MyMinneapolis

Employee Engagement Survey

Committee of the Whole
Executive Presentation
October 1, 2014

Minneapolis
City of Lakes

Agenda

- Introductions
- What is Employee Engagement
- Survey Administration and Design
- Overview of Results
- Action Planning
- Next Steps

Employee Engagement defined

"The extent to which employees are motivated to contribute to organizational success, and are willing to apply their "best" effort to accomplishing tasks important to the achievement of organizational goals."

Engagement vs Satisfaction

Employee engagement is

The extent to which employees feel passionate about their jobs, committed to the organization, and are willing to "go the extra mile" to get the job done

- There is **mutual commitment** -- the organization helps employees reach their potential and employees help their organization perform better
- Engaged employees are motivated to do more than the minimum

Employee satisfaction is

The extent to which employees are happy or content with their jobs.

- Covers the basic concerns and needs of employees
- Does not address employees' level of motivation or involvement

Survey Administration and Design

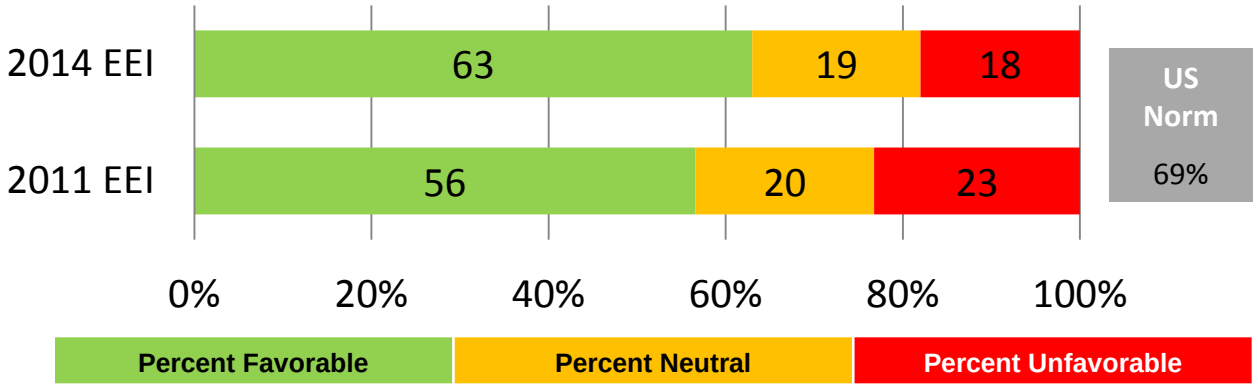
- Survey branding → My Minneapolis
- Administered between May 19 and June 6
- All employees invited to participate
- Number of survey themes reduced – new themes include *My Career* and *Equity*
- Reports available for departments/work units with at least five survey responses

Overview of 2014 Results

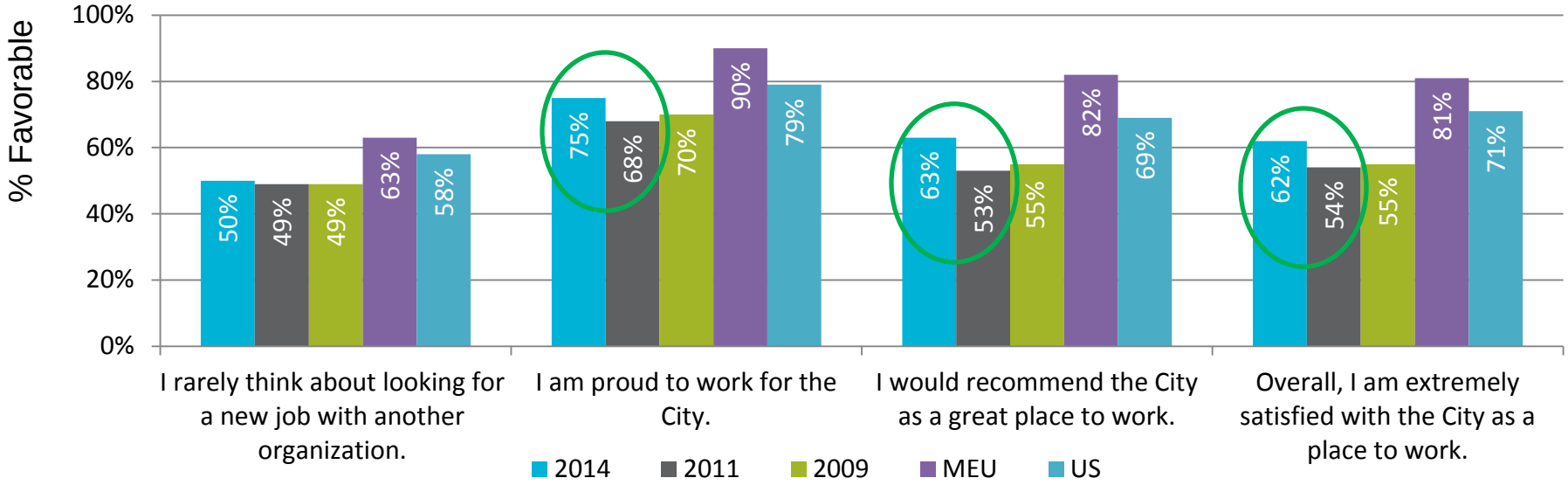
- Response rates were up slightly from 65.7% in 2011 to 66.4% in 2014.
- Engagement and Performance Enablement both saw significant increases
- "Feeling valued" and "Promising Future" continue to be the primary drivers of engagement
- The City showed strengths and opportunities across the following themes:

Strengths	Opportunities
Customer Service	Communications
Ethics	My Career
Immediate Supervisor	Recognition
Inclusion	
Performance Management	

City Overall - Employee Engagement



The overall level of engagement has significantly increased since the last survey. This was driven by significant increases on 3 out of the 4 engagement components.



