economic Development & Policy- Business Development	15		53	13	20	13		53%	--	56%	75%	
Economic Development & Policy- Business Licensing	21	10	24	19	19	29		33%	38%	56%	75%	O
Economic Development & Policy- Employment & Training	10	10	50	10	30			60%	--	56%	75%	
Housing Development & Policy- Residential & Real Estate Development	11		45	18	18	18		45%	--	56%	75%	O
Housing Development & Policy- Residential Finance	9	33	44	11	11			78%	--	56%	75%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	12		50	25	25			50%	--	56%	75%	O

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	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Equity									
26. My immediate supervisor treats employees fairly.									
City of Minneapolis Overall	2,400	37	37	11 8 7	74%	69%	83%	75%	S
CPED	188	40	32	6 11 10	73%	62%	83%	75%	
Administration & Operations (Includes Division Directors)	14	50	36	7 7	86%	--	83%	75%	S
Development Services-Construction Code Services	51	45	31	10 12	76%	77%	83%	75%	
Development Services-Development Review Customer Service Center	18	17	44	6 22 11	61%	68%	83%	75%	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	52	24	5 19	76%	--	83%	75%	S
Economic Development & Policy- Business Development	16	19	44	6 13 19	63%	--	83%	75%	
Economic Development & Policy- Business Licensing	23	26	35	9 26	61%	58%	83%	75%	
Economic Development & Policy- Employment & Training	11	45	45	9	91%	--	83%	75%	S
Housing Development & Policy- Residential & Real Estate Development	13	46	23	23 8	69%	--	83%	75%	S
Housing Development & Policy- Residential Finance	9	100			100%	--	83%	75%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	25	33	8 25 8	58%	--	83%	75%	

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Equity															
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			
CPED	173	36	38	14	6	5		75%	67%	83%	68%	S			
Administration & Operations (Includes Division Directors)	13	54	23	23				77%	--	83%	68%	S			
Development Services-Construction Code Services	50	38	40	10	8			78%	79%	83%	68%	S			
Development Services-Development Review Customer Service Center	16	13	50	13	13	13		63%	72%	83%	68%				
Development Services - Land Use, Design & Preservation and Zoning Administration	21	52	29	5	14			81%	--	83%	68%	S			
Economic Development & Policy-Business Development	16	25	56	13	6			81%	--	83%	68%	S			
Economic Development & Policy-Business Licensing	20	25	35	30	10			60%	69%	83%	68%				
Economic Development & Policy-Employment & Training	11	45	55					100%	--	83%	68%	S			
Housing Development & Policy-Residential & Real Estate Development	9	33	44	22				78%	--	83%	68%	S			
Housing Development & Policy-Residential Finance	7	86	14					86%	--	83%	68%	S			
Long-Range Planning (Includes Community Planning, Public Art and Research)	10	10	30	40	10	10		40%	--	83%	68%	O			

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Ethics															
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%				
CPED	180	16	37	19	17	11		53%	59%	75%	69%				
Administration & Operations (Includes Division Directors)	13	23	38	23	15			62%	--	75%	69%				
Development Services-Construction Code Services	52	12	35	23	15	15		46%	48%	75%	69%		O		
Development Services-Development Review Customer Service Center	18	6	11	28	44	11		17%	39%	75%	69%		O		
Development Services - Land Use, Design & Preservation and Zoning Administration	19	16	47	26	5	5		63%	--	75%	69%				
Economic Development & Policy- Business Development	14	14	57	14	14			71%	--	75%	69%				
Economic Development & Policy- Business Licensing	21	10	24	24	14	29		33%	52%	75%	69%		O		
Economic Development & Policy- Employment & Training	10	40	50	10				90%	--	75%	69%		S		
Housing Development & Policy- Residential & Real Estate Development	12	25	42	17	8	8		67%	--	75%	69%		S		
Housing Development & Policy- Residential Finance	9	33	56	11				89%	--	75%	69%		S		
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	17	42	8	33			58%	--	75%	69%				

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	Valid Returns					2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity	
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Ethics											
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
CPED	183	21	43	19	10	7	64%	48%	85%	--	
Administration & Operations (Includes Division Directors)	13	23	54	8	15		77%	--	85%	--	S
Development Services-Construction Code Services	52	15	42	21	12	10	58%	52%	85%	--	
Development Services-Development Review Customer Service Center	18	6	22	33	28	11	28%	29%	85%	--	O
Development Services - Land Use, Design & Preservation and Zoning Administration	20	20	55	25			75%	--	85%	--	S
Economic Development & Policy- Business Development	15	20	53	27			73%	--	85%	--	S
Economic Development & Policy- Business Licensing	21	10	43	14	10	24	52%	52%	85%	--	
Economic Development & Policy- Employment & Training	11	64	27	9			91%	--	85%	--	S
Housing Development & Policy- Residential & Real Estate Development	12	25	50	8	8	8	75%	--	85%	--	S
Housing Development & Policy- Residential Finance	9	56	44				100%	--	85%	--	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	25	42	17	17		67%	--	85%	--	S

