



911

## 2009 City of Minneapolis Employee Engagement Survey

Survey Administered: September 2009

KeneXa<sup>®</sup>

Confidential - Prepared by Kenexa

## 2009 City of Minneapolis Employee Engagement Survey

911

### Response Summary

---

<b>Report Grouping</b>	<b>Headcount</b>	<b>Surveys Completed</b>	<b>Response Rate</b>
City Overall	4,002	2,436	61%
911/311	112	102	91%
911	80	71	89%

# 2009 City of Minneapolis Employee Engagement Survey

911

## Understanding Your Report

---

### 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		

## 2009 City of Minneapolis Employee Engagement Survey

911

### Understanding Your Report

---

#### 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!

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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.

## 2009 City of Minneapolis Employee Engagement Survey

911

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

# 2009 City of Minneapolis Employee Engagement Survey

911

## Understanding Your Report

### 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.

# 2009 City of Minneapolis Employee Engagement Survey

911

## Understanding Your Report

---

### 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.

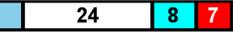
### Insufficient Data to Report

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.

# 2009 City of Minneapolis Employee Engagement Survey

911

## Engagement Summary

				2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
	Percent Favorable	Percent Neutral	Percent Unfavorable					
<b>Engagement</b>								
City Overall				57%	63%	73%	64%	
911/311				70%	68%	73%	64%	<b>S</b>
911				61%	61%	73%	64%	

### 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: 911

Scores Displayed for: 911

	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
51. I feel valued as an employee of the City. (Recognition)	37%	--	66%	--	<b>O</b>
6. There is a promising future for me at the City. (City Overall)	37%	35%	60%	54%	<b>O</b>
9. I understand how my work fits into the goals of the City. (Communications)	70%	--	80%	85%	<b>S</b>
46. City Leadership is committed to providing high quality products and services to external customers. (Senior Management)	62%	--	69%	64%	
34. The people I work with comply with the City's Ethics in Government Code. (Ethics)	51%	--	74%	--	
47. My performance on the job is evaluated fairly. (Performance Feedback)	49%	51%	74%	66%	<b>O</b>
1. My Department Leadership gives employees a clear picture of the direction that the City is headed. (Department Leadership)	46%	17%	70%	46%	<b>O</b>
14. Where I work, we are continually improving the quality of our services. (Customer Service and Quality)	58%	28%	79%	57%	
10. I can easily access the information I need to do my job. (Communications)	56%	55%	74%	66%	
5. City Leadership shows concern for the well-being and morale of employees. (City Overall)	34%	16%	56%	45%	<b>O</b>

## 2009 City of Minneapolis Employee Engagement Survey

911

### Performance Excellence Summary

	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity	
<b>Performance Excellence Index</b>									
City Overall	15	40	24	13	8	55%	56%	69%	60%
911/311	22	41	19	12	7	62%	56%	69%	60%
911	12	40	24	15	9	52%	47%	69%	60%

### 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.

## 2009 City of Minneapolis Employee Engagement Survey

911

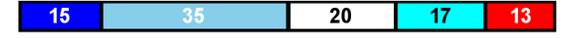
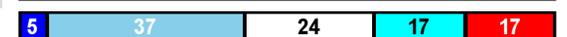
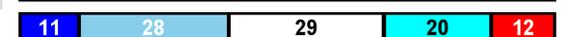
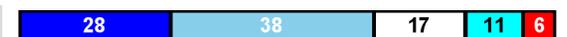
### Most Favorable/Most Unfavorable Summary