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Employee Engagement - Key Drivers

#	Survey Item (Theme)	2014 % Fav	2011 % Fav	2011 Key Driver	MEU	US World Norm
53.	There is a promising future for me at the City. (**Theme:** My Career)	**50%**	39%	2	65%	58%
50.	I feel valued as an employee of the City. (Recognition)	**52%**	46%	1	70%	65%
55.	I am satisfied with my opportunity for career development in the City. (My Career)	**48%**	42%	6	57%	60%
5.	I have confidence in the future of my department. (Department Leadership)	**60%**	45%	3	83%	68%
13.	There is open and honest two-way communication at the City. (Communications)	38%	N/A	N/A	59%	59%
20.	I feel that I am part of a team. (Inclusion)	69%	N/A	N/A	83%	77%
2.	My Department Leadership demonstrates that employees are important to the success of the City. (Department Leadership)	**60%**	49%	5	81%	68%
23.	Where I work, I am treated with dignity and respect. (Inclusion)	67%	65%	---	82%	80%
30.	My ideas and suggestions count. (Employee Involvement)	51%	N/A	N/A	74%	64%
3.	My Department Leadership has the ability to deal with the challenges we face. (Department Leadership)	**60%**	50%	8	80%	73%

5+ points higher than 2011

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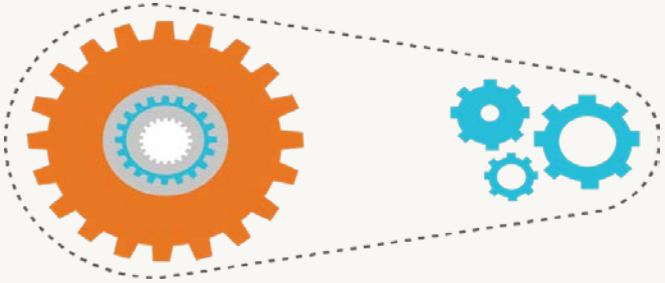
Employee Engagement - Key Drivers

1. **Feeling Valued and Sense of Belongingness**

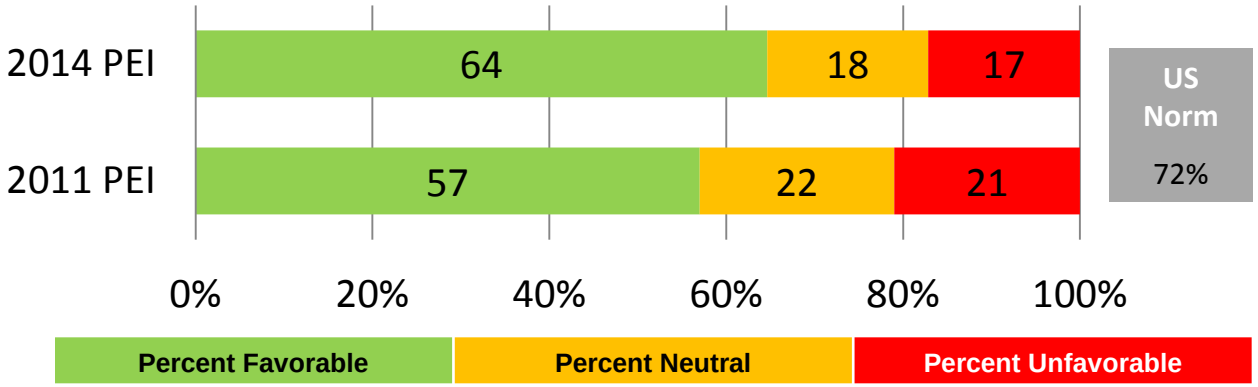
   - I feel valued as an employee of the City.
   - My Department Leadership demonstrates that employees are important to the success of the City.
   - There is open and honest two-way communication at the City.
   - I feel that I am part of a team.
   - Where I work, I am treated with dignity and respect.
   - My ideas and suggestions count.

