



# A City that Works

Engaged and talented employees reflect our community, have the resources they need to succeed and are empowered to improve our efficiency and effectiveness

## What strategies are working?

### THE EMPLOYEE ENGAGEMENT SURVEY HAS NETTED RESULTS.

- The City is tracking employee engagement through frequent surveys, and employee teams are using the information to improve our workplace culture and recognize good work.
- As a result of the employee engagement survey, the City has launched its Star Awards recognition program. The recognition program is well thought out. The committee makeup is designed to bring new people into the process to ensure there is a fresh group working to keep departments engaged.

### COMMUNICATION BETWEEN EMPLOYEES AND SUPERVISORS IS IMPROVING.

- The City is moving from a once-a-year review to a system that provides ongoing feedback between employees and their supervisors.
- Our new performance management system is helping employees see how their efforts help the City achieve its goals.
- The Police Department is seeing a huge increase in officers' trust of their supervisors.

### DEPARTMENTS ARE MAKING CHANGES TO IMPROVE THE WORKPLACE.

- Human Resources, Information Technology and Finance are working together on an Enterprise Resource Planning program upgrade. They will seek input from departments to improve the system.
- Results Minneapolis is helping us be accountable by measuring our efficiency and effectiveness.

### THE CITY IS IMPROVING ITS RECRUITMENT PROCESS.

- Instead of a one-size-fits-all approach, the City is using a more targeted approach to recruitment. There is more effort to understand departments' needs and more outreach to a variety of communities.
- The City is in the midst of a recruiting effort around service work that could help our workforce better reflect the community. Human Resources is willing to try new approaches, and bargaining units are open to examining job descriptions.
- Department leaders support efforts to diversify the City's workforce. We are making progress on hiring more staff of color, raising awareness of racism and addressing issues of equity.
- Human Resources is implementing NEOGOV, a public sector employee hiring software program that automates the hiring and performance evaluation process.

### LABOR AND MANAGEMENT ARE OPEN TO COLLABORATIVE APPROACHES.

- Rather than have 24 labor agreements on the same issue, Minneapolis has taken a collaborative approach to issues that affect employees in many departments. Labor negotiations have been effective thanks to a willingness to bargain collaboratively on common issues.
- The Benefits Labor Management Committee has saved the City millions of dollars and provided great benefits to employees. The collaboration between Human Resources and unions made VEBA possible.

### THE CITY IS INVESTING IN EMPLOYEE TRAINING.

- The City is doing more to build a leadership curriculum. Employees feel valued when the City invests in training them.

## What strategies are not working?

### EMPLOYEE SURVEY PARTICIPATION IS UNEVEN AND RESULTS AREN'T ALWAYS CLEAR.

- The level of employee survey involvement varies greatly. There isn't enough participation from some

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departments.

- Employees are frustrated at the frequency of the employee survey. They're providing the same answers every time, but they don't always hear what is being done to address the issues that are raised. There's a big push to take the survey, then it gets real quiet and very little filters down to front-line employees. It's hard to keep track of focus groups and actions taken.
- Departmental follow-up on the employee engagement survey is uneven.

## **THE CITY IS TOO SILOED.**

- Although we have improved, the City is still too department oriented. When we're so siloed, ideas and best practices don't cross pollinate.
- We don't do a good job of labeling and linking actions to citywide goals and strategies.
- There's a huge variance among departmental cultures. Moving to a different department can feel like moving to a different planet.

## **WE DON'T BRAG ENOUGH.**

- We do impressive work, but no one knows about it. Outsiders don't see the value of what goes on here.
- The public sees what we're doing wrong but not what we're doing right. The stories about the City that play out in the media make potential employees question whether they'd want to work here.
- Employees and the public don't see the progress we are making in achieving our goals.

## **THE CITY DOESN'T OFFER ENOUGH TRAINING.**

- We're recovering from 10 years of a decimated training budget. There's a huge pent-up demand, and classes fill quickly. There aren't enough classes.
- Employees want training, but it's hard for them to find out what is offered.

