



City Of Minneapolis Overall

City of Minneapolis 2011 Employee Engagement Survey

Survey Administered: October/November 2011

KeneXa

Confidential - Prepared by Kenexa

City of Minneapolis 2011 Employee Engagement Survey
City Of Minneapolis Overall
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I) Response Summary

City of Minneapolis 2011 Employee Engagement Survey

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I) Response Summary

Report Grouping	Headcount	Surveys Completed	Response Rate
City of Minneapolis Overall	3,894	2,560	66%

II) Understanding Your Report

City of Minneapolis 2011 Employee Engagement Survey

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II) Understanding Your Report

Survey Goals

The 2011 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 the past two surveys, the City has been successful in taking action and making changes that are designed to improve the work environment. In response to the 2006 survey, the following are examples of initiatives that were undertaken:

- Implementation of Business Process Improvement (BPI)
- Total Compensation Statements
- Minneapolis Matters Employee Newsletter

In response to the 2009 survey, examples of changes or improvements that were made include:

- The concept of employee engagement was incorporated into the City goal, "A City That Works. City employees high-performing, empowered and engaged."
- Integration of employee engagement and performance excellence into other City processes including Results Minneapolis, Business Planning and the Priority Budgeting Process.
- Alternative Work Arrangements Policy & Procedures

In addition to the efforts above, significant work has been done at the department level through the deployment of departmental and divisional "Survey Champions." In 2009, Survey Champions were trained on report interpretation, provided with access to tools to assist in responding to the survey results and were given access to tools to plan, take action and track progress.

Survey Champions also led or coordinated various response efforts that led to change and initiatives involving:

- Employee Recognition (13 Departments)
- Improving Communication (Nine Departments)
- Employee Involvement (Nine Departments)

Survey Champions are critical to the overall success of the employee engagement process.

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II) Understanding Your Report

What's Next?

For the 2011 Employee Engagement Survey, the City used survey research firm Kenexa to provide expertise in developing and administering the survey. In terms of next steps, Kenexa will also provide support to City leadership and departments as they interpret the results, identify key priorities, and create action plans that engage employees and address the survey findings.

In partnership with our Kenexa consultant, Department Heads will identify City-wide key priorities for improvement, based on the survey results. All departments are encouraged to develop survey response teams to address these City-wide priorities and any department opportunities for improvement.

The City Coordinator's Office and the Department of Human Resources will assist and monitor department efforts and help develop any necessary City-wide actions to address the key priorities. Department "Survey Champions" will also have access to online tools to assist them in tracking progress and action planning.

Thank you for your commitment to the next steps in this important work!

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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 Summary

Engagement is a combination of perceptions that have a positive impact on behavior. These perceptions include satisfaction, commitment, pride, loyalty, a strong sense of personal responsibility, and a willingness to be an advocate for the organization.

Engagement Priority Items

This section of the report displays the Engagement Index results and the top priorities for engagement. The Engagement Index is a subset of survey items specifically designed to measure the engagement of respondents. The engagement priority items, listed in rank order of importance, identify the issues that are most likely to influence engagement in your work population.

The engagement priority items have been determined using a Pearson correlation analysis technique. This analysis utilizes your survey data to determine how closely specific attitudes/opinions, measured by your survey items, are related to the engagement of your work population. These priorities can have a significant influence on engagement, and should be a focus for action planning. An improvement in the priority item scores will have the greatest impact on engagement.

A minimum of 30 valid responses is required to perform the analysis. If your workgroup had fewer than 30 valid responses, you will see the priority items for a higher level in the organization, which is noted above the priority items.

Performance Excellence Summary

Performance Excellence focuses on critical areas leading to an organization's success such as customer focus and an emphasis on quality. These are things that support employees' ability to get the work done.

Diversity and Inclusion Index

Diversity & Inclusion creates the feeling of being wanted, respected and valued regardless of individual differences. It ensures the opportunity for personal success within a workspace where trust, sensitivity, and respect for the individual is ingrained in the culture.

Behavior Change Index

The Behavior Change Index measures 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.