<b>Most Favorable Items</b>	2009 % Fav	2009 % Unfav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend
<b>911</b>					
44. I understand my total compensation (i.e. pay and benefits) package.	80%	10%	--	88%	--
16. There is a strong emphasis on customer service in my department.	76%	10%	69%	81%	68%
49. I had a performance appraisal in the past 12 months.	76%	18%	--	72%	--
30. I am proud to work for the City.	73%	7%	69%	84%	67%
61. The people I work with cooperate to get the job done.	72%	11%	79%	80%	67%
13. I have a positive relationship with the communities we serve.	70%	6%	--	81%	--
9. I understand how my work fits into the goals of the City.	70%	13%	--	80%	85%
65. As a City employee, it matters very much to me what Elected Officials think about the work that we do.	69%	10%	69%	78%	--
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.).	69%	15%	--	75%	--
21. The City makes it easy for people from diverse backgrounds to fit in and be accepted.	69%	8%	65%	69%	74%
<b>Most Unfavorable Items</b>	2009 % Fav	2009 % Unfav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend
<b>911</b>					
55. I am satisfied with my overall physical work environment (e.g., ventilation, noise, lighting, space).	8%	73%	11%	69%	66%
62. Where I work, we have enough people to get the work done.	18%	72%	4%	57%	49%
52. I regularly receive appropriate recognition when I do a good job.	20%	56%	--	58%	--
25. When employees have good ideas, management makes use of them.	21%	51%	14%	51%	47%
18. Where I work, employees are getting the training and development needed to keep up with customer demands.	28%	51%	--	63%	61%
60. The process for selecting people for special assignments/projects is fair.	24%	44%	--	53%	--
7. Where I work, we are told of upcoming changes in time to prepare for them.	39%	44%	37%	63%	--
51. I feel valued as an employee of the City.	37%	44%	--	66%	--
2. My Department Leadership demonstrates that employees are important to the success of the City.	38%	42%	13%	73%	49%
50. I am satisfied with the recognition I get for the work I do.	34%	42%	28%	64%	48%

# 2009 City of Minneapolis Employee Engagement Survey

911

## Theme Summary

				2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
	Percent Favorable	Percent Neutral	Percent Unfavorable					
<b>Department Leadership</b>								
City Overall				50%	33%	73%	48%	O
911/311				57%	32%	73%	48%	
911				41%	15%	73%	48%	O
<b>City Overall</b>								
City Overall				42%	44%	62%	55%	O
911/311				54%	48%	62%	55%	
911				39%	31%	62%	55%	O
<b>Communications</b>								
City Overall				53%	56%	70%	--	
911/311				62%	55%	70%	--	
911				51%	46%	70%	--	
<b>Community Engagement</b>								
City Overall				64%	--	76%	--	
911/311				68%	--	76%	--	S
911				56%	--	76%	--	
<b>Customer Service and Quality</b>								
City Overall				58%	59%	73%	60%	
911/311				65%	59%	73%	60%	S
911				55%	46%	73%	60%	

# 2009 City of Minneapolis Employee Engagement Survey

911

## Theme Summary

		Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
<b>Performance Excellence Index</b>									
City Overall		15	40	24	55%	56%	69%	60%	
911/311		22	41	19	62%	56%	69%	60%	
911		12	40	24	52%	47%	69%	60%	
<b>Diversity and Inclusion</b>									
City Overall		21	44	24	65%	61%	74%	--	S
911/311		24	49	21	73%	67%	74%	--	S
911		18	48	27	65%	58%	74%	--	S
<b>Employee Involvement</b>									
City Overall		11	35	24	46%	42%	62%	--	O
911/311		13	39	23	52%	41%	62%	--	
911		5	32	29	37%	28%	62%	--	O
<b>Engagement</b>									
City Overall		22	36	22	57%	63%	73%	64%	
911/311		29	41	18	70%	68%	73%	64%	S
911		20	41	24	61%	61%	73%	64%	
<b>Ethics</b>									
City Overall		18	39	24	56%	55%	68%	--	
911/311		19	39	23	57%	58%	68%	--	
911		11	36	28	47%	48%	68%	--	O