2. **Promising Future**

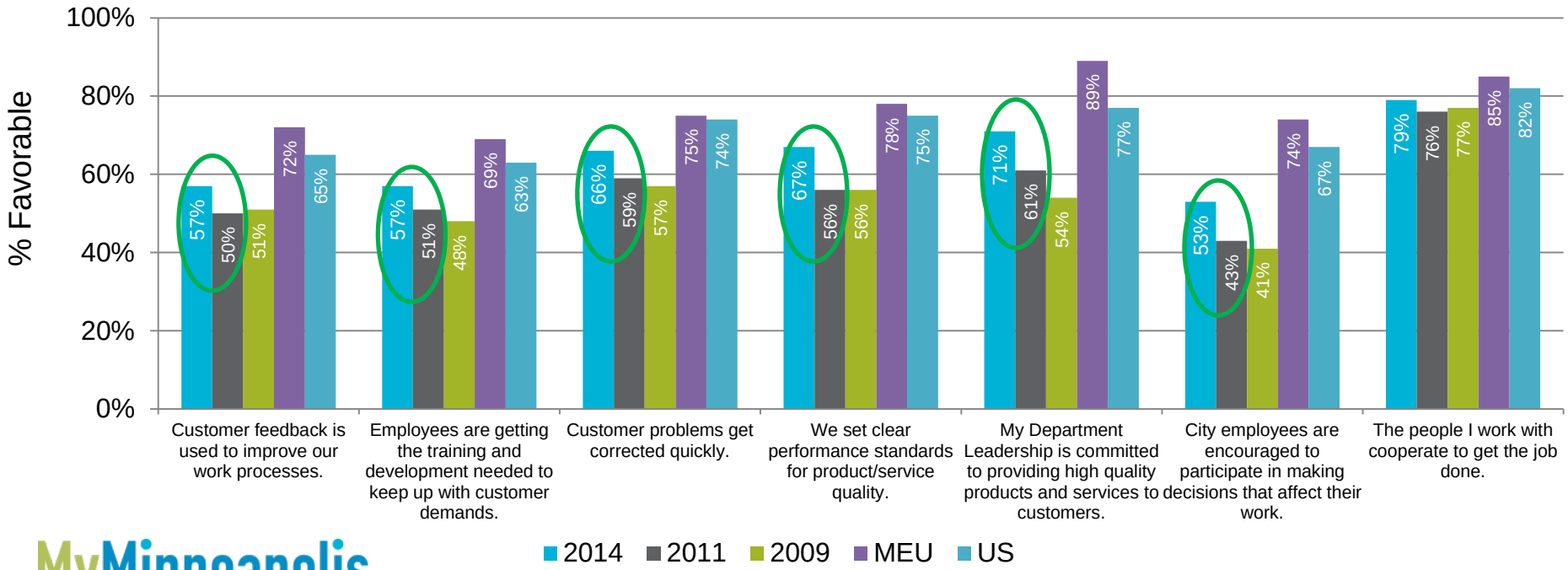
   - There is a promising future for me at the City.
   - I am satisfied with my opportunity for career development in the City.
   - I have confidence in the future of my department.
   - My Department Leadership has the ability to deal with the challenges we face.



City Overall - Performance Enablement



There has been a significant increase in the overall Performance Enablement score since the last survey.



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Engagement & Performance Enablement Interplay by US Norm

City Overall: Engagement = 63%; Performance Enablement = 64%

High

Employee Engagement

"Exciting, trying to reinvent the wheel"
(e.g., start-up)

Are employees focused on the right things?

Are we leveraging employee passion?

Do they have appropriate organizational support?

Focus: Processes/Infrastructure

"Hitting on all cylinders"
Maximizing capabilities

Understand and leverage strengths why are the results where they are? What can we learn from our best?

Focus: Continuous Improvement, share best practices

"Needs attention"
(e.g., bureaucracy)

What is required to improve employee engagement and why?

How can we further enable the employees?

What "quick wins" can be established?

Focus: Prioritization

"System/process-driven"
(e.g., fast commodity)

How do we retain top talent and engage employees for further breakthrough?

How can we connect more with the employees?

Focus: Engage Employees

Low ← **Performance Enablement** → High

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Theme Summary

Theme	% Favorable	Strength/Opportunity
Performance Management	**74%**	**S**
Immediate Supervisor	**71%**	**S**
Ethics	**67%**	**S**
Inclusion	**67%**	**S**
Work Environment	**66%**	
Customer Service	**65%**	**S**
Department Leadership	**61%**	
Equity	**58%**	
My Career	**58%**	
Communications	**54%**	
Employee Involvement	**53%**	
Recognition	**50%**	**O**

Strength: 65% or more Strongly Agree/Agree and less than 20% Disagree/Strongly Disagree

Opportunity: 50% or less Strongly Agree/Agree and 20% or more Disagree/Strongly Disagree OR 50% or less Strongly Agree/Agree and 30% or more Neutral

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Highest Rated Survey Items

Survey Item (Theme)	2014 Percent Favorable	2011 Percent Favorable
I understand how my work links to the goals of the City. (**Theme**: Performance Management)	**80%** ↑	**66%**
The people I work with cooperate to get the job done. (Work Environment)	**79%**	**76%**
Safety in the workplace is a high priority. (Work Environment)	**76%**	**73%**
My immediate supervisor supports my ongoing training and development. (Immediate Supervisor)	**75%** ↑	**67%**
The City supports me via programs, resources, etc., in attaining my health and wellness goals. (Work Environment)	**75%**	**74%**
My immediate supervisor treats employees fairly. (Equity)	**74%** ↑	**69%**
I was given an opportunity to see/hear about the 2011-2012 Employee Engagement Survey results. (Behavior Change Index)	**73%**	**77%**
My department is actively working to strengthen its relationship with the communities we serve. (Customer Service)	**72%** ↑	**63%**
My immediate supervisor clearly communicates what I am expected to do. (Immediate Supervisor)	**72%**	**69%**
My Department Leadership is committed to providing high quality products and services to customers. (Department Leadership)	**71%** ↑	**61%**

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↑ +5 or more percentage points

Lowest Rated Survey Items (Highest % Unfavorable)

Survey Item (Theme)	2014 Percent Unfavorable	2011 Percent Unfavorable
Where I work, we have enough people to get the work done. (Theme: Work Environment)	44% ↓	52%
There is open and honest two-way communication at the City. (Communications)	40%	N/A
In my department, all employees have equal opportunity for promotion and/or advancement. (Equity)	38%	42%
The process for selecting people for special assignments/projects is fair. (Equity)	35%	37%
I rarely think about looking for a new job with another organization (if retiring or going on leave within the next 12 months, please do not answer this question). (Engagement)	33%	36%
Where I work, we are told of upcoming changes in time to prepare for them. (Communications)	28% ↓	36%
My ideas and suggestions count. (Employee Involvement)	28%	N/A
I am satisfied with my opportunity for career development in the City. (My Career)	28% ↓	35%
I regularly receive appropriate recognition when I do a good job. (Recognition)	27%	33%
My Department Leadership demonstrates that employees are important to the success of the City. (Department Leadership)	26% ↓	36%