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

Theme Summary

To facilitate interpretation, your survey items are grouped into topic areas, or themes. These results are provided to give an overall representation for items with a similar focus.

Item Summary

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

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% points or more
50 to 99	10% points or more
Less than 50	15% points or more

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II) Understanding Your Report

Sample Results

Report Grouping	Valid Returns	Percent Favorable					2011 % Fav	2009 % 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)

2011 % Fav

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

2011 % Unfav

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

2009 % 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 response for US based organizations. It provides comparative results that represent the average scores across multiple organizations.

S/O (Strengths / Opportunities)

An “S” or an “O” in this column identifies items that are possible Strengths or Opportunities for improvement scores. The guidelines below were used to determine which items represent strengths and which are opportunities for your organization. If your results don’t meet either of the criteria, consider them “midrange” 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 of the theme and item results contained in this report.

Insufficient Data to Report

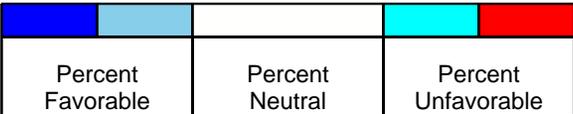
Double dashes (--) are displayed for a report group when the number of responses for the item or theme being reported did not meet the minimum requirement of 10 responses for reporting, or when scores are not available for an item or theme.

III) Engagement Summary

City of Minneapolis 2011 Employee Engagement Survey

City Of Minneapolis Overall

III) Engagement Summary

		2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Engagement						
City of Minneapolis Overall	21 36 20 14 10	56%	57%	73%	70%	

Survey Items Included

- 33. 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).
- 34. I am proud to work for the City.
- 35. I would recommend the City as a great place to work.
- 36. Overall, I am extremely satisfied with the City as a place to work.

Priority Items

Items Determined by: City of Minneapolis Overall

Scores Displayed for: City of Minneapolis Overall

	2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
54. I feel valued as an employee of the City. (Recognition)	46%	45%	69%	62%	O
7. There is a promising future for me at the City. (City Overall)	39%	43%	56%	60%	O
61. I am satisfied with my opportunity for career development in the City. (Training & Development)	42%	43%	54%	59%	O
5. I have confidence in the future of my department. (City Overall)	45%	46%	67%	74%	O
2. My Department Leadership demonstrates that employees are important to the success of the City. (Department Leadership)	49%	51%	73%	67%	O
6. City Leadership shows concern for the well-being and morale of employees. (City Overall)	34%	36%	57%	78%	O
3. My Department Leadership has the ability to deal with the challenges we face. (Department Leadership)	50%	51%	74%	69%	O
29. When employees have good ideas, management makes use of them. (Employee Involvement)	40%	32%	62%	59%	O
30. City employees are encouraged to be innovative, that is, to develop new and better ways of doing things. (Employee Involvement)	47%	45%	64%	73%	O
20. Where I work, day-to-day decisions demonstrate that providing quality service is a top priority. (Customer Service & Quality)	58%	60%	79%	--	

IV) Performance Excellence Summary

City of Minneapolis 2011 Employee Engagement Survey

City Of Minneapolis Overall

IV) Performance Excellence Summary

	Percent Favorable	Percent Neutral	Percent Unfavorable	2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity	
Performance Excellence Index									
City of Minneapolis Overall	17	40	20	14	9	57%	55%	74%	72%

Survey Items Included

- 18. Where I work, customer feedback is used to improve our work processes.
- 21. Where I work, employees are getting the training and development needed to keep up with customer demands.
- 22. Customer problems get corrected quickly.
- 49. Where I work, we set clear performance standards for product/service quality.
- 4. My Department Leadership is committed to providing high quality products and services to customers.
- 31. City employees are encouraged to participate in making decisions that affect their work.
- 65. The people I work with cooperate to get the job done.