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Ethics															
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				
CPED	176	24	43	15	10	8	67%	55%	86%	--	S				
Administration & Operations (Includes Division Directors)	13	38	23	15	23		62%	--	86%	--					
Development Services-Construction Code Services	51	20	39	14	12	16	59%	61%	86%	--					
Development Services-Development Review Customer Service Center	17	18	35	24	12	12	53%	33%	86%	--					
Development Services - Land Use, Design & Preservation and Zoning Administration	18	17	61	17	6		78%	--	86%	--	S				
Economic Development & Policy- Business Development	15	13	60	20	7		73%	--	86%	--	S				
Economic Development & Policy- Business Licensing	20	10	50	15	5	20	60%	43%	86%	--					
Economic Development & Policy- Employment & Training	11	73	18	9			91%	--	86%	--	S				
Housing Development & Policy- Residential & Real Estate Development	11	27	64	9			91%	--	86%	--	S				
Housing Development & Policy- Residential Finance	8	50	38	13			88%	--	86%	--	S				
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	17	42	17	25		58%	--	86%	--					

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	Valid Returns	Percent Favorable			Percent Neutral			Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Immediate Supervisor															
38. My immediate supervisor has my best interests at heart.															
City of Minneapolis Overall	2,396	31	37	16	9	7	68%	34%	79%	--	S				
CPED	187	37	32	13	10	7	70%	42%	79%	--	S				
Administration & Operations (Includes Division Directors)	13	46	38	8	8	85%	--	79%	--	S					
Development Services-Construction Code Services	52	44	27	10	10	10	71%	58%	79%	--	S				
Development Services-Development Review Customer Service Center	17	12	47	12	24	6	59%	16%	79%	--					
Development Services - Land Use, Design & Preservation and Zoning Administration	21	43	29	14	5	10	71%	--	79%	--	S				
Economic Development & Policy- Business Development	16	19	44	19	6	13	63%	--	79%	--					
Economic Development & Policy- Business Licensing	23	22	35	13	22	9	57%	40%	79%	--					
Economic Development & Policy- Employment & Training	11	45	27	18	9	73%	--	79%	--	S					
Housing Development & Policy- Residential & Real Estate Development	13	31	31	23	15	62%	--	79%	--						
Housing Development & Policy- Residential Finance	9	89	11	100%	--	79%	--	S							
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	42	33	17	8	75%	--	79%	--	S					

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	Valid Returns				2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Immediate Supervisor											
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
CPED	187	33	39	11	12	5	72%	61%	77%	69%	S
Administration & Operations (Includes Division Directors)	13	46	46			8	92%	--	77%	69%	S
Development Services-Construction Code Services	51	35	41	12	10		76%	67%	77%	69%	S
Development Services-Development Review Customer Service Center	18	11	61	22		6	72%	74%	77%	69%	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	33	43	10	14		76%	--	77%	69%	
Economic Development & Policy-Business Development	16	25	38	13	13	13	63%	--	77%	69%	
Economic Development & Policy-Business Licensing	23	22	30	17	22	9	52%	54%	77%	69%	
Economic Development & Policy-Employment & Training	11	64	9	18		9	73%	--	77%	69%	S
Housing Development & Policy-Residential & Real Estate Development	13	23	15	31	23	8	38%	--	77%	69%	O
Housing Development & Policy-Residential Finance	9	78			22		100%	--	77%	69%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	25	58	8		8	83%	--	77%	69%	S

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	Valid Returns	Percent Favorable			Percent Neutral			Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Immediate Supervisor															
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				
CPED	185	34	38	10	13	5	72%	52%	77%	--	S				
Administration & Operations (Includes Division Directors)	14	43	50	7			93%	--	77%	--	S				
Development Services-Construction Code Services	50	36	46	8	8		82%	73%	77%	--	S				
Development Services-Development Review Customer Service Center	18	11	50	6	22	11	61%	58%	77%	--					
Development Services - Land Use, Design & Preservation and Zoning Administration	21	33	29	14	10	14	62%	--	77%	--					
Economic Development & Policy-Business Development	14	14	43	14	14	14	57%	--	77%	--					
Economic Development & Policy-Business Licensing	23	26	35	13	22		61%	54%	77%	--					
Economic Development & Policy-Employment & Training	11	55	18	9	18		73%	--	77%	--	S				
Housing Development & Policy-Residential & Real Estate Development	13	31	23	8	31	8	54%	--	77%	--					
Housing Development & Policy-Residential Finance	9	89				11	100%	--	77%	--	S				
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	25	50	17	8		75%	--	77%	--	S				