# 2009 City of Minneapolis Employee Engagement Survey

911

## Theme Summary

		Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
<b>Immediate Supervisor</b>									
City Overall		29	39	15	68%	64%	74%	--	S
911/311		30	33	15	63%	66%	74%	--	S
911		20	32	20	52%	64%	74%	--	
<b>Pay and Benefits</b>									
City Overall		17	49	16	65%	42%	74%	--	S
911/311		25	44	16	69%	37%	74%	--	S
911		19	44	17	63%	27%	74%	--	
<b>Senior Management</b>									
City Overall		13	42	29	54%	--	69%	64%	
911/311		18	52	23	70%	--	69%	64%	S
911		8	54	28	62%	--	69%	64%	
<b>Performance Feedback</b>									
City Overall		22	44	16	66%	59%	72%	--	S
911/311		29	39	11	68%	60%	72%	--	
911		20	36	16	56%	55%	72%	--	
<b>Recognition</b>									
City Overall		12	35	24	47%	42%	63%	--	O
911/311		15	32	18	47%	38%	63%	--	O
911		5	27	22	32%	28%	63%	--	O

# 2009 City of Minneapolis Employee Engagement Survey

911

## Theme Summary

	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity		
<b>Work Environment</b>										
City Overall	21	42	18	11	8	63%	53%	72%	68%	
911/311	18	30	20	21	11	48%	34%	72%	68%	O
911	6	23	25	30	16	30%	13%	72%	68%	O
<b>Training and Development</b>										
City Overall	13	39	24	13	11	52%	55%	65%	--	
911/311	15	32	27	15	11	47%	50%	65%	--	O
911	6	26	35	19	15	31%	40%	65%	--	O
<b>Work Support</b>										
City Overall	16	43	16	16	9	59%	58%	71%	62%	
911/311	22	33	16	18	11	55%	54%	71%	62%	
911	15	26	18	25	16	41%	43%	71%	62%	O
<b>Work-Life Balance</b>										
City Overall	41	30	19	6		71%	--	75%	--	S
911/311	47	26	14	7	6	74%	--	75%	--	S
911	38	31	15	8	7	69%	--	75%	--	S
<b>Elected Officials</b>										
City Overall	33	38	15	7	7	72%	67%	78%	--	S
911/311	37	39	16			76%	74%	78%	--	S
911	31	38	21	6		69%	69%	78%	--	S

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Department Leadership</b>																	
City Overall		15	35	20	17	13		50%	33%	73%	48%						
911/311		22	35	18	13	12		57%	32%	73%	48%						
911		5	37	24	17	17		41%	15%	73%	48%						
1. <span style="border: 1px solid black; padding: 2px;">My Department Leadership gives employees a clear picture of the direction that the City is headed.</span>																	
City Overall	2,426	13	35	21	19	12		48%	31%	70%	46%						
911/311	102	20	41	21	9	10		61%	34%	70%	46%						
911	71	6	41	30	10	14		46%	17%	70%	46%						
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%						
911	71	6	34	23	21	17		39%	14%	76%	50%						
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%						
911	71		35	20	21	21		38%	13%	73%	49%						
<b>City Overall</b>																	
City Overall		12	30	25	17	16		42%	44%	62%	55%						
911/311		22	31	23	15	8		54%	48%	62%	55%						
911		11	28	29	20	12		39%	31%	62%	55%						

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>City Overall</b>																					
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%											
911	71	11	37	21	18	13	48%	41%	71%	66%	O										
6. <span style="border: 1px solid black; padding: 2px;">There is a promising future for me at the City.</span>																					
City Overall	2,426	11	32	33	14	10	43%	47%	60%	54%	O										
911/311	102	20	31	30	15	4	51%	50%	60%	54%											
911	71	13	24	38	20	6	37%	35%	60%	54%	O										
5. <span style="border: 1px solid black; padding: 2px;">City Leadership shows concern for the well-being and morale of employees.</span>																					
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										
911	71	10	24	28	21	17	34%	16%	56%	45%	O										
<b>Communications</b>																					
City Overall		13	40	20	17	9	53%	56%	70%	--											
911/311		22	40	15	14	8	62%	55%	70%	--											
911		10	41	19	19	11	51%	46%	70%	--											
9. <span style="border: 1px solid black; padding: 2px;">I understand how my work fits into the goals of the City.</span>																					
City Overall	2,426	18	46	19	10	7	64%	--	80%	85%											
911/311	102	31	46	13	5	5	77%	--	80%	85%	S										
911	71	23	48	17	6	7	70%	--	80%	85%	S										