V) Diversity and Inclusion Index

City of Minneapolis 2011 Employee Engagement Survey

City Of Minneapolis Overall

V) Diversity and Inclusion Index

	Percent Favorable	Percent Neutral	Percent Unfavorable	2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Diversity and Inclusion Index								
City of Minneapolis Overall	19	43	20	62%	--	72%	--	

Survey Items Included

- 23. My department has a strong track record of hiring people from diverse backgrounds.
- 24. The City makes it easy for people from diverse backgrounds to fit in and be accepted.
- 25. City Leadership is committed to creating a work environment that respects diversity and fosters workplace equity.
- 26. The City values diversity in gender, race, disability, and thought.
- 27. In my department, all employees have equal opportunity for promotion and/or advancement.
- 28. I actively seek out and encourage diverse ideas, opinions, and perspectives in working with others.
- 59. Where I work, I am treated with dignity and respect.

VI) Kenexa Behavior Change Index

City of Minneapolis 2011 Employee Engagement Survey

City Of Minneapolis Overall

VI) Kenexa Behavior Change Index

		2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Behavior Change (KBCI)						
City of Minneapolis Overall		56%	--	69%	--	

Survey Items Included

- 8. I was given an opportunity to see/hear about the 2009 Employee Survey results.
- 9. I was given the opportunity to discuss my ideas about the results of the 2009 Employee Survey.
- 10. My Department Leadership has taken action based on the feedback received from the 2009 Employee Survey.

VII) Most Favorable/Most Unfavorable Summary

City of Minneapolis 2011 Employee Engagement Survey

City Of Minneapolis Overall

VII) Most Favorable/Most Unfavorable Summary

Most Favorable Items	2011 % Fav	2011 % Unfav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm
City of Minneapolis Overall					
32. I believe part of my job responsibility is to take the initiative to improve City services.	77%	9%	74%	85%	--
8. I was given an opportunity to see/hear about the 2009 Employee Survey results.	77%	10%	--	83%	--
65. The people I work with cooperate to get the job done.	76%	11%	77%	80%	80%
48. The City supports me via programs, resources, etc., in attaining my health and wellness goals.	74%	8%	--	83%	71%
57. Safety in the workplace is a high priority.	73%	12%	69%	83%	85%
52. I had a performance appraisal in the past 12 months.	73%	21%	69%	60%	--
46. The employee benefit plans offered by the City meet my needs.	72%	15%	64%	81%	70%
68. As a City employee, it matters very much to me what Elected Officials think about the work that we do.	69%	16%	72%	79%	--
45. My immediate supervisor clearly communicates what I am expected to do.	69%	17%	70%	79%	75%
44. My immediate supervisor treats employees fairly.	69%	19%	70%	78%	74%
Most Unfavorable Items					
	2011 % Fav	2011 % Unfav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm
City of Minneapolis Overall					
66. Where I work, we have enough people to get the work done.	33%	52%	40%	49%	56%
6. City Leadership shows concern for the well-being and morale of employees.	34%	46%	36%	57%	78%
27. In my department, all employees have equal opportunity for promotion and/or advancement.	41%	42%	--	52%	73%
29. When employees have good ideas, management makes use of them.	40%	38%	32%	62%	59%
64. The process for selecting people for special assignments/projects is fair.	40%	37%	38%	56%	--
12. I am well informed about relevant departmental issues.	43%	37%	42%	65%	--
31. City employees are encouraged to participate in making decisions that affect their work.	43%	36%	41%	64%	75%
11. Where I work, we are told of upcoming changes in time to prepare for them.	44%	36%	42%	64%	62%
5. I have confidence in the future of my department.	45%	36%	46%	67%	74%
33. 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).	49%	36%	49%	60%	57%

VIII) Theme Summary

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VIII) Theme Summary

		Percent Favorable	Percent Neutral	Percent Unfavorable	2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Engagement									
City of Minneapolis Overall		21	36	20	56%	57%	73%	70%	
Behavior Change (KBCI)									
City of Minneapolis Overall		18	38	23	56%	--	69%	--	
City Overall									
City of Minneapolis Overall		11	28	23	39%	42%	60%	71%	O
Communications									
City of Minneapolis Overall		14	41	17	55%	53%	73%	--	
Community Engagement									
City of Minneapolis Overall		19	44	23	63%	59%	80%	--	
Customer Service & Quality									
City of Minneapolis Overall		18	39	21	58%	58%	76%	--	
Department Leadership									
City of Minneapolis Overall		18	34	17	52%	50%	74%	70%	
Diversity and Inclusion Index									
City of Minneapolis Overall		19	43	20	62%	--	72%	--	
Diversity & Inclusion									
City of Minneapolis Overall		19	41	20	60%	64%	70%	--	
Elected Officials									
City of Minneapolis Overall		30	39	15	69%	72%	79%	--	S