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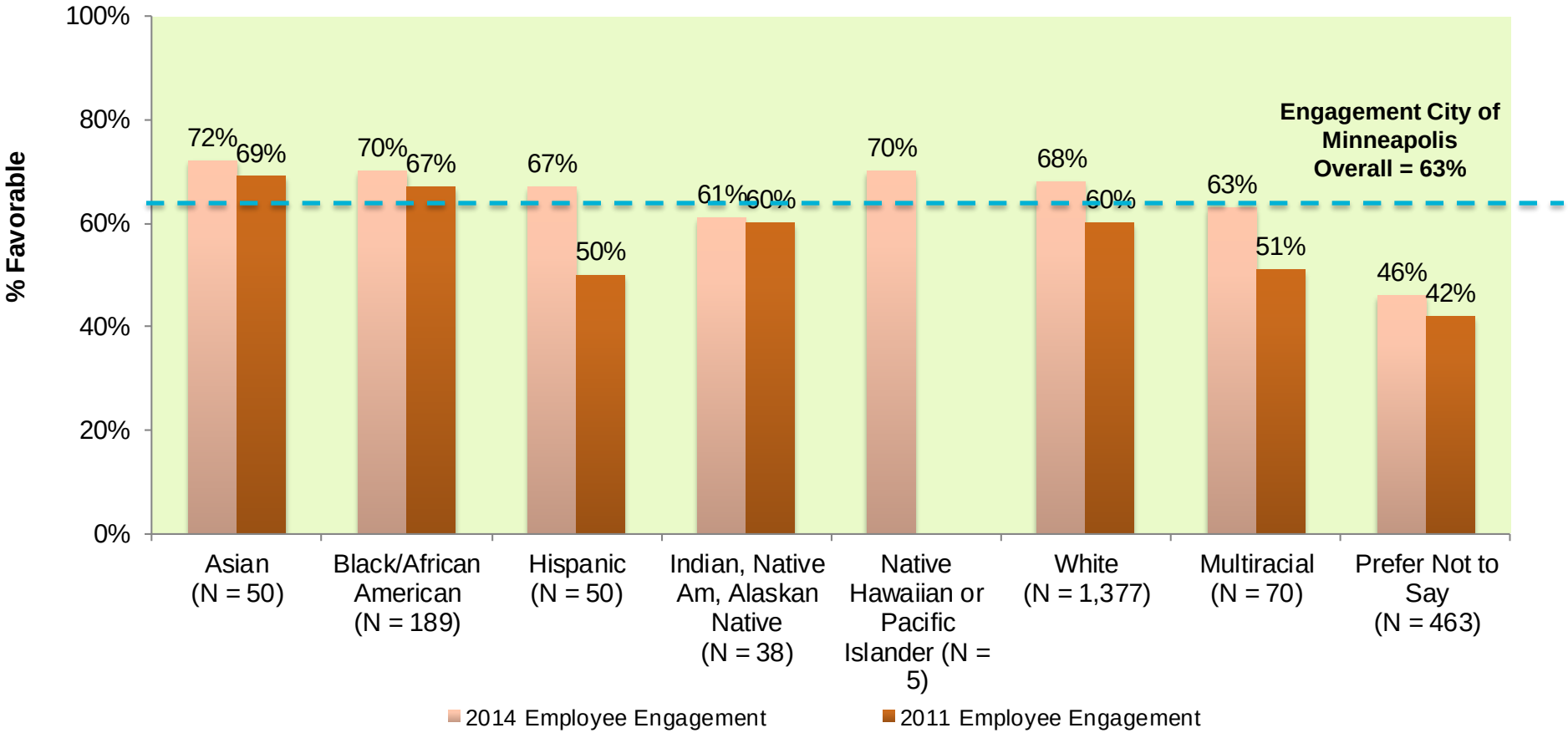
↓ -5 or more percentage points

