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2009 City of Minneapolis Employee Engagement Survey

Survey Administered: September 2009

KeneXa[®]

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2009 City of Minneapolis Employee Engagement Survey

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Response Summary

Report Grouping	Headcount	Surveys Completed	Response Rate
City Overall	4,002	2,436	61%
911/311	112	102	91%
311	32	31	97%

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Overview

Survey Goals

The 2009 employee engagement survey has three simple goals:

1. Provide each employee an opportunity to share thoughts on what is working well and where there are opportunities for improvement at the City.
2. Develop effective action plans that respond to department-specific and Citywide employee engagement issues.
3. Institutionalize lasting change to our work environment that makes the City a great place to work, and supports the achievement of our organizational goals.

We are pleased that we had such success in achieving our first goal; however, our work has just begun. Findings from this report and each of the department reports will pave the path for achieving goal number two. Finally, only through the work of all of us will we be able to achieve our third goal, which is lasting change.

Recognition

Thank you to everyone who completed the survey. The development and administration of the survey was done by the following employees multi-department team:

Mayor R.T. Rybak	Council President Barbara Johnson	Steven Bosacker, City Coordinator
Pamela French, HR Director	Chuck Bernardy, HR & 2009 Survey Co-Chair	Lea Bittner-Eddy, HR & 2009 Survey Co-Chair
Dana Beasley, Assessor's Office	Krista Bergert, CPED	Mike Bloom, City Attorney's Office
Katharine Bonneson, Convention Center	Lisa Cerney, Public Works	Ed Daley, CPED
Trina Chernos, City Attorney's Office	Linda Denson, Convention Center	Monica Diaz, Civil Rights
Tom Donohoe, 911	Lalonne Ericson-Baker, Finance	Sergeant Jesse Garcia, Police
Robin Harris, Public Works	Janna Hottinger, Mayor's Office	Captain Jenny Kawaters, Fire
Dawn Misencik, 311	Gopal Narayan, Health & Family Support	Lori Olson, Regulatory Services
Mark Paulsen, BIS	Alisha Raglund, Health & Family Support	LaVae Robinson, 911
Lynn Schwartz, Communications	Jennifer Smith, Public Works	Jay Stroebel, City Coordinator's Office
Beth Toal, HR	Rachel Usher, HR Intern Extraordinaire	Maryam Williams, 911
Susan Young, Public Works	Doreen Caruth, Kenexa	Dr. Nancy Delay, Kenexa
Vanessa Ostlund, Kenexa		

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What's Next

For the 2009 employee survey, the City used the 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.

This report represents the first step in making lasting improvements to the City of Minneapolis as a workplace. In partnership with our Kenexa Consultant, Department Heads will identify one or two priorities across the City, based on the survey results. All departments are encouraged to develop employee survey response teams to address these Citywide priorities and any department opportunities for improvement identified in the department-specific reports.

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

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

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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.

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

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Sample Results

Report Grouping	Valid Returns	Percent Favorable					2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	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						--	--	--	--	--		

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)

2009 % Fav

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

2009 % Unfav

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

2006 % 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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Gov't Work Trend

This column compares your results to WorkTrends™, which is a normative database of employee opinions collected regularly by Kenexa Research Institute (KRI) from a nationwide survey of 10,000 workers. This representative sample of the workforce is drawn to match the latest U.S. census statistics with regard to key demographics. The Government Work Trend Norm contains responses from individuals who report they work for a government agency.

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.

	Percent Favorable	Percent Unfavorable
Strengths	65% or more	20% or less
Opportunities for Improvement	50% or less	20% 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 them.

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Engagement Summary

	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Engagement								
City Overall	22	36	22 12 8	57%	63%	73%	64%	
911/311	29	41	18 7 5	70%	68%	73%	64%	S
311	48	42	6	90%	81%	73%	64%	S

Survey Items Included

- 29. I rarely think about looking for a new job with another organization. (If you are retiring within the next twelve months, or taking a leave of absence, please do not answer this question.)
- 30. I am proud to work for the City.
- 31. I would recommend the City as a great place to work.
- 32. Overall, I am extremely satisfied with the City as a place to work.

