



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)

### **What's Next?**

For the 2011 Employee Engagement Survey, the City is using survey research firm Kenexa to provide expertise in developing and administering the survey. Staff from 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 respond to the survey findings.

Based on the survey results, and in partnership with Kenexa, Department Heads will assist in identifying organizational priorities for improvement. All departments are encouraged to develop survey response teams to address Citywide priorities and any department opportunities for improvement. Department Survey Champions will play critical roles in action planning and tracking overall progress at the department level.

The City Coordinator's Office and Human Resources staff will assist and monitor department efforts and help develop any necessary Citywide actions to address the organizational priorities.