Engagement Results by Ethnicity



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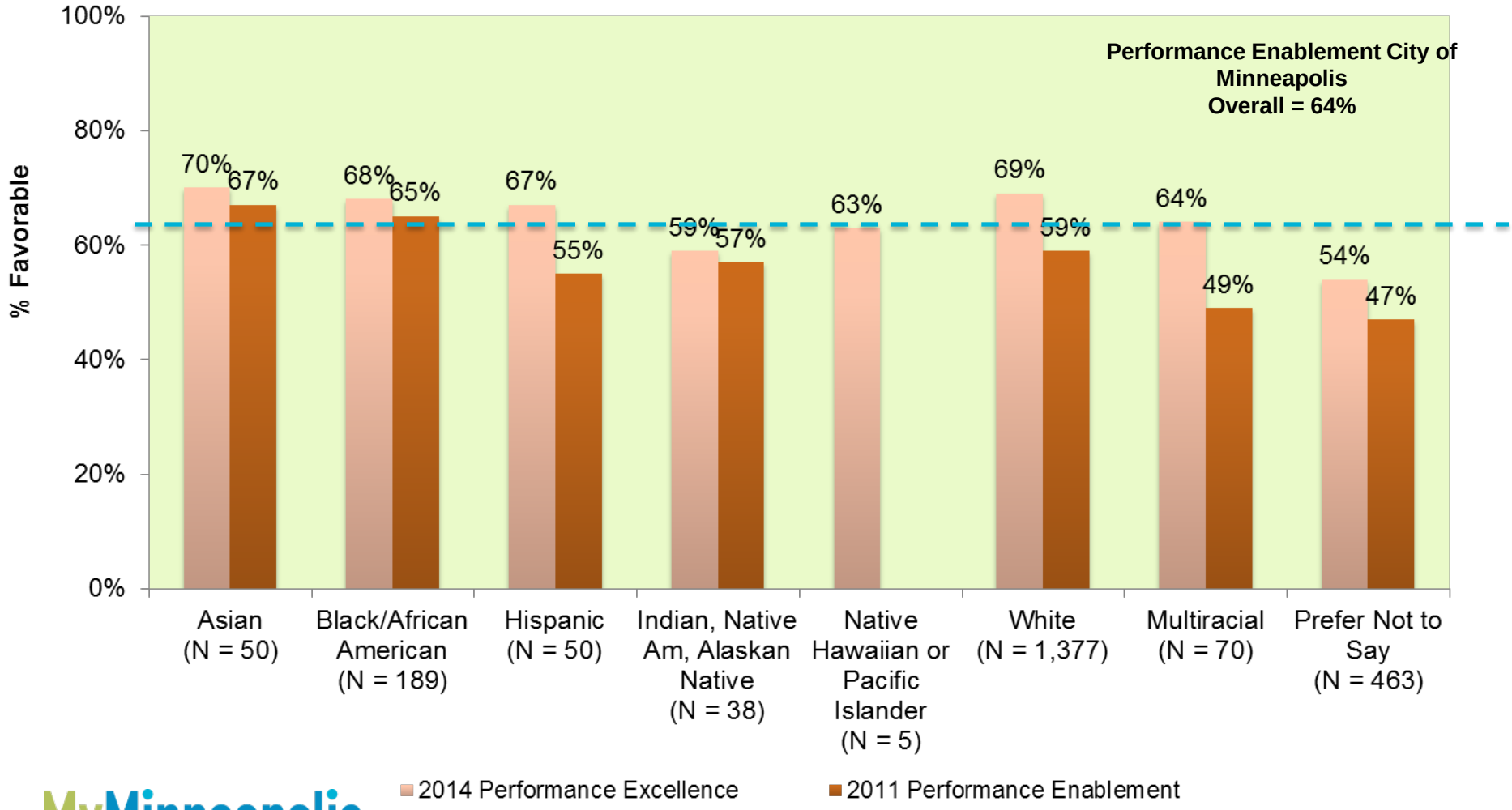
Performance Enablement Results by Ethnicity



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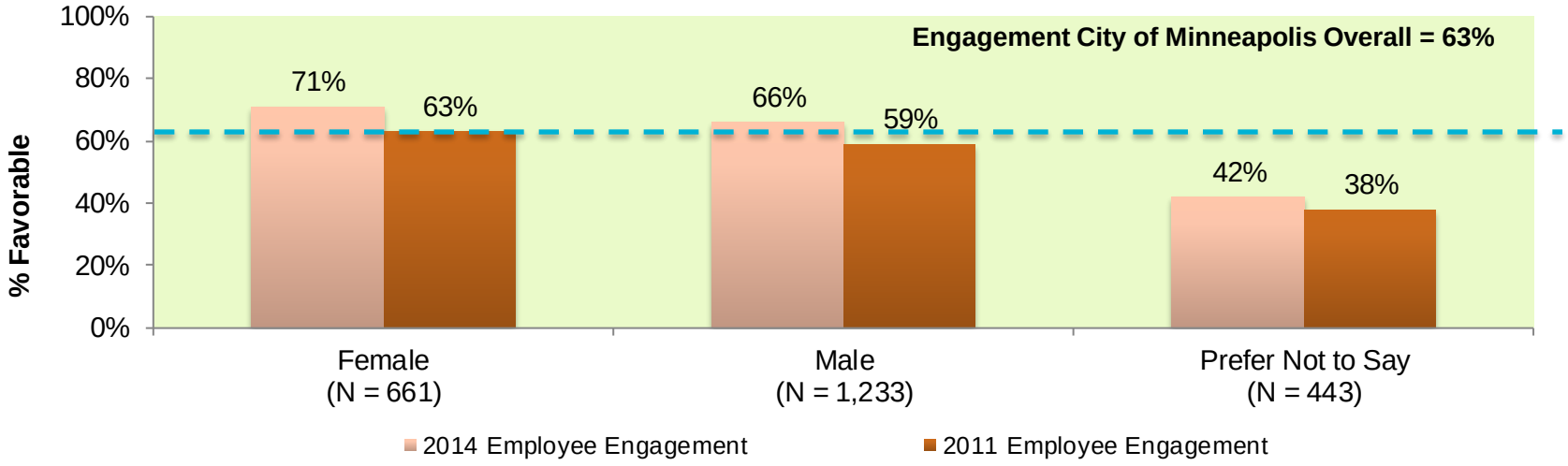
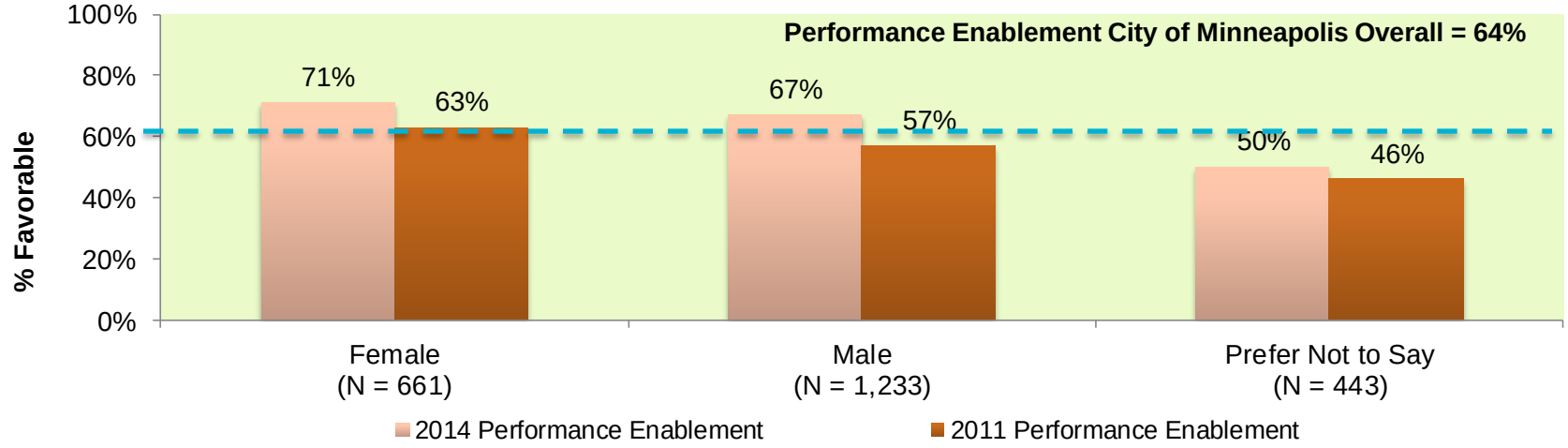
Engagement and Performance Enablement Results by Gender