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Communications</b>																
10. <span style="border: 1px solid black; padding: 2px;">I can easily access the information I need to do my job.</span>																
City Overall	2,425	15	49	18	12	6	64%	67%	74%	66%						
911/311	102	21	46	15	14	5	67%	65%	74%	66%					S	
911	71	8	48	18	18	7	56%	55%	74%	66%						
7. Where I work, we are told of upcoming changes in time to prepare for them.																
City Overall	2,431	10	32	21	23	13	42%	45%	63%	--					O	
911/311	102	18	34	15	22	12	52%	46%	63%	--						
911	71		35	17	28	15	39%	37%	63%	--					O	
8. I am well informed about relevant departmental issues.																
City Overall	2,427	10	32	23	24	11	42%	--	62%	--					O	
911/311	102	17	35	20	17	12	52%	--	62%	--						
911	71		32	25	23	15	37%	--	62%	--					O	
<b>Community Engagement</b>																
City Overall		19	45	25	7		64%	--	76%	--						
911/311		25	44	24	5		68%	--	76%	--					S	
911		15	41	32	8		56%	--	76%	--						
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	
911	71	24	46	24			70%	--	81%	--					S	

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Community Engagement</b>													
12. My department is actively working to strengthen its relationship with the communities we serve.													
City Overall	2,428	17	42	28	8			59%	--	74%	--		
911/311	102	27	39	24	7			67%	--	74%	--	S	
911	71	14	38	34	10			52%	--	74%	--		
11. My department has a positive relationship with the communities we serve.													
City Overall	2,428	15	43	26	10	5		58%	--	73%	--		
911/311	102	16	45	29	7			61%	--	73%	--		
911	71	7	39	39	10			46%	--	73%	--		
<b>Customer Service and Quality</b>													
City Overall		18	39	23	12	7		58%	59%	73%	60%		
911/311		28	38	17	11	6		65%	59%	73%	60%	S	
911		15	40	22	14	9		55%	46%	73%	60%		
16. There is a strong emphasis on customer service in my department.													
City Overall	2,425	26	41	19	9	5		67%	68%	81%	68%	S	
911/311	102	50	32	11				82%	78%	81%	68%	S	
911	71	38	38	14	6			76%	69%	81%	68%	S	
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	
911	71	21	39	18	14	7		61%	42%	77%	53%		

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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		
<b>Customer Service and Quality</b>											
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
911	71	8	51	17	15	8	59%	--	69%	69%	
14. Where I work, we are continually improving the quality of our services.											
City Overall	2,428	22	43	18	10	6	65%	53%	79%	57%	S
911/311	102	26	42	18	9	5	69%	49%	79%	57%	S
911	71	13	45	25	10	7	58%	28%	79%	57%	
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	1	62%	54%	74%	58%	
911	71	13	39	34	10	1	52%	44%	74%	58%	
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%	
911	71	10	41	24	14	11	51%	--	70%	53%	
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
911	71	24	21	31	20	1	28%	--	63%	61%	O

# 2009 City of Minneapolis Employee Engagement Survey

911

## Item Summary

Indicates Priority Item for Your Group

	Valid Returns					2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
<b>Diversity and Inclusion</b>										
City Overall		21	44	24	6	65%	61%	74%	--	S
911/311		24	49	21	6	73%	67%	74%	--	S
911		18	48	27	5	65%	58%	74%	--	S
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	63%	60%	69%	74%	
911/311	102	21	53	21	6	74%	70%	69%	74%	S
911	71	17	52	23	6	69%	65%	69%	74%	S
22. City Leadership demonstrates commitment to diversity.										
City Overall	2,425	22	47	23	5	68%	61%	77%	68%	S
911/311	102	25	50	22	6	75%	61%	77%	68%	S
911	71	20	46	28	6	66%	50%	77%	68%	S
23. The City values diversity in gender, race, disability, and thought.										
City Overall	2,425	20	45	23	7	65%	--	75%	--	S
911/311	102	20	51	24	6	71%	--	75%	--	S
911	71	15	48	31	6	63%	--	75%	--	
20. My department has a strong track record of hiring people from diverse backgrounds.										
City Overall	2,422	24	39	25	7	63%	62%	73%	75%	
911/311	102	31	41	20	5	73%	70%	73%	75%	S
911	71	20	44	25	7	63%	59%	73%	75%	