City of Minneapolis 2011 Employee Engagement Survey

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VIII) Theme Summary

	Percent Favorable	Percent Neutral	Percent Unfavorable	2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
Employee Involvement										
City of Minneapolis Overall	15	40	21	14	11	55%	48%	70%	--	
Ethics										
City of Minneapolis Overall	17	44	21	9	8	61%	60%	74%	--	
Immediate Supervisor										
City of Minneapolis Overall	30	37	13	11	9	67%	68%	76%	70%	
Pay & Benefits										
City of Minneapolis Overall	16	50	16	11	6	67%	57%	76%	64%	S
Performance Excellence Index										
City of Minneapolis Overall	17	40	20	14	9	57%	55%	74%	72%	
Performance Feedback										
City of Minneapolis Overall	22	45	13	11	8	67%	66%	68%	--	S
Recognition										
City of Minneapolis Overall	13	35	22	18	13	48%	45%	63%	--	O
Training & Development										
City of Minneapolis Overall	13	40	20	15	11	53%	52%	66%	--	
Work Environment										
City of Minneapolis Overall	20	46	15	11	8	66%	63%	78%	78%	S
Work Support										
City of Minneapolis Overall	14	42	15	16	13	57%	59%	68%	69%	

IX) Item Summary

City of Minneapolis 2011 Employee Engagement Survey

City Of Minneapolis Overall

IX) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
Engagement											
33. 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	2,345	18	31	15	20	16	49%	49%	60%	57%	O
34. I am proud to work for the City.											
City of Minneapolis Overall	2,496	29	39	19	7	6	68%	70%	83%	79%	S
35. I would recommend the City as a great place to work.											
City of Minneapolis Overall	2,512	20	34	23	14	10	53%	55%	73%	72%	
36. Overall, I am extremely satisfied with the City as a place to work.											
City of Minneapolis Overall	2,516	15	39	21	16	9	54%	55%	74%	72%	
Behavior Change (KBCI)											
8. I was given an opportunity to see/hear about the 2009 Employee Survey results.											
City of Minneapolis Overall	2,352	24	53	13	5		77%	--	83%	--	S
9. I was given the opportunity to discuss my ideas about the results of the 2009 Employee Survey.											
City of Minneapolis Overall	2,298	16	34	24	16	11	50%	--	64%	63%	O
10. My Department Leadership has taken action based on the feedback received from the 2009 Employee Survey.											
City of Minneapolis Overall	2,235	13	26	32	16	13	40%	--	59%	--	O
City Overall											
5. <input type="checkbox"/> I have confidence in the future of my department.											
City of Minneapolis Overall	2,515	17	27	19	19	18	45%	46%	67%	74%	O

City of Minneapolis 2011 Employee Engagement Survey

City Of Minneapolis Overall

IX) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable		2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
City Overall														
6. City Leadership shows concern for the well-being and morale of employees.														
City of Minneapolis Overall	2,515	7	27	19	24	22	34%	36%	57%	78%	O			
7. There is a promising future for me at the City.														
City of Minneapolis Overall	2,501	10	29	31	16	14	39%	43%	56%	60%	O			
Communications														
11. Where I work, we are told of upcoming changes in time to prepare for them.														
City of Minneapolis Overall	2,515	9	35	19	21	15	44%	42%	64%	62%	O			
12. I am well informed about relevant departmental issues.														
City of Minneapolis Overall	2,518	11	32	20	23	13	43%	42%	65%	--	O			
13. I understand how my work fits into the goals of the City.														
City of Minneapolis Overall	2,519	20	47	15	11	8	66%	64%	83%	84%	S			
14. I can easily access the information I need to do my job.														
City of Minneapolis Overall	2,523	17	50	15	12	6	67%	64%	81%	--	S			
Community Engagement														
15. My department has a positive relationship with the communities we serve.														
City of Minneapolis Overall	2,452	19	44	22	9	6	64%	58%	81%	--				
16. My department is actively working to strengthen its relationship with the communities we serve.														
City of Minneapolis Overall	2,408	18	44	24	8	5	63%	59%	80%	--				