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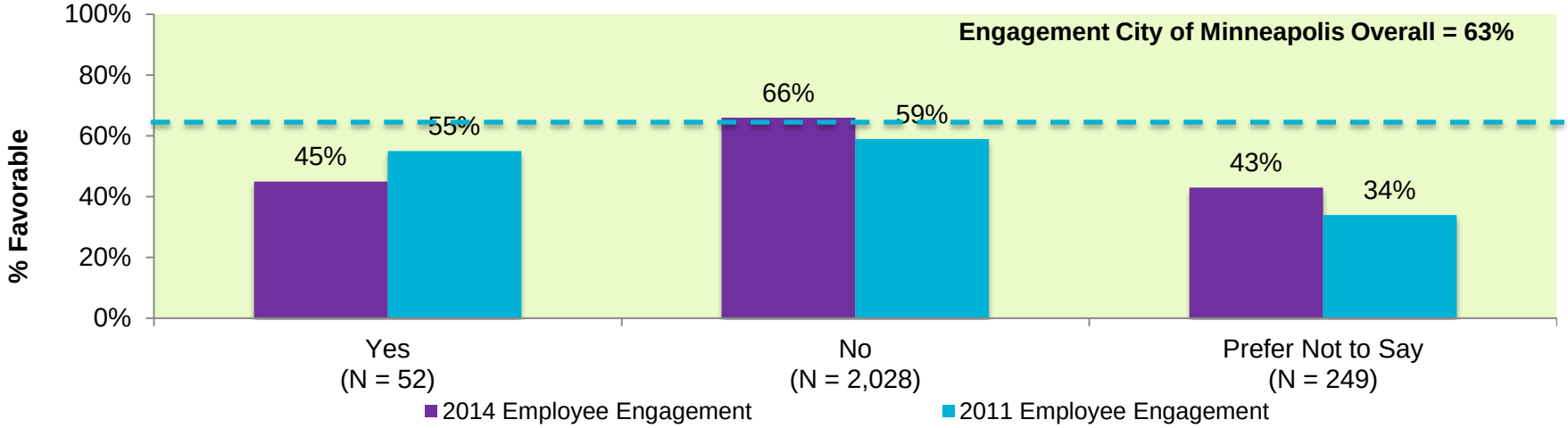
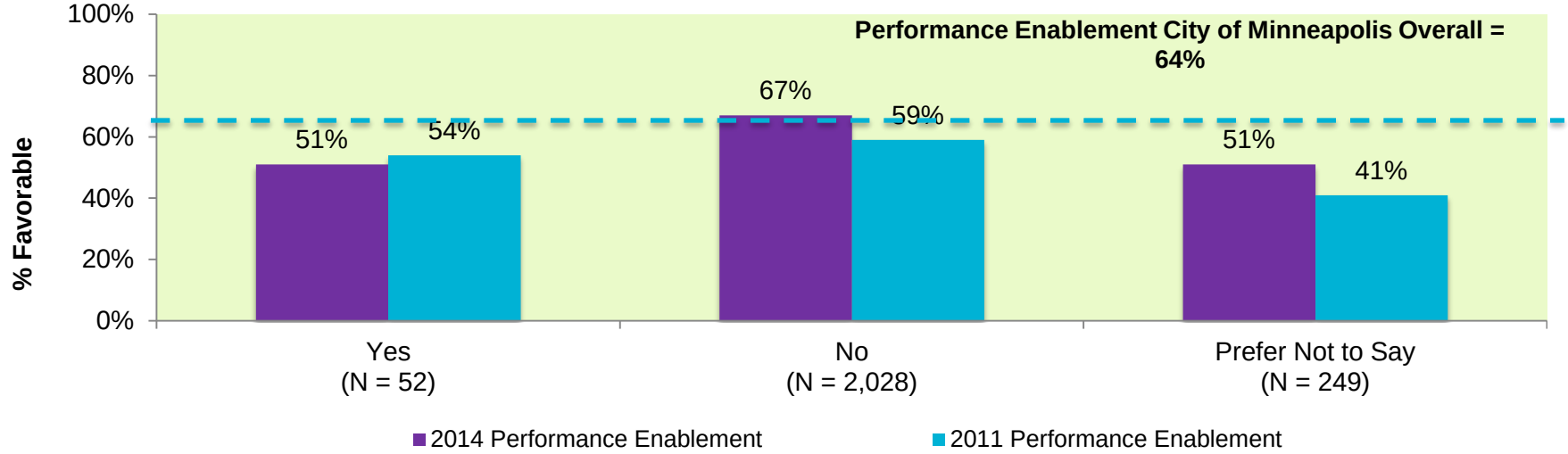
Engagement and Performance Enablement Results by Disability