## **WE AREN'T SUPPORTING OUR EMPLOYEES.**

- We say we value line workers, but they're sitting in old chairs and using worn and out-of-date equipment. We aren't doing enough to show that we value these employees and their work.
- Bad bosses create morale problems. Not having hope of a better future is a recipe for bad employees.
- We don't do enough to help new employees learn how to get basic tasks (getting a badge, putting through a requisition, etc.) done.
- We do a terrible job of educating our staff on how to navigate our complicated City structure.
- We work to recruit a more diverse workforce, but we don't focus on the environment that those new hires find once they begin working here.
- When there's a grievance, the focus is on isolation and retaliation. There's too much emphasis on legal maneuvering and not enough effort put into solving the problem. We don't need to win at all costs.

## **WE AREN'T THINKING ABOUT THE LONG-TERM RESULTS OF OUR ACTIONS AND POLICIES.**

- We are missing opportunities to recruit future employees when we don't have great interactions with interns and fellows. We need to remember that we are facing a silver tsunami and we'll need new hires.
- The City's policies and initiatives sometimes work at cross purposes. For example, the job bank helps employees remain employed with the City, but it doesn't make the City's workforce more diverse.
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## Working in partnership, what strategies could we pursue?

### INVEST IN TRAINING AND CAREER DEVELOPMENT.

- Be intentional with leadership development. Provide information about the skills and knowledge each employee will need to be successful in his or her career. Each job description should include a list of training that would improve performance in that job.
- Help employees move up or move on. If an employee is stuck in a position with little opportunity to grow, have a frank conversation about what that person can do to build a resume. Create an environment where it's safe to apply for a different job.
- Invest in training to develop better supervisors. If we invest in great bosses, we'll see amazing results.
- Make it easy for employees to find out what training is available.
- Share best practices on an enterprisewide level.
- Provide training and support to the staff who have been asked to supervise interns.

### LOOK TO THE FUTURE BY EXPANDING OPPORTUNITY.

- View interns as a pipeline to our future workforce. Be more deliberate around these young people to ensure we have great interactions with interns and fellows.
- Be more purposeful in diversity and equity initiatives, and check for measurable results. Do more to reduce institutional barriers.
- Do more with the procurement process to use women-owned and minority-owned businesses.

### HELP NEW EMPLOYEES SUCCEED.

- Do more to help new employees learn how to navigate the system and get basic tasks done. Give them resources so they know who to call to start the process.

### HELP ALL EMPLOYEES FEEL THEY ARE LISTENED TO AND VALUED.

- Ensure each employee sees how his or her job fits into the big picture and helps the City achieve its goals.
- Do a better job of communicating what is being done to address issues raised in the employee survey. Share information on Citywide actions and results. Department liaisons need to share what's being done to follow up on the employee survey so people don't forget what changes were made.
- When there's a grievance, the City Attorney's office needs to speak to employees and find out what's really going on. Make employees feel valued by putting effort into solving problems and acting in an appropriate and accountable manner.

### IMPROVE TECHNOLOGY.

- Improve the City's technology to ensure information is accessible and easy to share. Make a commitment to get us to the 21<sup>st</sup> century.

### PROMOTE GOOD WORK AND TELL POSITIVE STORIES ABOUT MINNEAPOLIS AND OUR WORKPLACE.

- Do a better job of showcasing all the great things the City does. Help outsiders see the value of what goes on here.
- Strengthen the City's brand so outsiders hear about the great people working here.
- Showcase the progress we are making in implementing our strategies and achieving City goals.
- Learn from 311's success in intentionally creating a successful department culture so other departments could put those pieces in place.

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## HELP EMPLOYEES UNDERSTAND HOW THEY FIT INTO THE BIGGER PICTURE.

- Ensure each employee sees how his or her job fits into the big picture and helps the City achieve its goals and implement its strategies.
- Continue building on the successes of Perform Minneapolis.
- Make Perform Minneapolis believable to front-line employees. Provide support so employees can see the linkage.

This conversation had representatives from City of Minneapolis Mayor's Office, Minneapolis Police Department, Human Resources Department, Regulatory Services, Public Works, Minneapolis 911, Police Officers Federation, Civil Service Commission, Minneapolis Professional Employees Association and Minneapolis City Supervisors Association.