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	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity	
Immediate Supervisor										
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
CPED	188	41	42	12			83%	81%	86%	-- S
Administration & Operations (Includes Division Directors)	14	43	50	7			93%	--	86%	-- S
Development Services-Construction Code Services	52	44	46	8			90%	82%	86%	-- S
Development Services-Development Review Customer Service Center	17	12	47	24	6	12	59%	63%	86%	--
Development Services - Land Use, Design & Preservation and Zoning Administration	21	48	43	10			90%	--	86%	-- S
Economic Development & Policy- Business Development	15	27	40	27	7		67%	--	86%	-- S
Economic Development & Policy- Business Licensing	23	26	43	26			70%	77%	86%	-- S
Economic Development & Policy- Employment & Training	11	55	45				100%	--	86%	-- S
Housing Development & Policy- Residential & Real Estate Development	14	43	36	7	7	7	79%	--	86%	-- S
Housing Development & Policy- Residential Finance	9	100					100%	--	86%	-- S
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	42	42	17			83%	--	86%	-- S

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Immediate Supervisor															
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				
CPED	188	36	39	10	11	6	76%	60%	81%	78%	S				
Administration & Operations (Includes Division Directors)	14	50	21	29			71%	--	81%	78%	S				
Development Services-Construction Code Services	51	35	41	8	14	6	76%	79%	81%	78%	S				
Development Services-Development Review Customer Service Center	17	12	53	12	18	6	65%	84%	81%	78%					
Development Services - Land Use, Design & Preservation and Zoning Administration	21	48	38	5	10	6	86%	--	81%	78%	S				
Economic Development & Policy- Business Development	16	19	50	13	13	6	69%	--	81%	78%	S				
Economic Development & Policy- Business Licensing	23	26	39	17	13	6	65%	54%	81%	78%	S				
Economic Development & Policy- Employment & Training	11	64	27	9			91%	--	81%	78%	S				
Housing Development & Policy- Residential & Real Estate Development	14	29	50	21			79%	--	81%	78%					
Housing Development & Policy- Residential Finance	9	78	22				100%	--	81%	78%	S				
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	33	33	17	8	8	67%	--	81%	78%	S				

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	Valid Returns	Percent Favorable			Percent Neutral			Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Inclusion															
20. I feel that I am part of a team.															
City of Minneapolis Overall	2,428	29	39	12	10	9	69%	--	83%	77%	S				
CPED	190	28	43	12	7	10	71%	--	83%	77%	S				
Administration & Operations (Includes Division Directors)	14	50	21	21	7		71%	--	83%	77%	S				
Development Services-Construction Code Services	52	17	52	8	10	13	69%	--	83%	77%					
Development Services-Development Review Customer Service Center	18	6	50	22	6	17	56%	--	83%	77%					
Development Services - Land Use, Design & Preservation and Zoning Administration	21	43	38	5	14		81%	--	83%	77%	S				
Economic Development & Policy- Business Development	16	38	31	19	13		69%	--	83%	77%	S				
Economic Development & Policy- Business Licensing	23	17	39	17	13	13	57%	--	83%	77%					
Economic Development & Policy- Employment & Training	11	55	36	9			91%	--	83%	77%	S				
Housing Development & Policy- Residential & Real Estate Development	14	14	50	14	14	7	64%	--	83%	77%					
Housing Development & Policy- Residential Finance	9	67	33				100%	--	83%	77%	S				
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	25	50	17	8		75%	--	83%	77%	S				

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	Valid Returns	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Inclusion												
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	
CPED	182	11	45	20	16	9	55%	25%	78%	79%		
Administration & Operations (Includes Division Directors)	14	14	71			14	86%	--	78%	79%	S	
Development Services-Construction Code Services	50	16	48	18	6	12	64%	76%	78%	79%		
Development Services-Development Review Customer Service Center	17	6	53	35		6	59%	68%	78%	79%		
Development Services - Land Use, Design & Preservation and Zoning Administration	21	10	43	24	19	5	52%	--	78%	79%		
Economic Development & Policy- Business Development	16		44	38		19	44%	--	78%	79%	O	
Economic Development & Policy- Business Licensing	20	10	45	20	10	15	55%	63%	78%	79%		
Economic Development & Policy- Employment & Training	10	10	30	30		30	40%	--	78%	79%	O	
Housing Development & Policy- Residential & Real Estate Development	14	7	36	7	21	29	43%	--	78%	79%	O	
Housing Development & Policy- Residential Finance	9	22	56		11	11	78%	--	78%	79%	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	11	9	9	64		18	9%	--	78%	79%	O	