Priority Items

Items Determined by: 311

Scores Displayed for: 311

	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
4. I have confidence in the future of my department. (City Overall)	90%	100%	71%	66%	S
3. My Department Leadership has the ability to deal with the challenges we face. (Department Leadership)	90%	73%	76%	50%	S
14. Where I work, we are continually improving the quality of our services. (Customer Service and Quality)	94%	91%	79%	57%	S
46. City Leadership is committed to providing high quality products and services to external customers. (Senior Management)	87%	--	69%	64%	S
15. Where I work, customer feedback is used to improve our work processes. (Customer Service and Quality)	87%	--	70%	53%	S
40. My immediate supervisor treats employees fairly. (Immediate Supervisor)	87%	76%	75%	68%	S
2. My Department Leadership demonstrates that employees are important to the success of the City. (Department Leadership)	90%	65%	73%	49%	S
48. My immediate supervisor gives me useful feedback on how well I'm doing my job. (Performance Feedback)	94%	71%	70%	59%	S
5. City Leadership shows concern for the well-being and morale of employees. (City Overall)	84%	68%	56%	45%	S

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Priority Items

Items Determined by: 311

Scores Displayed for: 311

	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
45. Where I work, we set clear performance standards for product/service quality. (Customer Service and Quality)	87%	--	69%	69%	S

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Performance Excellence Summary

	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity		
Performance Excellence Index										
City Overall	15	40	24	13	8	55%	56%	69%	60%	
911/311	22	41	19	12	7	62%	56%	69%	60%	
311	43	43	9			87%	74%	69%	60%	S

Survey Items Included

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

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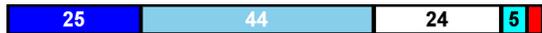
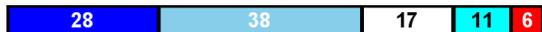
Most Favorable/Most Unfavorable Summary

Most Favorable Items	2009 % Fav	2009 % Unfav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend
311					
12. My department is actively working to strengthen its relationship with the communities we serve.	100%	0%	--	74%	--
16. There is a strong emphasis on customer service in my department.	97%	0%	97%	81%	68%
49. I had a performance appraisal in the past 12 months.	97%	0%	--	72%	--
28. I believe part of my job responsibility is to take the initiative to improve City services.	97%	0%	94%	85%	--
63. I have access to the resources (e.g. materials, equipment, technology) I need to do my job effectively.	97%	3%	94%	74%	70%
54. Safety in the workplace is a high priority.	97%	0%	--	76%	70%
20. My department has a strong track record of hiring people from diverse backgrounds.	94%	0%	94%	73%	75%
30. I am proud to work for the City.	94%	3%	94%	84%	67%
14. Where I work, we are continually improving the quality of our services.	94%	6%	91%	79%	57%
9. I understand how my work fits into the goals of the City.	94%	3%	--	80%	85%
Most Unfavorable Items	2009 % Fav	2009 % Unfav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend
311					
50. I am satisfied with the recognition I get for the work I do.	77%	16%	61%	64%	48%
52. I regularly receive appropriate recognition when I do a good job.	77%	16%	--	58%	--
33. Where I work, ethical issues can be discussed without negative consequences.	71%	13%	85%	60%	60%
60. The process for selecting people for special assignments/projects is fair.	74%	13%	--	53%	--
57. I am satisfied at the opportunity for career development that the City provides.	74%	13%	65%	57%	48%
29. I rarely think about looking for a new job with another organization. (If you are retiring within the next twelve months, or taking a leave of absence, please do not answer this question.)	87%	13%	68%	62%	61%
24. Sufficient effort is made to get the opinions and thinking of people who work at the City.	71%	10%	59%	55%	47%
35. City Leadership practices high standards of ethical conduct.	77%	10%	62%	60%	62%
43. My pay is competitive compared to people doing similar jobs in other organizations.	81%	10%	56%	61%	--
58. I am satisfied with the learning and development offerings provided by the City.	84%	10%	--	67%	--

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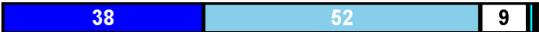
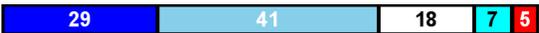
Theme Summary

				2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity			
	Percent Favorable	Percent Neutral	Percent Unfavorable								
Department Leadership											
City Overall		15	35	20	17	13	50%	33%	73%	48%	O
911/311		22	35	18	13	12	57%	32%	73%	48%	
311		61	30	9			91%	68%	73%	48%	S
City Overall											
City Overall		12	30	25	17	16	42%	44%	62%	55%	O
911/311		22	31	23	15	8	54%	48%	62%	55%	
311		47	39	10			86%	83%	62%	55%	S
Communications											
City Overall		13	40	20	17	9	53%	56%	70%	--	
911/311		22	40	15	14	8	62%	55%	70%	--	
311		48	40	6			88%	75%	70%	--	S
Community Engagement											
City Overall		19	45	25	7		64%	--	76%	--	
911/311		25	44	24	5		68%	--	76%	--	S
311		46	49	5			96%	--	76%	--	S
Customer Service and Quality											
City Overall		18	39	23	12	7	58%	59%	73%	60%	
911/311		28	38	17	11	6	65%	59%	73%	60%	S
311		57	33	6	5		89%	88%	73%	60%	S

