



Request for City Council Committee Action from the Department of Finance

Date: August 21, 2005

To: Council Member Barbara Johnson, Chair Ways and Means Committee
Subject: **2004 Employee Survey Final Report**

Recommendation

Present 2004 All Employee Survey Final Report and Receive and File

Previous Directives

none

Prepared or Submitted by: Nancy Hoy, Strategic and Business Planning Coordinator, 673-3258

Approved by: Patrick Born, City Financial Officer

John Moir, City Coordinator

Permanent Review Committee Approval _____ Not Applicable Pending _____

Policy Review Group (PRG) Approval _____ Date of Approval _____ Not Applicable

Note: The Policy Review Group is a committee co-chaired by the City Clerk and the City Coordinator that must review all requests related to establishing or changing enterprise policies.

Presenter in Committee: Nancy Hoy and Ilena Lonetti

Financial Impact (Check those that apply)

No financial impact - or - Action is within current department budget.

(If checked, go directly to Background/Supporting Information)

_____ Action requires an appropriation increase to the Capital Budget

- ___ Action requires an appropriation increase to the Operating Budget
- ___ Action provides increased revenue for appropriation increase
- ___ Action requires use of contingency or reserves
- ___ Other financial impact (Explain):
- ___ Request provided to the Budget Office when provided to the Committee Coordinator

Background/Supporting Information Attached

The City of Minneapolis conducted its first ever organization-wide employee satisfaction survey during the summer of 2004. The confidential survey was developed to assist the City's elected and departmental leadership in assessing Minneapolis employees' perspectives about their work environment and the City as an employer.

The Survey questions were designed to gauge overall employee satisfaction, organization and department effectiveness, communication, work environment, training and development and human resource issues. In, addition each department had the option to include questions specifically for that department's employees. Each Department received a Survey report that identifies areas of strength and addresses areas of opportunities for improvement. A city-wide report was distributed.

One cross-departmental Citywide and Departmental survey response teams were convened to make recommendations for integration into the five-year strategic and business planning processes. The recommendations of the Citywide Survey Response Team are contained in the 2004 Employee Survey Final Report.

Summary Comments:

- Lessons learned will be incorporated into the next survey process.
- Department efforts are ongoing. Departments have incorporated actions into their 2006-2010 Business Plans. Some departments had or have formed standing employee committees to continue the work of the Department survey response teams.
- The April 8, 2005, Council study session and subsequent letter to employees from Elected Officials will generate additional information for City leadership to acknowledge and formulate responses.



2004 Employee Survey

August 2005 Final Report

1



Why the survey?

The City's Elected and Departmental leadership requested information about what employees think about working for the City.

- To establish a baseline so we can track our progress in improving the City's work environment.
- To learn more about our employees, work environment and concerns.
- To identify and maximize our strengths, identify opportunities for improvement and make changes.

2



Survey Goals

- Create a baseline and continuous improvement process using department indicators.
- Support departments in meeting their business plan objectives and future goals.
- Foster a culture that responds to and anticipates change.
- Create a better working environment.
- Improve customer services.

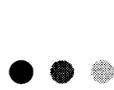
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Top Areas of Opportunity for Change from the Citywide Survey Results

- Department morale
- Teamwork across departments
- Sharing information about decision making
- Indications that staff work and department efforts are valued by elected officials

4



To Further Define The Opportunities for Change

- Departments established Survey Response Teams
- The Elected Officials held a Study Session and requested feedback to specific questions
- A Citywide Survey Response Team was established

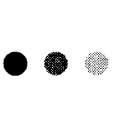
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Employee Survey Results Departments Responded

- Distributed results and met with employees to review survey information.
- Committed time and resources to understanding the information. Established Survey Response Teams to:
 - Provide constructive feedback and suggestions.
 - Look for ways to help improve areas of opportunity.
- Integrated recommendations into department business plans

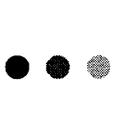
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Employee Survey Results Elected Officials Responded

- City Council held a study session April 8th to explore the following three themes:
 - Cooperation and teamwork between Council and Departments
 - Communication
 - Employee morale
- Elected Officials solicited responses to these questions:
 1. What changes in behavior would demonstrate to you that your work is valued by elected officials?
 2. What are some ways that elected officials could better acknowledge the efforts and accomplishments of city staff?
 3. What do we need to do to clarify the roles and responsibilities of elected officials, managers, and employees?
 4. What are some ways we can improve communications between elected officials and city staff?

7



Employee Survey Results Citywide Data Analysis

The Citywide Employee Survey Response Team:

- Shared concerns, analysis and suggestions from the Department Survey Response Teams.
- Grouped the opportunities for improvement into three interrelated themes of Communication, Training and Recognition.
- Identified recommendations for consideration in future Strategic and Business Planning cycles.

8



Theme # 1: Communication Challenges

- o Employees feel disconnected with other parts of the organization and divisions within their own department.
- o Employees want to hear important news from City leadership before it appears in the news media.
- o More communication...particularly face-to-face with employees, not simply more paper or e-mails.