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	Valid Returns	Percent Favorable			Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Inclusion													
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%			
CPED	186	15	43	23	12	8	58%	49%	74%	68%			
Administration & Operations (Includes Division Directors)	14	21	50	14	14		71%	--	74%	68%	S		
Development Services-Construction Code Services	50	16	46	18	8	12	62%	63%	74%	68%			
Development Services-Development Review Customer Service Center	18	11	28	33	11	17	39%	74%	74%	68%	O		
Development Services - Land Use, Design & Preservation and Zoning Administration	21	33	33	19	10	5	67%	--	74%	68%	S		
Economic Development & Policy- Business Development	16		63	6	31		63%	--	74%	68%			
Economic Development & Policy- Business Licensing	22	5	55	32	5	5	59%	73%	74%	68%			
Economic Development & Policy- Employment & Training	11	18	18	36	27		36%	--	74%	68%	O		
Housing Development & Policy- Residential & Real Estate Development	13	8	54	23	15		62%	--	74%	68%			
Housing Development & Policy- Residential Finance	9	22	22	33	22		44%	--	74%	68%	O		
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	8	42	25	8	17	50%	--	74%	68%	O		

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	Valid Returns	Percent Favorable			Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Inclusion													
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		
CPED	189	28	42	13	9	8	70%	67%	82%	80%	S		
Administration & Operations (Includes Division Directors)	14	43	43	7	7		86%	--	82%	80%	S		
Development Services-Construction Code Services	52	23	46	15	6	10	69%	64%	82%	80%	S		
Development Services-Development Review Customer Service Center	18	11	33	22	17	17	44%	47%	82%	80%	O		
Development Services - Land Use, Design & Preservation and Zoning Administration	21	29	52	10	10		81%	--	82%	80%	S		
Economic Development & Policy- Business Development	16	19	56	13	6	6	75%	--	82%	80%	S		
Economic Development & Policy- Business Licensing	23	22	30	22	13	13	52%	58%	82%	80%			
Economic Development & Policy- Employment & Training	11	45	45	9			91%	--	82%	80%	S		
Housing Development & Policy- Residential & Real Estate Development	14	14	64	7	14		79%	--	82%	80%	S		
Housing Development & Policy- Residential Finance	8	88	13				100%	--	82%	80%	S		
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	42	8	25	17	8	50%	--	82%	80%	O		

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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
My Career													
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		
CPED	188	20	51	13	11	5	71%	--	80%	74%	S		
Administration & Operations (Includes Division Directors)	14	29	50		21		79%	--	80%	74%			
Development Services-Construction Code Services	52	23	46	19	6	6	69%	--	80%	74%	S		
Development Services-Development Review Customer Service Center	18	6	39	11	33	11	44%	--	80%	74%	O		
Development Services - Land Use, Design & Preservation and Zoning Administration	20	20	65		5	10	85%	--	80%	74%	S		
Economic Development & Policy-Business Development	16	19	56	13	13		75%	--	80%	74%	S		
Economic Development & Policy-Business Licensing	22	9	50	23	14	5	59%	--	80%	74%			
Economic Development & Policy-Employment & Training	11		55	36		9	91%	--	80%	74%	S		
Housing Development & Policy-Residential & Real Estate Development	14	14	57	7	21		71%	--	80%	74%			
Housing Development & Policy-Residential Finance	9	22	56	11	11		78%	--	80%	74%	S		
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	8	67	17	8		75%	--	80%	74%	S		

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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
My Career												
53. 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	
CPED	184	17	39	27	11	7	55%	34%	65%	58%		
Administration & Operations (Includes Division Directors)	14	14	43	36		7	57%	--	65%	58%		
Development Services-Construction Code Services	50	20	34	28	12	6	54%	61%	65%	58%		
Development Services-Development Review Customer Service Center	18	6	39	28	22	6	44%	47%	65%	58%	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	20	35	40	15	5	5	75%	--	65%	58%	S	
Economic Development & Policy-Business Development	16		44	38	13	6	44%	--	65%	58%	O	
Economic Development & Policy-Business Licensing	22	23	32	14	9	23	55%	42%	65%	58%		
Economic Development & Policy-Employment & Training	11	36	64				100%	--	65%	58%	S	
Housing Development & Policy-Residential & Real Estate Development	13	8	23	38	23	8	31%	--	65%	58%	O	
Housing Development & Policy-Residential Finance	9		56	33		11	56%	--	65%	58%		
Long-Range Planning (Includes Community Planning, Public Art and Research)	11	9	36	45		9	45%	--	65%	58%	O	