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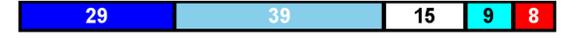
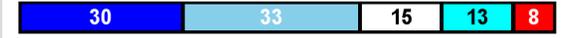
Theme Summary

									
	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity	
Performance Excellence Index									
City Overall				55%	56%	69%	60%		
911/311				62%	56%	69%	60%		
311				87%	74%	69%	60%	S	
Diversity and Inclusion									
City Overall				65%	61%	74%	--	S	
911/311				73%	67%	74%	--	S	
311				90%	86%	74%	--	S	
Employee Involvement									
City Overall				46%	42%	62%	--	O	
911/311				52%	41%	62%	--		
311				86%	69%	62%	--	S	
Engagement									
City Overall				57%	63%	73%	64%		
911/311				70%	68%	73%	64%	S	
311				90%	81%	73%	64%	S	
Ethics									
City Overall				56%	55%	68%	--		
911/311				57%	58%	68%	--		
311				81%	78%	68%	--	S	

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Theme Summary

				2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity			
	Percent Favorable	Percent Neutral	Percent Unfavorable								
Immediate Supervisor											
City Overall		29	39	15	9	8	68%	64%	74%	--	S
911/311		30	33	15	13	8	63%	66%	74%	--	S
311		54	35				89%	72%	74%	--	S
Pay and Benefits											
City Overall		17	49	16	12	7	65%	42%	74%	--	S
911/311		25	44	16	10	5	69%	37%	74%	--	S
311		38	45	12	5		83%	57%	74%	--	S
Senior Management											
City Overall		13	42	29	10	7	54%	--	69%	64%	
911/311		18	52	23			70%	--	69%	64%	S
311		39	48	10			87%	--	69%	64%	S
Performance Feedback											
City Overall		22	44	16	10	8	66%	59%	72%	--	S
911/311		29	39	11	13	8	68%	60%	72%	--	S
311		49	45				95%	71%	72%	--	S
Recognition											
City Overall		12	35	24	17	12	47%	42%	63%	--	O
911/311		15	32	18	24	11	47%	38%	63%	--	O
311		39	42	8	10		81%	61%	63%	--	S

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Theme Summary

	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity		
Work Environment										
City Overall	21	42	18	11	8	63%	53%	72%	68%	
911/311	18	30	20	21	11	48%	34%	72%	68%	O
311	44	47	8			90%	79%	72%	68%	S
Training and Development										
City Overall	13	39	24	13	11	52%	55%	65%	--	
911/311	15	32	27	15	11	47%	50%	65%	--	O
311	37	45	9	6		82%	72%	65%	--	S
Work Support										
City Overall	16	43	16	16	9	59%	58%	71%	62%	
911/311	22	33	16	18	11	55%	54%	71%	62%	
311	37	49	12			86%	75%	71%	62%	S
Work-Life Balance										
City Overall	41	30	19	6		71%	--	75%	--	S
911/311	47	26	14	7	6	74%	--	75%	--	S
311	68	16	10			84%	--	75%	--	S
Elected Officials										
City Overall	33	38	15	7	7	72%	67%	78%	--	S
911/311	37	39	16			76%	74%	78%	--	S
311	52	42				94%	85%	78%	--	S

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Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Department Leadership															
City Overall		15	35	20	17	13		50%	33%	73%	48%	O			
911/311		22	35	18	13	12		57%	32%	73%	48%				
311		61					30		91%	68%	73%	48%	S		
1. My Department Leadership gives employees a clear picture of the direction that the City is headed.															
City Overall	2,426	13	35	21	19	12		48%	31%	70%	46%	O			
911/311	102	20	41	21	9	10		61%	34%	70%	46%				
311	31	52					42	6	94%	68%	70%	46%	S		
2. My Department Leadership demonstrates that employees are important to the success of the City.															
City Overall	2,430	15	35	17	17	15		51%	32%	73%	49%				
911/311	102	23	31	16	16	15		54%	30%	73%	49%				
311	31	68					23	6	90%	65%	73%	49%	S		
3. My Department Leadership has the ability to deal with the challenges we face.															
City Overall	2,428	16	35	21	14	14		51%	36%	76%	50%				
911/311	102	24	31	17	16	13		55%	33%	76%	50%				
311	31	65					26		90%	73%	76%	50%	S		
City Overall															
City Overall		12	30	25	17	16		42%	44%	62%	55%	O			
911/311		22	31	23	15	8		54%	48%	62%	55%				
311		47					39	10	86%	83%	62%	55%	S		