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Employee Involvement</b>																
City Overall		11	35	24	18	13	46%	42%	62%	--	O					
911/311		13	39	23	16	9	52%	41%	62%	--						
911		5	32	29	21	13	37%	28%	62%	--	O					
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					
911	71	15	45	24	13		61%	66%	85%	--						
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%						
911	71		37	24	27	11	38%	20%	58%	52%	O					
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					
911	71		30	37	18	11	34%	17%	55%	47%	O					
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%						
911	71		31	31	23	13	34%	24%	61%	51%	O					

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Employee Involvement</b>														
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	
911	71	20	28	25	25				21%	14%	51%	47%	O	
<b>Engagement</b>														
City Overall		22	36	22	12	8			57%	63%	73%	64%		
911/311		29	41	18	7	5			70%	68%	73%	64%	S	
911		20	41	24	8	7			61%	61%	73%	64%		
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	
911	71	31	42	20					73%	69%	84%	67%	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	
911	70	17	41	27	9	6			59%	63%	73%	64%		
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	
911	70	13	44	30	7	6			57%	--	72%	65%		

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Engagement</b>																					
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%											
911	70	20	34	19	13	14	54%	50%	62%	61%											
<b>Ethics</b>																					
City Overall		18	39	24	10	9	56%	55%	68%	--											
911/311		19	39	23	12	7	57%	58%	68%	--											
911		11	36	28	15	10	47%	48%	68%	--	O										
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										
911	71	23	46	13	11	7	69%	75%	73%	--	S										
34. <span style="border: 1px solid black; padding: 2px;">The people I work with comply with the City's Ethics in Government Code.</span>																					
City Overall	2,425	21	45	21	7	6	66%	--	74%	--	S										
911/311	101	12	50	26	6	7	61%	--	74%	--											
911	70	9	43	31	7	10	51%	--	74%	--											
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%											
911	70	7	31	41	10	10	39%	24%	60%	62%											

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Ethics</b>															
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%					
911	71	10	30	28	20	13	39%	58%	74%	70%	O				
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				
911	70	7	29	24	29	11	36%	37%	60%	60%	O				
<b>Immediate Supervisor</b>															
City Overall		29	39	15	9	8	68%	64%	74%	--	S				
911/311		30	33	15	13	8	63%	66%	74%	--	S				
911		20	32	20	17	11	52%	64%	74%	--	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				
911	71	18	38	27	10	7	56%	72%	77%	--	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%	S				
911	71	18	37	17	18	10	55%	55%	72%	60%	S				

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Immediate Supervisor</b>									
40. 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%	
911	71	25	24	17 23 11	49%	68%	75%	68%	O
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%	
911	71	18	30	20 18 14	48%	61%	71%	56%	O
<b>Pay and Benefits</b>									
City Overall		17	49	16 12 7	65%	42%	74%	--	S
911/311		25	44	16 10 5	69%	37%	74%	--	S
911		19	44	17 12 8	63%	27%	74%	--	
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
911	71	28	52	10 6	80%	--	88%	--	S
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%	--	
911	71	17	39	15 18 10	56%	21%	61%	--	