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	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable							
My Career											
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
CPED	190	19	50	20	7	7	69%	71%	81%	76%	S
Administration & Operations (Includes Division Directors)	14	29	43	14	7	7	71%	--	81%	76%	S
Development Services-Construction Code Services	52	27	40	15	12	6	67%	69%	81%	76%	S
Development Services-Development Review Customer Service Center	18	6	56	22	11	6	61%	74%	81%	76%	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	19	57	14	10		76%	--	81%	76%	S
Economic Development & Policy- Business Development	16		50	50			50%	--	81%	76%	O
Economic Development & Policy- Business Licensing	23	17	48	26			65%	69%	81%	76%	S
Economic Development & Policy- Employment & Training	11	45	45		9		91%	--	81%	76%	S
Housing Development & Policy- Residential & Real Estate Development	14	14	57	14	7	7	71%	--	81%	76%	S
Housing Development & Policy- Residential Finance	9	11	89				100%	--	81%	76%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	17	50	33			67%	--	81%	76%	S

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	Valid Returns	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
My Career												
55. 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	
CPED	188	15	38	23	16	8	53%	41%	57%	60%		
Administration & Operations (Includes Division Directors)	13	8	46	31	15		54%	--	57%	60%		
Development Services-Construction Code Services	52	19	40	19	12	10	60%	55%	57%	60%		
Development Services-Development Review Customer Service Center	18	6	28	39	28		33%	42%	57%	60%	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	29	24	19	14	14	52%	--	57%	60%		
Economic Development & Policy- Business Development	16		31	38	25	6	31%	--	57%	60%	O	
Economic Development & Policy- Business Licensing	23	13	30	13	26	17	43%	54%	57%	60%	O	
Economic Development & Policy- Employment & Training	11		45	45	9		91%	--	57%	60%	S	
Housing Development & Policy- Residential & Real Estate Development	13	8	38	31	15	8	46%	--	57%	60%	O	
Housing Development & Policy- Residential Finance	9		56	33	11		56%	--	57%	60%		
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	8	58	17	8	8	67%	--	57%	60%	S	

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	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable							
My Career											
56. I am satisfied with my access to training.											
City of Minneapolis Overall	2,409	15	43	21	13	8	58%	54%	73%	--	
CPED	189	16	52	22	6	6	68%	72%	73%	-- S	
Administration & Operations (Includes Division Directors)	14	29	43	14	7	7	71%	--	73%	-- S	
Development Services-Construction Code Services	52	23	48	17	8	6	71%	70%	73%	-- S	
Development Services-Development Review Customer Service Center	18	6	44	28	11	11	50%	53%	73%	-- O	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	14	57	19	10		71%	--	73%	-- S	
Economic Development & Policy- Business Development	16		56	31	6	6	56%	--	73%	--	
Economic Development & Policy- Business Licensing	23	9	61	26			70%	62%	73%	-- S	
Economic Development & Policy- Employment & Training	11		45	36	18		82%	--	73%	-- S	
Housing Development & Policy- Residential & Real Estate Development	13	15	62	15	8	8	77%	--	73%	-- S	
Housing Development & Policy- Residential Finance	9		78	22			78%	--	73%	-- S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	17	42	42			58%	--	73%	--	

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	Valid Returns	Percent Favorable			Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Performance Management													
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		
CPED	188	36	39	10	11	6	76%	60%	81%	78%	S		
Administration & Operations (Includes Division Directors)	14	50	21	29			71%	--	81%	78%	S		
Development Services-Construction Code Services	51	35	41	8	14		76%	79%	81%	78%	S		
Development Services-Development Review Customer Service Center	17	12	53	12	18	6	65%	84%	81%	78%			
Development Services - Land Use, Design & Preservation and Zoning Administration	21	48	38	5	10		86%	--	81%	78%	S		
Economic Development & Policy- Business Development	16	19	50	13	13	6	69%	--	81%	78%	S		
Economic Development & Policy- Business Licensing	23	26	39	17	13		65%	54%	81%	78%	S		
Economic Development & Policy- Employment & Training	11	64	27	9			91%	--	81%	78%	S		
Housing Development & Policy- Residential & Real Estate Development	14	29	50	21			79%	--	81%	78%			
Housing Development & Policy- Residential Finance	9	78	22				100%	--	81%	78%	S		
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	33	33	17	8	8	67%	--	81%	78%	S		

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	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
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
CPED	190	37	46	9 5	83%	79%	93%	84%	S
Administration & Operations (Includes Division Directors)	14	57	29	7 7	86%	--	93%	84%	S
Development Services-Construction Code Services	52	37	40	10 8 6	77%	84%	93%	84%	S
Development Services-Development Review Customer Service Center	17	6	76	18	82%	84%	93%	84%	S
Development Services - Land Use, Design & Preservation and Zoning Administration	21	38	48	5 10	86%	--	93%	84%	S
Economic Development & Policy- Business Development	16	31	56	6 6	88%	--	93%	84%	S
Economic Development & Policy- Business Licensing	23	26	48	17 9	74%	76%	93%	84%	S
Economic Development & Policy- Employment & Training	11	55	45		100%	--	93%	84%	S
Housing Development & Policy- Residential & Real Estate Development	14	36	50	14	86%	--	93%	84%	S
Housing Development & Policy- Residential Finance	9	67	33		100%	--	93%	84%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	13	54	31	8 8	85%	--	93%	84%	S