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Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral					Percent Unfavorable					2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
City Overall																					
4. I have confidence in the future of my department.																					
City Overall	2,430	16	30	22	16	16	46%	53%	71%	66%	O										
911/311	102	28	32	17	14	9	61%	60%	71%	66%											
311	31	68	23	6			90%	100%	71%	66%	S										
6. There is a promising future for me at the City.																					
City Overall	2,426	11	32	33	14	10	43%	47%	60%	54%	O										
911/311	102	20	31	30	15		51%	50%	60%	54%											
311	31	35	48	13			84%	82%	60%	54%	S										
5. City Leadership shows concern for the well-being and morale of employees.																					
City Overall	2,423	9	27	21	21	22	36%	31%	56%	45%	O										
911/311	102	19	30	23	16	13	49%	33%	56%	45%	O										
311	31	39	45	10			84%	68%	56%	45%	S										
Communications																					
City Overall		13	40	20	17	9	53%	56%	70%	--											
911/311		22	40	15	14	8	62%	55%	70%	--											
311		48	40	6			88%	75%	70%	--	S										
9. I understand how my work fits into the goals of the City.																					
City Overall	2,426	18	46	19	10	7	64%	--	80%	85%											
911/311	102	31	46	13	5	5	77%	--	80%	85%	S										
311	31	52	42				94%	--	80%	85%	S										

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Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Communications									
10. I can easily access the information I need to do my job.									
City Overall	2,425	<div style="display: flex; justify-content: space-between;">154918126</div>			64%	67%	74%	66%	
911/311	102	<div style="display: flex; justify-content: space-between;">214615145</div>			67%	65%	74%	66%	S
311	31	<div style="display: flex; justify-content: space-between;">48426</div>			90%	85%	74%	66%	S
8. I am well informed about relevant departmental issues.									
City Overall	2,427	<div style="display: flex; justify-content: space-between;">1032232411</div>			42%	--	62%	--	O
911/311	102	<div style="display: flex; justify-content: space-between;">1735201712</div>			52%	--	62%	--	
311	31	<div style="display: flex; justify-content: space-between;">45426</div>			87%	--	62%	--	S
7. Where I work, we are told of upcoming changes in time to prepare for them.									
City Overall	2,431	<div style="display: flex; justify-content: space-between;">1032212313</div>			42%	45%	63%	--	O
911/311	102	<div style="display: flex; justify-content: space-between;">1834152212</div>			52%	46%	63%	--	
311	31	<div style="display: flex; justify-content: space-between;">4832106</div>			81%	65%	63%	--	S
Community Engagement									
City Overall		<div style="display: flex; justify-content: space-between;">1945257</div>			64%	--	76%	--	
911/311		<div style="display: flex; justify-content: space-between;">2544245</div>			68%	--	76%	--	S
311		<div style="display: flex; justify-content: space-between;">4649</div>			96%	--	76%	--	S
12. My department is actively working to strengthen its relationship with the communities we serve.									
City Overall	2,428	<div style="display: flex; justify-content: space-between;">1742288</div>			59%	--	74%	--	
911/311	102	<div style="display: flex; justify-content: space-between;">2739247</div>			67%	--	74%	--	S
311	31	<div style="display: flex; justify-content: space-between;">5842</div>			100%	--	74%	--	S

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Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Community Engagement									
13. I have a positive relationship with the communities we serve.									
City Overall	2,427	25	50	21	75%	--	81%	--	S
911/311	102	30	47	19	77%	--	81%	--	S
311	31	45	48	6	94%	--	81%	--	S
11. My department has a positive relationship with the communities we serve.									
City Overall	2,428	15	43	26	58%	--	73%	--	
911/311	102	16	45	29	61%	--	73%	--	
311	31	35	58	6	94%	--	73%	--	S
Customer Service and Quality									
City Overall		18	39	23	58%	59%	73%	60%	
911/311		28	38	17	65%	59%	73%	60%	S
311		57	33	6	89%	88%	73%	60%	S
16. There is a strong emphasis on customer service in my department.									
City Overall	2,425	26	41	19	67%	68%	81%	68%	S
911/311	102	50	32	11	82%	78%	81%	68%	S
311	31	77	19		97%	97%	81%	68%	S
14. Where I work, we are continually improving the quality of our services.									
City Overall	2,428	22	43	18	65%	53%	79%	57%	S
911/311	102	26	42	18	69%	49%	79%	57%	S
311	31	58	35	6	94%	91%	79%	57%	S