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IX) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Customer Service & Quality															
17. Where I work, we are continually improving the quality of our services.															
City of Minneapolis Overall	2,510	21	40	18	13	7	61%	65%	81%	72%					
18. Where I work, customer feedback is used to improve our work processes.															
City of Minneapolis Overall	2,398	16	34	26	15	9	50%	51%	73%	65%	O				
19. There is a strong emphasis on customer service in my department.															
City of Minneapolis Overall	2,469	27	40	18	10	5	67%	67%	84%	--	S				
20. Where I work, day-to-day decisions demonstrate that providing quality service is a top priority.															
City of Minneapolis Overall	2,502	22	36	19	14	9	58%	60%	79%	--					
21. Where I work, employees are getting the training and development needed to keep up with customer demands.															
City of Minneapolis Overall	2,492	12	39	20	18	11	51%	48%	70%	61%					
22. Customer problems get corrected quickly.															
City of Minneapolis Overall	2,407	16	43	26	10	5	59%	57%	75%	72%					
49. Where I work, we set clear performance standards for product/service quality.															
City of Minneapolis Overall	2,494	13	43	21	14	8	56%	56%	71%	74%					
Department Leadership															
1. My Department Leadership gives employees a clear picture of the direction that the City is headed.															
City of Minneapolis Overall	2,507	13	34	19	20	14	47%	48%	68%	66%	O				

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IX) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable		2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Department Leadership														
2. <input type="checkbox"/> My Department Leadership demonstrates that employees are important to the success of the City.														
City of Minneapolis Overall	2,513	17	32	15	19	17	49%	51%	73%	67%	O			
3. <input type="checkbox"/> My Department Leadership has the ability to deal with the challenges we face.														
City of Minneapolis Overall	2,503	18	33	19	17	14	50%	51%	74%	69%	O			
4. My Department Leadership is committed to providing high quality products and services to customers.														
City of Minneapolis Overall	2,500	26	35	16	12	11	61%	--	82%	76%				
Diversity & Inclusion														
23. My department has a strong track record of hiring people from diverse backgrounds.														
City of Minneapolis Overall	2,376	24	42	21	8	5	67%	63%	75%	--	S			
24. The City makes it easy for people from diverse backgrounds to fit in and be accepted.														
City of Minneapolis Overall	2,352	21	44	23	7	5	65%	63%	75%	77%	S			
25. City Leadership is committed to creating a work environment that respects diversity and fosters workplace equity.														
City of Minneapolis Overall	2,438	19	45	21	8	8	63%	--	73%	--				
26. The City values diversity in gender, race, disability, and thought.														
City of Minneapolis Overall	2,428	19	47	20	8	6	67%	65%	75%	72%	S			
27. In my department, all employees have equal opportunity for promotion and/or advancement.														
City of Minneapolis Overall	2,453	13	28	17	20	22	41%	--	52%	73%	O			