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	Valid Returns	Percent Favorable			Percent Neutral			Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Performance Management															
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				
CPED	186	38	33	12	10	6	71%	64%	79%	70%	S				
Administration & Operations (Includes Division Directors)	13	54	31	15			85%	--	79%	70%	S				
Development Services-Construction Code Services	51	47	31	8	6	8	78%	77%	79%	70%	S				
Development Services-Development Review Customer Service Center	18	22	28	17	22	11	50%	83%	79%	70%	O				
Development Services - Land Use, Design & Preservation and Zoning Administration	20	40	25	10	15	10	65%	--	79%	70%					
Economic Development & Policy- Business Development	16	25	25	19	25	6	50%	--	79%	70%	O				
Economic Development & Policy- Business Licensing	23	22	39	17	17		61%	52%	79%	70%					
Economic Development & Policy- Employment & Training	11	64	27	9			91%	--	79%	70%	S				
Housing Development & Policy- Residential & Real Estate Development	14	7	67	29	7		64%	--	79%	70%					
Housing Development & Policy- Residential Finance	8	88	13				100%	--	79%	70%	S				
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	33	50	8	8		83%	--	79%	70%	S				

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	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable							
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
CPED	183	12	43	27	13	6	55%	53%	63%	--	
Administration & Operations (Includes Division Directors)	13	31	38	15	15		69%	--	63%	--	S
Development Services-Construction Code Services	51	14	47	24	6	10	61%	58%	63%	--	
Development Services-Development Review Customer Service Center	17	6	18	41	24	12	24%	50%	63%	--	O
Development Services - Land Use, Design & Preservation and Zoning Administration	21	14	48	14	19	5	62%	--	63%	--	
Economic Development & Policy- Business Development	16		50	38	13		50%	--	63%	--	O
Economic Development & Policy- Business Licensing	21	10	38	29	19	5	48%	44%	63%	--	O
Economic Development & Policy- Employment & Training	11	18	55	18	9		73%	--	63%	--	S
Housing Development & Policy- Residential & Real Estate Development	13		38	38	23		38%	--	63%	--	O
Housing Development & Policy- Residential Finance	9	11	67	22			78%	--	63%	--	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	11	18	27	36	18		45%	--	63%	--	O

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	Valid Returns	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Recognition												
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%		
CPED	188	13	43	27	10	7	56%	51%	70%	65%		
Administration & Operations (Includes Division Directors)	14	36	29	29	7		64%	--	70%	65%		
Development Services-Construction Code Services	52	12	38	33	8	10	50%	65%	70%	65%	O	
Development Services-Development Review Customer Service Center	17	6	24	41	24	6	29%	37%	70%	65%	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	14	48	14	14	10	62%	--	70%	65%		
Economic Development & Policy- Business Development	16		63	31	6		63%	--	70%	65%		
Economic Development & Policy- Business Licensing	23	17	48	13	13	9	65%	50%	70%	65%		
Economic Development & Policy- Employment & Training	11	18	73		9		91%	--	70%	65%	S	
Housing Development & Policy- Residential & Real Estate Development	14	14	43	21	7	14	57%	--	70%	65%		
Housing Development & Policy- Residential Finance	9		56	44			56%	--	70%	65%		
Long-Range Planning (Includes Community Planning, Public Art and Research)	11	18	27	27	9	18	45%	--	70%	65%	O	

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	Valid Returns	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Recognition												
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	
CPED	186	12	44	25	12	8	55%	53%	65%	59%		
Administration & Operations (Includes Division Directors)	13	31	31	23	15		62%	--	65%	59%		
Development Services-Construction Code Services	51	10	37	31	14	8	47%	54%	65%	59%	O	
Development Services-Development Review Customer Service Center	17	6	18	41	18	18	24%	42%	65%	59%	O	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	10	52	19	10	10	62%	--	65%	59%		
Economic Development & Policy- Business Development	16		63	25	13		63%	--	65%	59%		
Economic Development & Policy- Business Licensing	23	17	30	26	13	13	48%	54%	65%	59%	O	
Economic Development & Policy- Employment & Training	11	18	73		9		91%	--	65%	59%	S	
Housing Development & Policy- Residential & Real Estate Development	14		57	21	14	7	57%	--	65%	59%		
Housing Development & Policy- Residential Finance	9	22	78				100%	--	65%	59%	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	11	18	36	18	9	18	55%	--	65%	59%		