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Customer Service and Quality															
17. Where I work, day-to-day decisions demonstrate that providing quality service is a top priority.															
City Overall	2,424	21	38	21	12	7		60%	58%	77%	53%				
911/311	102	31	38	14	11	6		70%	56%	77%	53%			S	
311	31	55	35					90%	85%	77%	53%			S	
18. Where I work, employees are getting the training and development needed to keep up with customer demands.															
City Overall	2,425	12	35	25	17	10		48%	--	63%	61%			O	
911/311	102	21	25	18	23	14		46%	--	63%	61%			O	
311	31	58	29	10				87%	--	63%	61%			S	
15. Where I work, customer feedback is used to improve our work processes.															
City Overall	2,427	16	35	26	14	8		51%	--	70%	53%				
911/311	102	23	39	19	12	8		62%	--	70%	53%				
311	31	52	35	6	6			87%	--	70%	53%			S	
45. Where I work, we set clear performance standards for product/service quality.															
City Overall	2,424	14	43	23	13	7		56%	--	69%	69%				
911/311	102	21	47	13	14	6		68%	--	69%	69%			S	
311	31	48	39	10				87%	--	69%	69%			S	
19. Customer problems get corrected quickly.															
City Overall	2,422	16	41	28	10	5		57%	56%	74%	58%				
911/311	102	24	38	27	8			62%	54%	74%	58%				
311	31	48	35	13				84%	76%	74%	58%			S	

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	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity	
Diversity and Inclusion										
City Overall		21	44	24	6	65%	61%	74%	--	S
911/311		24	49	21		73%	67%	74%	--	S
311		38	52	9		90%	86%	74%	--	S
20. My department has a strong track record of hiring people from diverse backgrounds.										
City Overall	2,422	24	39	25	7	5	63%	62%	73%	75%
911/311	102	31	41	20	5	5	73%	70%	73%	75%
311	31	58	35	6			94%	94%	73%	75%
22. City Leadership demonstrates commitment to diversity.										
City Overall	2,425	22	47	23	5	5	68%	61%	77%	68%
911/311	102	25	50	22			75%	61%	77%	68%
311	31	35	58	6			94%	82%	77%	68%
23. The City values diversity in gender, race, disability, and thought.										
City Overall	2,425	20	45	23	7	5	65%	--	75%	--
911/311	102	20	51	24			71%	--	75%	--
311	31	29	58	6			87%	--	75%	--
21. The City makes it easy for people from diverse backgrounds to fit in and be accepted.										
City Overall	2,426	19	44	27	6	6	63%	60%	69%	74%
911/311	102	21	53	21			74%	70%	69%	74%
311	31	29	55	16			84%	82%	69%	74%

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	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Employee Involvement									
City Overall		11 35	24	18 13	46%	42%	62%	--	O
911/311		13 39	23	16 9	52%	41%	62%	--	
311		32	54	8 5	86%	69%	62%	--	S
28. I believe part of my job responsibility is to take the initiative to improve City services.									
City Overall	2,428	25 48	16	6 5	74%	76%	85%	--	S
911/311	102	27 44	18	9	72%	75%	85%	--	S
311	31	55	42		97%	94%	85%	--	S
26. City employees are encouraged to be innovative, that is, to develop new and better ways of doing things.									
City Overall	2,427	9 36	24	19 12	45%	36%	61%	51%	O
911/311	102	12 39	23	18 9	51%	37%	61%	51%	
311	31	32	58	6	90%	65%	61%	51%	S
25. When employees have good ideas, management makes use of them.									
City Overall	2,426	6 26	28	22 18	32%	31%	51%	47%	O
911/311	102	11 30	22	20 18	41%	30%	51%	47%	O
311	31	32	55	6 6	87%	64%	51%	47%	S
27. City employees are encouraged to participate in making decisions that affect their work.									
City Overall	2,428	8 33	25	21 13	41%	36%	58%	52%	O
911/311	102	9 44	20	20 8	53%	33%	58%	52%	
311	31	26	61	10	87%	62%	58%	52%	S

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	Valid Returns						2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Employee Involvement											
24. Sufficient effort is made to get the opinions and thinking of people who work at the City.											
City Overall	2,421	7	31	25	21	15	38%	32%	55%	47%	O
911/311	102	8	37	31	15	9	45%	31%	55%	47%	O
311	31	16	55		19	6	71%	59%	55%	47%	S
Engagement											
City Overall		22	36	22	12	8	57%	63%	73%	64%	
911/311		29	41	18	7	5	70%	68%	73%	64%	S
311		48	42		6		90%	81%	73%	64%	S
30. I am proud to work for the City.											
City Overall	2,428	31	39	19	6	5	70%	63%	84%	67%	S
911/311	102	40	39	15			79%	77%	84%	67%	S
311	31	61	32				94%	94%	84%	67%	S
31. I would recommend the City as a great place to work.											
City Overall	2,430	18	37	26	11	7	55%	--	72%	65%	
911/311	101	25	43	24	5		67%	--	72%	65%	S
311	31	52	39		10		90%	--	72%	65%	S
32. Overall, I am extremely satisfied with the City as a place to work.											
City Overall	2,428	18	37	25	13	7	55%	68%	73%	64%	
911/311	100	24	44	22	6		68%	70%	73%	64%	S
311	30	40	50		10		90%	82%	73%	64%	S