9



Theme # 2: Training Challenges

- o Training opportunities have declined as a result of lean times. Links exist between training and employees feeling valued.
- o Employees responded that there is a disparity in how departments address employee training and career enhancing opportunities. (e.g. tuition reimbursements, conference attendance, professional organization dues, required license training reimbursement, professional license fees, etc.).
- o Links exist between training and providing better customer service.

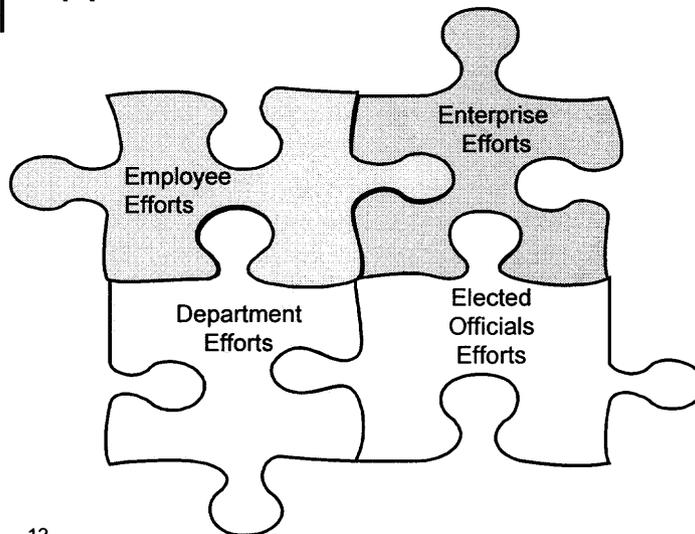
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● ● ● | Theme # 3: Recognition Challenges

- City Goals do not address the City as an employer, including the value of City employees, their work environment and the value of creating a healthy and effective workplace.
- Employees miss the service recognition program.
- Employees want recognition for a job well done, in their daily tasks as well as for special assignments.

11

● ● ● | A Coordinated Multidimensional Approach is Needed



12



Recommended Employees Efforts

Continue to:

- Get involved and participate in development or networking opportunities.
- Look for additional ways to help improve our work environment and provide constructive feedback and suggestions.

13



Recommended Department Efforts Theme #1 Communication

- Support employees getting out of the silos and connect with other City employees. (e.g. graffiti clean up, habitat house, committee work, steering teams, training opportunities, and develop new networking opportunities).
- Discuss changes and decisions - make employees a communication priority.
- Find time to talk to employees outside of formal functions.
- Foster diversity understanding within departments and across the City. E.g. training, culture clubs, heritage days, etc.
- Consult with the Communication department to identify ways to improve employee communication.

14



Recommended Department Efforts Theme #2 Training

- o Complete timely performance reviews and create development plans for employees.
- o Address departmental specific training needs in the workforce plan.
- o Meet with HR to review and refine workforce plans referencing training & development.

15



Recommended Department Efforts Theme # 3 Recognition

- o Design and encourage more opportunities where leadership to interact with the staff.
- o Reinstate the years of service City of Minneapolis picture awards. Ensure all employees have received all of their appropriate years of service awards.
- o Provide recognition in front of peers when appropriate. (e.g. years of service awards, project completion celebrations, etc.).

16



Recommended Citywide Efforts

Department Heads and Assistant City Coordinators:

- Identify means and support efforts to connect employees who work in same geographic areas: police, fire, public works, assessors, etc. to improve knowledge sharing and improve working conditions and safety.
- Support a cultural shift at all leadership levels of valuing and acknowledging employees.

Human Resources with Department Heads and Assistant City Coordinators:

- Market current training offerings with-in departments and citywide.
- Support a review of training certification and licensing activities to ensure equity (not equality) and defining explanations or guidelines to be used for decision making.
- Review and revise voluntary vs. mandatory course requirements.

17



Recommended Elected Officials Efforts

In the next planning cycle:

- Consider expanding the City Goals to include goals for the City as an employer and that employees are valued.
- Identify and establish methods to inform employees of changes and decisions before they hear it in the media.
- Support and continue programs that help employees advance in their careers.
- Attend more events to connect with City employees (e.g. graffiti clean up, habitat house, award ceremonies, special recognition events, etc.).

18



Next Steps

Integrate the recommendations into the next City's Five-Year Strategic Planning and Department Five-Year Business Planning cycles.

- Value different experiences and perspectives.
- Build a shared responsibility and commitment to addressing these issues.
- Review and respond to suggestions.

19



Acknowledgement

Citywide Survey Response Team Members

- Heather Alex, Regulatory Services
- Dana Beasley, City Assessor's Office
- Sara Dietrich, Communications
- Natalie Ellertson, City Coordinator's Office
- David Fe y, Mayor's Office
- DC Lucy Gerold, Police
- Susanne Griffin, City Clerk's Office
- Robin Harris, Public Works
- Nancy Hoy, Finance
- Alex Jackson, Fire
- Merry Keefe, City Clerk
- Jamie Lantinen, City Coordinator's Office
- Il ena Lonetti, Human Resources
- Chris Larson, Convention Center
- Gretchen Musicant, Health and Family Services
- Michael Nguyen, Finance
- Colleen O'Brien, Attorney's Office
- Mark Paulson, BIS
- Jeff Schneider, CPED

20

● ● ● | Questions ?

21