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	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
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
CPED	191	28	57	11	1	85%	83%	87%	-- S
Administration & Operations (Includes Division Directors)	14	36	64			100%	--	87%	-- S
Development Services-Construction Code Services	52	25	50	19	1	75%	81%	87%	-- S
Development Services-Development Review Customer Service Center	18	6	61	28	6	67%	78%	87%	-- S
Development Services - Land Use, Design & Preservation and Zoning Administration	21	33	62	5		95%	--	87%	-- S
Economic Development & Policy-Business Development	16	6	88	6		94%	--	87%	-- S
Economic Development & Policy-Business Licensing	23	43	43	9	1	87%	85%	87%	-- S
Economic Development & Policy-Employment & Training	11	64	36			100%	--	87%	-- S
Housing Development & Policy-Residential & Real Estate Development	14	36	57	7		93%	--	87%	-- S
Housing Development & Policy-Residential Finance	9	11	78	11		89%	--	87%	-- S
Long-Range Planning (Includes Community Planning, Public Art and Research)	13	31	54	8	8	85%	--	87%	-- S

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	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
Work Environment											
44. Safety in the workplace is a high priority.											
City of Minneapolis Overall	2,378	32	45	14	5	5	76%	73%	85%	88%	S
CPED	183	27	52	14			79%	58%	85%	88%	S
Administration & Operations (Includes Division Directors)	13	31	46	15			77%	--	85%	88%	S
Development Services-Construction Code Services	52	29	56	6			85%	79%	85%	88%	S
Development Services-Development Review Customer Service Center	17	18	47	29			65%	78%	85%	88%	S
Development Services - Land Use, Design & Preservation and Zoning Administration	21	14	62	19			76%	--	85%	88%	S
Economic Development & Policy- Business Development	16	6	69	25			75%	--	85%	88%	S
Economic Development & Policy- Business Licensing	22	50	32	9			82%	58%	85%	88%	S
Economic Development & Policy- Employment & Training	10	60	40				100%	--	85%	88%	S
Housing Development & Policy- Residential & Real Estate Development	13	23	46	8			69%	--	85%	88%	S
Housing Development & Policy- Residential Finance	7	14	71	14			86%	--	85%	88%	S
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	17	50	33			67%	--	85%	88%	S

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	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Work Environment											
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	16	9	61%	62%	66%	71%	
CPED	186	17	47	13	19		64%	49%	66%	71%	
Administration & Operations (Includes Division Directors)	14	71			7	21	71%	--	66%	71%	
Development Services-Construction Code Services	49	22	45	16	14		67%	79%	66%	71% S	
Development Services-Development Review Customer Service Center	18	11	61	17	11		72%	74%	66%	71% S	
Development Services - Land Use, Design & Preservation and Zoning Administration	21	14	24	19	33	10	38%	--	66%	71% O	
Economic Development & Policy-Business Development	16	6	63	13	19		69%	--	66%	71% S	
Economic Development & Policy-Business Licensing	23	26	35	17	17		61%	58%	66%	71%	
Economic Development & Policy-Employment & Training	11	36	45	9	9		82%	--	66%	71% S	
Housing Development & Policy-Residential & Real Estate Development	14	14	50	21	14		64%	--	66%	71%	
Housing Development & Policy-Residential Finance	9	11	56	11	22		67%	--	66%	71%	
Long-Range Planning (Includes Community Planning, Public Art and Research)	11	18	36	9	27	9	55%	--	66%	71%	

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	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Work Environment											
46. Where I work, we have enough people to get the work done.											
City of Minneapolis Overall	2,408	10	30	15	24	20	41%	33%	52%	52%	O
CPED	187	11	40	14	20	14	51%	43%	52%	52%	
Administration & Operations (Includes Division Directors)	14	14	64	14	7		79%	--	52%	52%	S
Development Services-Construction Code Services	50	6	40	16	18	20	46%	37%	52%	52%	O
Development Services-Development Review Customer Service Center	17	18	71		12		88%	47%	52%	52%	S
Development Services - Land Use, Design & Preservation and Zoning Administration	21	14	38	5	29	14	52%	--	52%	52%	
Economic Development & Policy- Business Development	16	6	50	6	38		56%	--	52%	52%	
Economic Development & Policy- Business Licensing	23	13	26	26	13	22	39%	62%	52%	52%	O
Economic Development & Policy- Employment & Training	11	27	45	9	18		73%	--	52%	52%	S
Housing Development & Policy- Residential & Real Estate Development	14	7	14	29	21	29	21%	--	52%	52%	O
Housing Development & Policy- Residential Finance	9		44	22	11	22	44%	--	52%	52%	O
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	8	8	17	42	25	17%	--	52%	52%	O