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Engagement															
29. I rarely think about looking for a new job with another organization. (If you are retiring within the next twelve months, or taking a leave of absence, please do not answer this question.)															
City Overall	2,357	19	31	19	18	13	49%	60%	62%	61%	O				
911/311	101	26	39	13	13	10	64%	56%	62%	61%					
311	31	39	48	13			87%	68%	62%	61%	S				
Ethics															
City Overall		18	39	24	10	9	56%	55%	68%	--					
911/311		19	39	23	12	7	57%	58%	68%	--					
311		35	45	13	5		81%	78%	68%	--	S				
36. My Department Leadership practices high standards of ethical conduct.															
City Overall	2,422	20	36	23	11	10	56%	65%	74%	70%					
911/311	102	25	28	23	15	9	54%	66%	74%	70%					
311	31	61	26	10			87%	82%	74%	70%	S				
37. I would report suspected violations of the City's Ethics Code.															
City Overall	2,421	22	44	24	6		66%	67%	73%	--	S				
911/311	102	27	46	13	9	5	74%	77%	73%	--	S				
311	31	39	45	13			84%	82%	73%	--	S				
34. The people I work with comply with the City's Ethics in Government Code.															
City Overall	2,425	21	45	21	7	6	66%	--	74%	--	S				
911/311	101	12	50	26	6	7	61%	--	74%	--					
311	31	19	65	13			84%	--	74%	--	S				

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable		2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Ethics														
35. City Leadership practices high standards of ethical conduct.														
City Overall	2,425	13	32	30	13	13			45%	39%	60%	62%	O	
911/311	101	17	34	33	9	8			50%	37%	60%	62%		
311	31	39	39	13	6				77%	62%	60%	62%	S	
33. Where I work, ethical issues can be discussed without negative consequences.														
City Overall	2,426	13	36	24	15	13			48%	48%	60%	60%	O	
911/311	101	11	36	22	23	9			47%	52%	60%	60%	O	
311	31	19	52	16	10				71%	85%	60%	60%	S	
Immediate Supervisor														
City Overall		29	39	15	9	8			68%	64%	74%	--	S	
911/311		30	33	15	13	8			63%	66%	74%	--		
311		54	35						89%	72%	74%	--	S	
38. My immediate supervisor does a good job at "managing the work," that is, making appropriate work assignments, setting priorities, scheduling, etc.														
City Overall	2,425	27	39	15	10	8			67%	60%	72%	60%	S	
911/311	102	27	39	13	13	8			67%	58%	72%	60%		
311	31	48	45						94%	65%	72%	60%	S	
41. My immediate supervisor clearly communicates what I am expected to do.														
City Overall	2,426	28	42	16	8	7			70%	66%	77%	--	S	
911/311	102	31	35	20	8	6			67%	71%	77%	--	S	
311	31	61	29						90%	71%	77%	--	S	

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	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity		
Immediate Supervisor											
40. <input type="checkbox"/> My immediate supervisor treats employees fairly.											
City Overall	2,426	33	37	14	7	8	70%	69%	75%	68%	S
911/311	102	35	25	13	18	9	61%	70%	75%	68%	
311	31	58	29	6			87%	76%	75%	68%	S
39. My immediate supervisor does a good job at "people management," that is, dealing with the people who work for him/her.											
City Overall	2,425	28	37	13	11	10	65%	60%	71%	56%	
911/311	102	27	31	16	15	11	59%	66%	71%	56%	
311	31	48	35	6	6		84%	76%	71%	56%	S
Pay and Benefits											
City Overall		17	49	16	12	7	65%	42%	74%	--	S
911/311		25	44	16	10	5	69%	37%	74%	--	S
311		38	45	12	5		83%	57%	74%	--	S
44. I understand my total compensation (i.e. pay and benefits) package.											
City Overall	2,425	24	57	11	5		82%	--	88%	--	S
911/311	102	31	51	11			82%	--	88%	--	S
311	31	39	48	13			87%	--	88%	--	S
42. The employee benefit plans offered by the City meet my needs.											
City Overall	2,426	15	49	19	11	6	64%	48%	74%	--	
911/311	102	20	42	23	10	6	62%	42%	74%	--	
311	31	35	45	13	6		81%	59%	74%	--	S