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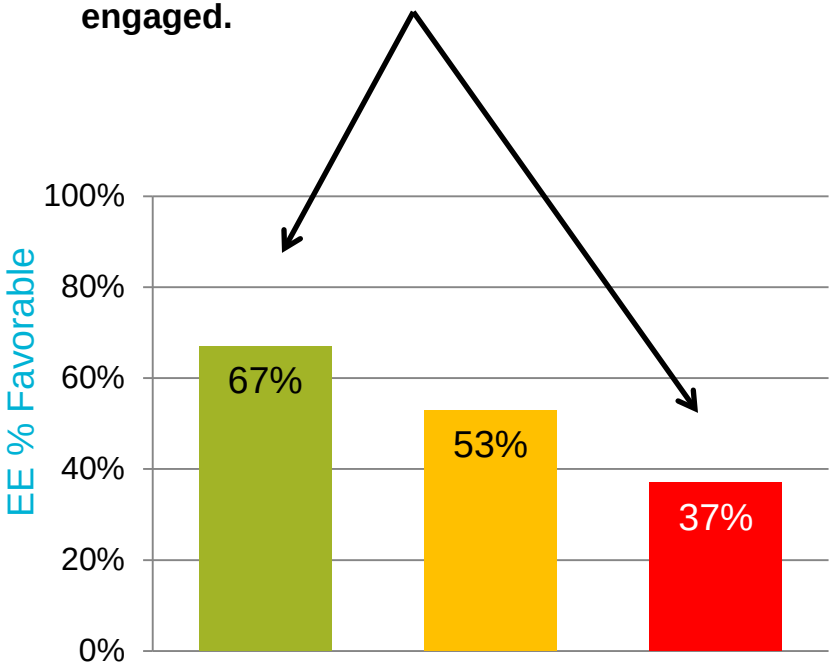
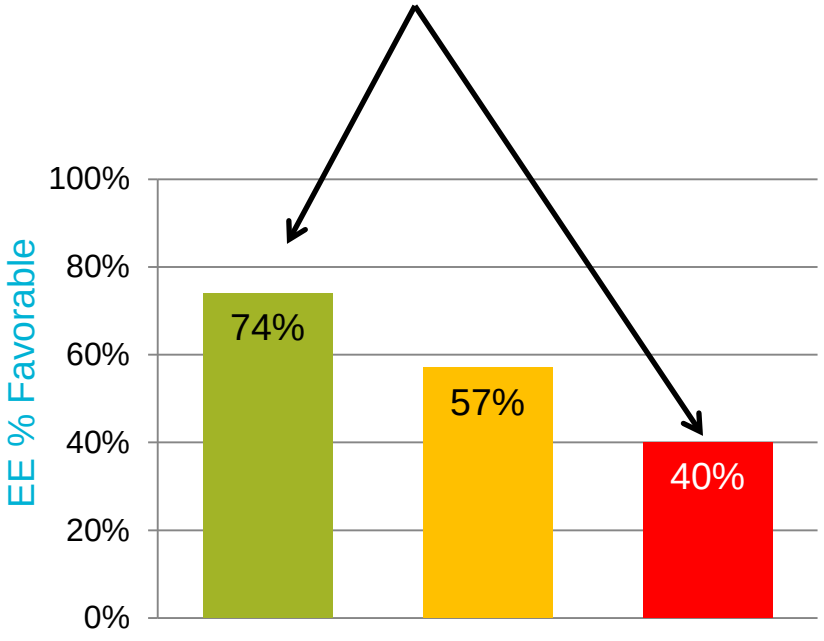
The Importance of Action

Employees who say they were given an opportunity to see/hear about the 2011 Employee Survey results are 30 points more engaged.



Employees who report they were given the opportunity to discuss their ideas about the results of the 2011 employee survey results are 34 points more engaged than those who do not.