City of Minneapolis 2011 Employee Engagement Survey

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IX) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable			Percent Neutral	Percent Unfavorable			2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Elected Officials													
68. As a City employee, it matters very much to me what Elected Officials think about the work that we do.													
City of Minneapolis Overall	2,490	30	39	15	7	8	69%	72%	79%	--	S		
Employee Involvement													
28. I actively seek out and encourage diverse ideas, opinions, and perspectives in working with others.													
City of Minneapolis Overall	2,459	20	47	25	5	66%	--	74%	--	S			
29. When employees have good ideas, management makes use of them.													
City of Minneapolis Overall	2,471	9	30	22	20	18	40%	32%	62%	59%	O		
30. City employees are encouraged to be innovative, that is, to develop new and better ways of doing things.													
City of Minneapolis Overall	2,489	12	35	21	17	15	47%	45%	64%	73%	O		
31. City employees are encouraged to participate in making decisions that affect their work.													
City of Minneapolis Overall	2,491	8	35	21	22	14	43%	41%	64%	75%	O		
32. I believe part of my job responsibility is to take the initiative to improve City services.													
City of Minneapolis Overall	2,496	27	50	14	5	77%	74%	85%	--	S			
Ethics													
37. Where I work, ethical issues can be discussed without negative consequences.													
City of Minneapolis Overall	2,452	14	37	22	13	13	52%	48%	64%	65%			
38. The people I work with comply with the City's Ethics in Government Code.													
City of Minneapolis Overall	2,462	20	48	18	7	7	69%	66%	77%	--	S		

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IX) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
Ethics											
39. City Leadership complies with the City's Ethics in Government Code.											
City of Minneapolis Overall	2,265	12	44	24	11	9	56%	--	72%	--	
40. My Department Leadership complies with the City's Ethics in Government Code.											
City of Minneapolis Overall	2,354	19	43	20	9	9	62%	--	80%	--	
41. I would report suspected violations of the City's Ethics in Government Code.											
City of Minneapolis Overall	2,453	21	47	22	7		68%	66%	78%	--	S
Immediate Supervisor											
42. My immediate supervisor does a good job at "managing the work," that is, making appropriate work assignments, setting priorities, scheduling, etc.											
City of Minneapolis Overall	2,494	28	38	12	12	10	66%	67%	73%	66%	
43. My immediate supervisor does a good job at "people management," that is, dealing with the people who work for him/her.											
City of Minneapolis Overall	2,510	28	36	12	12	11	64%	65%	73%	65%	
44. My immediate supervisor treats employees fairly.											
City of Minneapolis Overall	2,502	32	37	12	9	9	69%	70%	78%	74%	S
45. My immediate supervisor clearly communicates what I am expected to do.											
City of Minneapolis Overall	2,502	30	39	13	10	8	69%	70%	79%	75%	S
Pay & Benefits											
46. The employee benefit plans offered by the City meet my needs.											
City of Minneapolis Overall	2,454	18	54	13	10	5	72%	64%	81%	70%	S

City of Minneapolis 2011 Employee Engagement Survey

City Of Minneapolis Overall

IX) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
Pay & Benefits											
47. My pay is competitive compared to people doing similar jobs in other organizations.											
City of Minneapolis Overall	2,448	13	42	17	19	10	55%	50%	64%	51%	
48. The City supports me via programs, resources, etc., in attaining my health and wellness goals.											
City of Minneapolis Overall	2,459	19	55	17	5		74%	--	83%	71%	S
Performance Feedback											
50. My performance on the job is evaluated fairly.											
City of Minneapolis Overall	2,435	17	47	18	10	8	65%	65%	74%	67%	S
51. My immediate supervisor gives me useful feedback on how well I'm doing my job.											
City of Minneapolis Overall	2,509	23	42	16	12	8	64%	63%	70%	64%	
52. I had a performance appraisal in the past 12 months.											
City of Minneapolis Overall	2,394	25	47	7	11	9	73%	69%	60%	--	
Recognition											
53. I receive recognition that is meaningful to me.											
City of Minneapolis Overall	2,492	14	36	22	16	12	50%	--	62%	--	O
54. I feel valued as an employee of the City.											
City of Minneapolis Overall	2,518	13	34	20	18	16	46%	45%	69%	62%	O
55. I regularly receive appropriate recognition when I do a good job.											
City of Minneapolis Overall	2,504	12	33	23	19	13	44%	43%	57%	58%	O