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Pay and Benefits															
43. My pay is competitive compared to people doing similar jobs in other organizations.															
City Overall	2,422	10	40	19	19	12		50%	35%	61%	--	O			
911/311	102	24	40	14	16	7		64%	32%	61%	--				
311	31	39	42	10	10			81%	56%	61%	--	S			
Senior Management															
City Overall		13	42	29	10	7		54%	--	69%	64%				
911/311		18	52	23				70%	--	69%	64%	S			
311		39	48	10				87%	--	69%	64%	S			
46. City Leadership is committed to providing high quality products and services to external customers.															
City Overall	2,418	13	42	29	10	7		54%	--	69%	64%				
911/311	102	18	52	23				70%	--	69%	64%	S			
311	31	39	48	10				87%	--	69%	64%	S			
Performance Feedback															
City Overall		22	44	16	10	8		66%	59%	72%	--	S			
911/311		29	39	11	13	8		68%	60%	72%	--				
311		49	45					95%	71%	72%	--	S			
49. I had a performance appraisal in the past 12 months.															
City Overall	2,412	27	42	10	12	9		69%	--	72%	--				
911/311	102	43	39	5	6	7		82%	--	72%	--	S			
311	31	65	32					97%	--	72%	--	S			

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Performance Feedback															
47. My performance on the job is evaluated fairly.															
City Overall	2,420	17	48	20	8	7	65%	57%	74%	66%	S				
911/311	102	20	43	13	16	9	63%	57%	74%	66%					
311	31	42	52	6			94%	71%	74%	66%	S				
48. My immediate supervisor gives me useful feedback on how well I'm doing my job.															
City Overall	2,421	21	42	19	10	7	63%	60%	70%	59%					
911/311	102	25	34	17	18	7	59%	63%	70%	59%					
311	31	42	52				94%	71%	70%	59%	S				
Recognition															
City Overall		12	35	24	17	12	47%	42%	63%	--	O				
911/311		15	32	18	24	11	47%	38%	63%	--	O				
311		39	42	8	10		81%	61%	63%	--	S				
53. Where I work, employees are recognized for delivering outstanding customer service.															
City Overall	2,422	11	36	25	17	11	47%	--	62%	52%	O				
911/311	102	20	32	17	22	10	52%	--	62%	52%					
311	31	58	29	6			87%	--	62%	52%	S				
51. I feel valued as an employee of the City.															
City Overall	2,427	11	34	24	17	14	45%	--	66%	--	O				
911/311	102	15	35	18	24	9	50%	--	66%	--	O				
311	31	35	45	13	6		81%	--	66%	--	S				

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Recognition															
50. I am satisfied with the recognition I get for the work I do.															
City Overall	2,423	14	39	20	14	11		54%	42%	64%	48%				
911/311	102	16	31	19	23	12		47%	38%	64%	48%		O		
311	31	32	45	6	13			77%	61%	64%	48%		S		
52. I regularly receive appropriate recognition when I do a good job.															
City Overall	2,426	11	33	26	19	12		43%	--	58%	--		O		
911/311	102	10	27	19	29	15		37%	--	58%	--		O		
311	31	29	48	6	16			77%	--	58%	--		S		
Work Environment															
City Overall		21	42	18	11	8		63%	53%	72%	68%				
911/311		18	30	20	21	11		48%	34%	72%	68%		O		
311		44	47	8				90%	79%	72%	68%		S		
54. Safety in the workplace is a high priority.															
City Overall	2,426	28	41	19	6	6		69%	71%	76%	70%		S		
911/311	102	21	44	23	6	7		65%	--	76%	70%		S		
311	31	42	55					97%	--	76%	70%		S		
55. I am satisfied with my overall physical work environment (e.g., ventilation, noise, lighting, space).															
City Overall	2,426	15	42	16	16	11		57%	49%	69%	66%				
911/311	102	15	17	17	36	16		31%	33%	69%	66%		O		
311	31	45	39	13				84%	79%	69%	66%		S		