2014 My Minneapolis Employee Engagement Survey

CPED

VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns						2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Work Environment											
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	13	7	66%	61%	80%	75%	
CPED	190	17	50	11	14	8	67%	66%	80%	75%	
Administration & Operations (Includes Division Directors)	14	14	71	7	7		86%	--	80%	75%	S
Development Services-Construction Code Services	52	12	46	13	17	12	58%	71%	80%	75%	
Development Services-Development Review Customer Service Center	18	11	72		17		83%	84%	80%	75%	S
Development Services - Land Use, Design & Preservation and Zoning Administration	21	24	52	10	5	10	76%	--	80%	75%	S
Economic Development & Policy-Business Development	16		50	19	19	13	50%	--	80%	75%	O
Economic Development & Policy-Business Licensing	23	30	43	13	13		74%	58%	80%	75%	
Economic Development & Policy-Employment & Training	11	45	45			9	91%	--	80%	75%	S
Housing Development & Policy-Residential & Real Estate Development	14	14	43	29	7	7	57%	--	80%	75%	
Housing Development & Policy-Residential Finance	9	22	33	11	22	11	56%	--	80%	75%	
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	8	42	17	33		50%	--	80%	75%	O

2014 My Minneapolis Employee Engagement Survey

CPED

VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns					2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity	
		Percent Favorable	Percent Neutral	Percent Unfavorable							
Work Environment											
48. The people I work with cooperate to get the job done.											
City of Minneapolis Overall	2,423	31	48	12	6	79%	76%	85%	82%	S	
CPED	189	28	46	13	8	5	74%	79%	85%	82%	S
Administration & Operations (Includes Division Directors)	14	50	43	7		93%	--	85%	82%	S	
Development Services-Construction Code Services	52	17	54	10	15	71%	71%	85%	82%	S	
Development Services-Development Review Customer Service Center	18	6	33	22	33	6	39%	47%	85%	82%	O
Development Services - Land Use, Design & Preservation and Zoning Administration	21	19	48	14	5	14	67%	--	85%	82%	S
Economic Development & Policy- Business Development	15	40	47	13		87%	--	85%	82%	S	
Economic Development & Policy- Business Licensing	23	17	52	17	9	70%	64%	85%	82%	S	
Economic Development & Policy- Employment & Training	11	64	27	9		91%	--	85%	82%	S	
Housing Development & Policy- Residential & Real Estate Development	14	29	64	7		93%	--	85%	82%	S	
Housing Development & Policy- Residential Finance	9	56	22	22		78%	--	85%	82%	S	
Long-Range Planning (Includes Community Planning, Public Art and Research)	12	50	33	17		83%	--	85%	82%	S	

VIII) Most Favorable/Most Unfavorable Summary

2014 My Minneapolis Employee Engagement Survey

CPED

VIII) Most Favorable/Most Unfavorable Summary

Most Favorable Items	2014 % Fav	2014 % Unfav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm
CPED					
8. I was given an opportunity to see/hear about the 2011-2012 Employee Engagement Survey results.	90%	3%	89%	86%	65%
32. I am proud to work for the City.	85%	5%	83%	90%	79%
43. The City supports me via programs, resources, etc., in attaining my health and wellness goals.	85%	4%	83%	87%	--
41. My immediate supervisor supports my ongoing training and development.	83%	5%	81%	86%	--
6. I understand how my work links to the goals of the City.	83%	7%	79%	93%	84%
44. Safety in the workplace is a high priority.	79%	7%	58%	85%	88%
15. My department is actively working to strengthen its relationship with the communities we serve.	76%	6%	70%	84%	--
42. My immediate supervisor clearly communicates what I am expected to do.	76%	14%	60%	81%	78%
27. My performance on the job is evaluated fairly.	75%	12%	67%	83%	68%
48. The people I work with cooperate to get the job done.	74%	13%	79%	85%	82%
Most Unfavorable Items					
	2014 % Fav	2014 % Unfav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm
CPED					
13. There is open and honest two-way communication at the City.	39%	41%	--	59%	59%
46. Where I work, we have enough people to get the work done.	51%	35%	43%	52%	52%
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).	51%	33%	43%	63%	58%
25. In my department, all employees have equal opportunity for advancement.	51%	32%	47%	56%	75%
11. Where I work, we are told of upcoming changes in time to prepare for them.	51%	30%	45%	73%	61%
35. Where I work, ethical issues can be discussed without negative consequences.	53%	28%	59%	75%	69%
24. The process for selecting people for special assignments/projects is fair.	52%	26%	54%	63%	--
21. My department has a strong track record of hiring people from diverse backgrounds.	55%	25%	25%	78%	79%
55. I am satisfied with my opportunity for career development in the City.	53%	24%	41%	57%	60%
3. My Department Leadership has the ability to deal with the challenges we face.	61%	24%	49%	80%	73%