City of Minneapolis 2011 Employee Engagement Survey

City Of Minneapolis Overall

IX) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
Recognition											
56. Where I work, employees are recognized for delivering outstanding customer service.											
City of Minneapolis Overall	2,446	12	37	22	18	10	49%	47%	66%	62%	O
Training & Development											
60. I receive the training I need to perform my current job effectively.											
City of Minneapolis Overall	2,511	15	48	18	13	7	62%	62%	75%	75%	
61. I am satisfied with my opportunity for career development in the City.											
City of Minneapolis Overall	2,486	8	34	22	21	15	42%	43%	54%	59%	O
62. I am satisfied with my access to learning and development opportunities.											
City of Minneapolis Overall	2,508	10	44	21	16	9	54%	--	68%	67%	
63. My immediate supervisor supports my ongoing learning and development.											
City of Minneapolis Overall	2,481	22	45	19	7	7	67%	66%	74%	--	S
64. The process for selecting people for special assignments/projects is fair.											
City of Minneapolis Overall	2,424	9	31	23	18	19	40%	38%	56%	--	O
Work Environment											
57. Safety in the workplace is a high priority.											
City of Minneapolis Overall	2,445	28	45	15	7	5	73%	69%	83%	85%	S
58. I am satisfied with my overall physical work environment (e.g. ventilation, noise, lighting, space).											
City of Minneapolis Overall	2,509	15	47	14	16	9	62%	57%	72%	71%	

City of Minneapolis 2011 Employee Engagement Survey

City Of Minneapolis Overall

IX) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2011 % Fav	2009 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Work Environment															
59. Where I work, I am treated with dignity and respect.															
City of Minneapolis Overall	2,509	17	48	16	10	9	65%	--	79%	79%	S				
Work Support															
65. The people I work with cooperate to get the job done.															
City of Minneapolis Overall	2,524	27	49	13	7	76%	77%	80%	80%	S					
66. Where I work, we have enough people to get the work done.															
City of Minneapolis Overall	2,526	6	27	15	27	25	33%	40%	49%	56%	O				
67. I have access to the resources (e.g. equipment, information, materials, technology) I need to do my job effectively.															
City of Minneapolis Overall	2,532	10	51	16	14	8	61%	60%	75%	72%					

City of Minneapolis 2011 Employee Engagement Survey

City Of Minneapolis Overall

About Kenexa

Kenexa® provides business solutions for human resources. We help global organizations multiply business success by identifying the best individuals for every job and fostering optimal work environments for every organization. For more than 20 years, Kenexa has studied human behavior and team dynamics in the workplace, and has developed the software solutions, business processes and expert consulting that help organizations impact positive business outcomes through HR. Kenexa is the only company that offers a comprehensive suite of unified products and services that support the entire employee lifecycle from pre-hire to exit.

We seek to transform the global workforce by identifying the best individuals for every job and creating the best work environments for every organization. Our unified products and services include:

- Recruitment Process Outsourcing
- Employment Branding
- Employee Assessments
- Recruitment Technology
- On-boarding
- Performance Management
- Employee Surveys
- Learning Management
- Leadership Solutions

Kenexa Employee Surveys Overview

Kenexa Employee Surveys are designed to gather confidential feedback to facilitate communication and enhance workforce performance. We have been entrusted by organizations of all sizes worldwide to deliver confidential survey results. Our goal in administering Employee Surveys is to help your company create a high performance organization and an engaged workforce.

Our depth of experience, proven track record, high client retention rate, industry leading normative data and global footprint make us the leader in organizational surveys. Our Survey solutions are intuitive and customized—making them easy for your survey champions, employees and managers to use.

Our data integrity process uses the highest standards to deliver the most accurate survey results for your organization. We employ approximately 100 industrial organizational (I/O) psychologists, process consultants and statisticians to optimize the individual human potential and collective human potential of your organization. Our in-house business consultants and subject matter experts analyze business metrics and link employee performance to business outcomes.

We believe that no matter who they are, or what part of the world they live in, people define themselves by the work they do. When people are in jobs they love, and are in environments that maximize their potential, they are not only more productive employees, they are better parents, friends, partners and neighbors. Our work is to make this happen for everyone.

We are the only company in the marketplace that uses survey results and data to pinpoint and improve other areas of the employee lifecycle—multiplying business success across your organization. To learn more about Kenexa, please visit www.kenexa.com.