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	Valid Returns	Percent Favorable			Percent Neutral		Percent Unfavorable		2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Training and Development													
City Overall		13	39	24	13	11	52%	55%	65%	--			
911/311		15	32	27	15	11	47%	50%	65%	--		O	
311		37	45	9	6	82%	72%	65%	--		S		
56. I receive the training I need to perform my current job effectively.													
City Overall	2,426	14	48	19	12	8	62%	62%	74%	68%			
911/311	102	20	39	20	14	8	59%	59%	74%	68%			
311	31	52	42				94%	74%	74%	68%		S	
59. My immediate supervisor supports my ongoing learning and development.													
City Overall	2,423	23	43	22	6	6	66%	68%	75%	--		S	
911/311	102	20	32	23	15	11	52%	62%	75%	--			
311	31	42	42	10	6		84%	76%	75%	--		S	
58. I am satisfied with the learning and development offerings provided by the City.													
City Overall	2,425	10	42	26	13	9	52%	--	67%	--			
911/311	102	14	31	30	18	7	45%	--	67%	--		O	
311	31	35	48	6	10		84%	--	67%	--		S	
57. I am satisfied at the opportunity for career development that the City provides.													
City Overall	2,423	9	34	27	17	13	43%	40%	57%	48%		O	
911/311	102	13	25	36	15	11	38%	30%	57%	48%		O	
311	31	29	45	13	6	6	74%	65%	57%	48%		S	

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	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Training and Development															
60. The process for selecting people for special assignments/projects is fair.															
City Overall	2,425	9	29	27	17	18	38%	35%	53%	--	O				
911/311	102	10	29	26	16	19	39%	--	53%	--	O				
311	31	26	48	13	6	6	74%	--	53%	--	S				
Work Support															
City Overall		16	43	16	16	9	59%	58%	71%	62%					
911/311		22	33	16	18	11	55%	54%	71%	62%					
311		37	49	12			86%	75%	71%	62%	S				
63. I have access to the resources (e.g. materials, equipment, technology) I need to do my job effectively.															
City Overall	2,428	13	47	18	14	8	60%	67%	74%	70%					
911/311	102	18	35	19	19	10	53%	63%	74%	70%					
311	31	52	45				97%	94%	74%	70%	S				
61. The people I work with cooperate to get the job done.															
City Overall	2,428	27	50	13	7		77%	74%	80%	67%	S				
911/311	102	37	39	16			76%	80%	80%	67%	S				
311	31	32	55	13			87%	82%	80%	67%	S				
62. Where I work, we have enough people to get the work done.															
City Overall	2,426	9	31	17	26	17	40%	32%	57%	49%	O				
911/311	102	11	25	14	31	20	35%	19%	57%	49%	O				
311	31	26	48	23			74%	50%	57%	49%	S				

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Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity		
Work-Life Balance											
City Overall		41	30	19	6	71%	--	75%	--	S	
911/311		47	26	14	7	6	74%	--	75%	--	S
311		68	16	10			84%	--	75%	--	S
64. It is important to me to have alternative work arrangements available (i.e. flexible work hours, working remotely or from home, working 4 x 10 hour days instead of 5 x 8 hours, etc.).											
City Overall	2,419	41	30	19	6	71%	--	75%	--	S	
911/311	102	47	26	14	7	6	74%	--	75%	--	S
311	31	68	16	10			84%	--	75%	--	S
Elected Officials											
City Overall		33	38	15	7	7	72%	67%	78%	--	S
911/311		37	39	16			76%	74%	78%	--	S
311		52	42				94%	85%	78%	--	S
65. As a City employee, it matters very much to me what Elected Officials think about the work that we do.											
City Overall	2,424	33	38	15	7	7	72%	67%	78%	--	S
911/311	102	37	39	16			76%	74%	78%	--	S
311	31	52	42				94%	85%	78%	--	S

2009 City of Minneapolis Employee Engagement Survey

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About Kenexa

The employee survey research division of Kenexa was founded in 1994 and has experienced unprecedented growth and success over the last decade. Kenexa is now one of the world's largest providers of employee survey services. The company prides itself in combining the best that behavioral sciences and cutting edge technology bring to employee research.

Kenexa conducts employee survey projects designed to gather anonymous feedback that managers and leaders can use to earn trust, facilitate communication, monitor and respond to employee needs and create a work environment where employees can flourish and companies can prosper. Kenexa's Employee Engagement model has been utilized by some of the largest and most successful companies worldwide to monitor employee attitudes and improve the quality of the workplace.

Kenexa surveys millions of employees across hundreds of organizations of all sizes, representing virtually every industry. The company's base of operations is in the U. S. but research is conducted worldwide. Kenexa's client base includes nearly a third of the Fortune 500 and half of the Global 30. Individual clients range from small and mid-size organizations to companies employing hundreds of thousands living in up to 50 different countries and speaking up to 40 different languages.

The employees of Kenexa pride themselves in the commitment and professionalism they bring to the business of conducting employee research. This has resulted in unmatched reporting accuracy and leading edge analysis and consulting. Throughout Kenexa's history there has not been a single breach of confidentiality or the anonymity of an employee survey respondent.

To learn more about Kenexa, please visit <http://www.kenexa.com>