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Pay and Benefits</b>															
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%	--					
911	71	13	41	27	11	8	54%	34%	74%	--					
<b>Senior Management</b>															
City Overall		13	42	29	10	7	54%	--	69%	64%					
911/311		18	52	23			70%	--	69%	64%			S		
911		8	54	28		6	62%	--	69%	64%					
46. <span style="border: 1px solid black; padding: 2px;">City Leadership is committed to providing high quality products and services to external customers.</span>															
City Overall	2,418	13	42	29	10	7	54%	--	69%	64%					
911/311	102	18	52	23			70%	--	69%	64%			S		
911	71	8	54	28		6	62%	--	69%	64%					
<b>Performance Feedback</b>															
City Overall		22	44	16	10	8	66%	59%	72%	--				S	
911/311		29	39	11	13	8	68%	60%	72%	--					
911		20	36	16	17	10	56%	55%	72%	--					
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	
911	71	34	42	6	8	10	76%	--	72%	--				S	

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Performance Feedback</b>																					
47. <span style="border: 1px solid black; padding: 2px;">My performance on the job is evaluated fairly.</span>																					
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%											
911	71	10	39	18	20	13	49%	51%	74%	66%	O										
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%											
911	71	17	27	24	24	8	44%	60%	70%	59%	O										
<b>Recognition</b>																					
City Overall		12	35	24	17	12	47%	42%	63%	--	O										
911/311		15	32	18	24	11	47%	38%	63%	--	O										
911		5	27	22	31	15	32%	28%	63%	--	O										
51. <span style="border: 1px solid black; padding: 2px;">I feel valued as an employee of the City.</span>																					
City Overall	2,427	11	34	24	17	14	45%	--	66%	--	O										
911/311	102	15	35	18	24	9	50%	--	66%	--	O										
911	71	6	31	20	31	13	37%	--	66%	--	O										
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%											
911	71		34	21	30	13	37%	--	62%	52%	O										

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Recognition</b>																					
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										
911	71	8	25	24	27	15	34%	28%	64%	48%	O										
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										
911	71	18	24	35	21	20%	--	58%	--	O											
<b>Work Environment</b>																					
City Overall		21	42	18	11	8	63%	53%	72%	68%											
911/311		18	30	20	21	11	48%	34%	72%	68%	O										
911		6	23	25	30	16	30%	13%	72%	68%	O										
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										
911	71	11	39	31	8	10	51%	--	76%	70%											
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										
911	71	7	18	51	23	8%	11%	69%	66%	O											

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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		
<b>Training and Development</b>											
City Overall		13	39	24	13	11	52%	55%	65%	--	
911/311		15	32	27	15	11	47%	50%	65%	--	O
911		6	26	35	19	15	31%	40%	65%	--	O
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%	
911	71	6	38	27	18	11	44%	52%	74%	68%	O
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%	--	
911	71	10	28	28	18	15	38%	55%	75%	--	O
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
911	71		24	41	21	10	28%	--	67%	--	O
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
911	71		21	32	20	24	24%	--	53%	--	O

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Training and Development</b>														
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			
911	71	6	17	46	18	13	23%	13%	57%	48%	O			
<b>Work Support</b>														
City Overall		16	43	16	16	9	59%	58%	71%	62%				
911/311		22	33	16	18	11	55%	54%	71%	62%				
911		15	26	18	25	16	41%	43%	71%	62%	O			
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			
911	71	39	32	17	6	6	72%	79%	80%	67%	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%				
911	71		31	27	25	14	34%	48%	74%	70%	O			
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			
911	71		14	10	44	28	18%	4%	57%	49%	O			

# 2009 City of Minneapolis Employee Engagement Survey

911

## 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
<b>Work-Life Balance</b>													
City Overall		41				30	19 6		71%	--	75%	--	S
911/311		47				26	14 7 6		74%	--	75%	--	S
911		38				31	15 8 7		69%	--	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
911	71	38				31	15 8 7		69%	--	75%	--	S
<b>Elected Officials</b>													
City Overall		33				38	15 7 7		72%	67%	78%	--	S
911/311		37				39	16		76%	74%	78%	--	S
911		31				38	21 6		69%	69%	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
911	71	31				38	21 6		69%	69%	78%	--	S

## 2009 City of Minneapolis Employee Engagement Survey

911

### 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>