Percent Favorable	Percent Neutral	Percent Unfavorable

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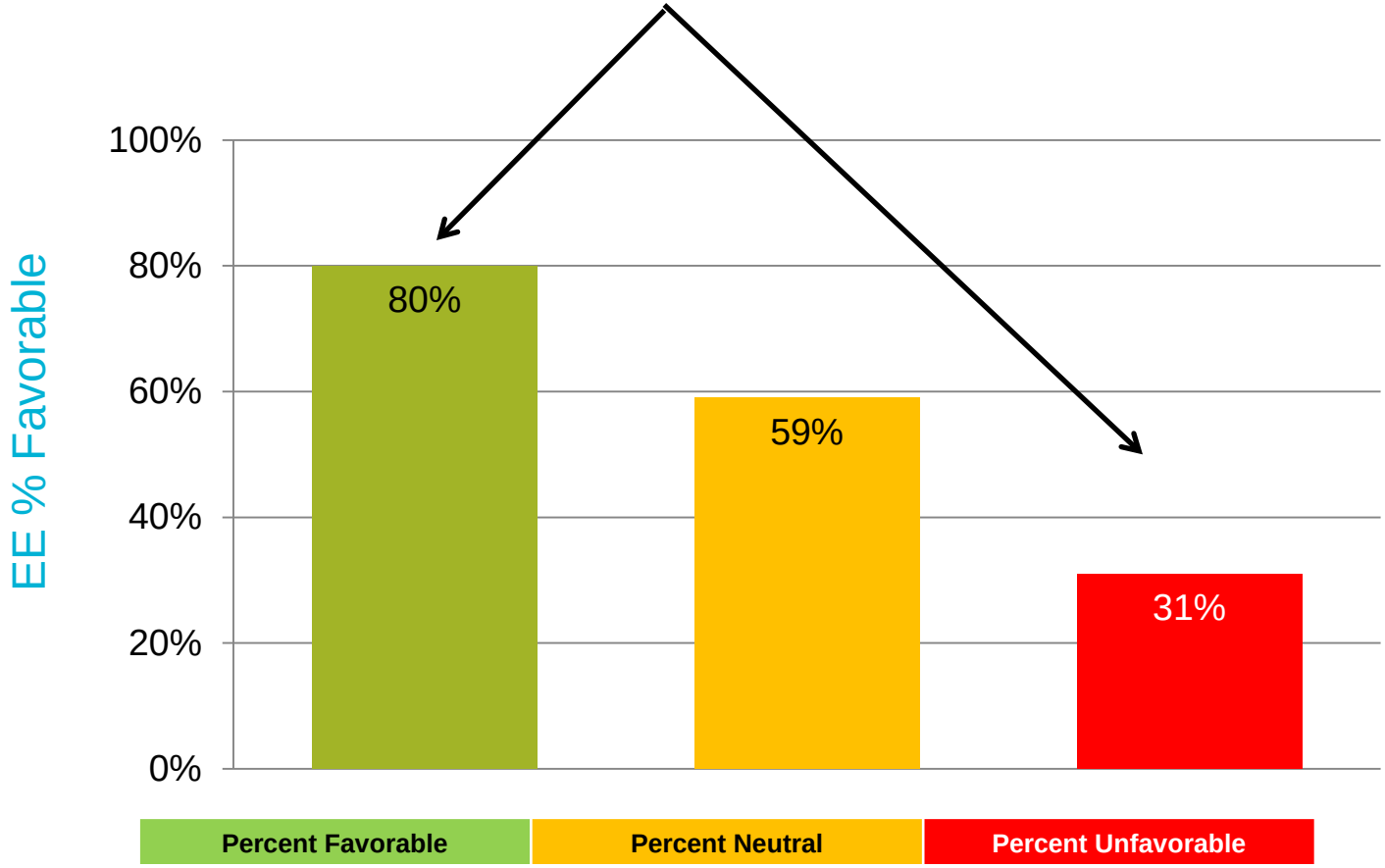
The Importance of Action

Employees who say their department leadership has taken action are 49 points more engaged.



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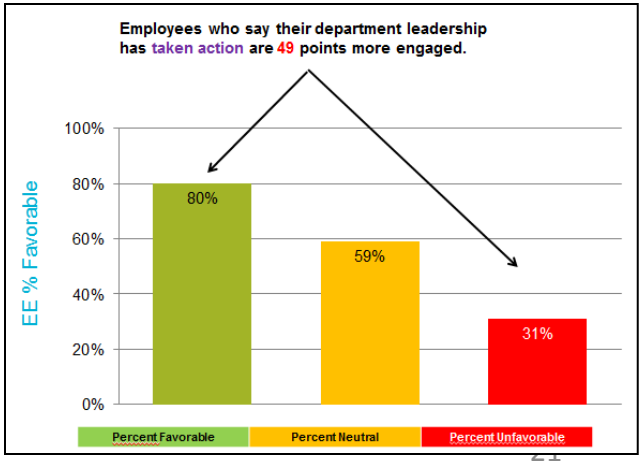
Action Planning Strategy

- **Human Resources**
  - Developed action planning strategy.
  - Trained department Action Team liaisons.
  - Met with each City department to discuss action planning strategy.
- **All departments**
  - Work on a common strategy: creating a promising future.
  - Select additional theme to work on as a department. Selections made by 9.30.14.
  - Action plans due by 10.31.14.



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Timeline

Date	Action
July 21	Executive Presentation of Survey Results/Kick-Off of Action Planning
July 22	Training for Department Action Team Liaisons
July 23	Release of City and Department Reports
August	Departments share survey results with employees
August 14	Share City Results with Board of Business Agents
August & September	Action planning meetings with Department Heads, Action Team Liaisons and HR Generalists
September 30	Enterprise and Department Themes selected
October 1	Present My Minneapolis Results to Committee of the Whole
October 31	Action Plans due
November 13	My Minneapolis Action Team Meeting