

MyMinneapolis

Employee Engagement Survey

Fire

2014 My Minneapolis Employee Engagement Survey

Survey Administered: May/June 2014



Confidential - Prepared by IBM

2014 My Minneapolis Employee Engagement Survey

Fire

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I) Response Summary

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I) Response Summary

Report Grouping	Headcount	Surveys Completed	Response Rate
City of Minneapolis Overall	3,708	2,461	66%
Fire	408	159	39%
Administration (Includes Fire Prevention Bureau)	22	21	95%
Fire Suppression & EMS	386	138	36%

II) Understanding Your Report

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II) Understanding Your Report

Survey Goals

The 2014 My Minneapolis Employee Engagement Survey has three goals:

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

In response to previous surveys, the City has successfully taken action and made changes designed to improve an employee's overall work experience. In response to the 2012 survey results, a team began work to improve employee recognition practices at both the enterprise and department levels. In May of 2014, the team announced a pilot Enterprise Employee Recognition Program.

Other examples of initiatives undertaken in response to previous surveys are:

1. Implementation of Business Process Improvement (BPI)
2. Total Compensation Statements
3. Minneapolis Matters Employee Newsletter
4. Alternative Work Arrangements Policy and procedures

In addition to City-wide efforts, departments have done significant work to take action in response to survey findings at the departmental level.

The concept of employee engagement is also incorporated into City goals and values which were approved by the City Council on March 28, 2014.

- Goal: "A City that works: City government runs well and connects to the community it serves. Engaged and talented employees reflect our community, have the resources they need to succeed and are empowered to improve our efficiency and effectiveness."
- Values: "We work by..."
 - o Showing employees they are valued - Employees are supported and take pride in public service.
 - o Innovating and being creative - New ideas drive continuous improvement.
 - o Driving toward results - Our efficient, effective work meets measurable goals for today and tomorrow.
 - o Engaging the community - All have a voice and are heard.
 - o Building public trust - All have access to services and information. We work in an open, ethical and transparent manner.
 - o Collaborating - We work better together as one team. We are a valued partner in the community."

Employee engagement was also integrated into other City processes including Results Minneapolis and Business Planning.

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II) 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 Index and Engagement Priority Items Summary

This section displays the Engagement Index results and the top priorities for improving engagement. Engagement is a combination of perceptions that have a positive impact on behavior; including commitment, pride and a willingness to be an advocate for the organization.

The engagement priority items are listed in rank order of importance. They identify the survey items most likely to influence engagement for your group. A minimum of 30 responses is required to perform the analysis. If your workgroup had fewer than 30 responses, you will see the priority items identified for a higher level in the organization (i.e. City Overall or Department), and the results for your specific work unit. This is noted above the priority items.

Performance Enablement Summary

Performance Enablement focuses on those things that reflect how the organization supports and enables employees' ability to get the work done.

Behavior Change Index

The Behavior Change Index measures the employee perception of the amount of action taken in response to the previous survey. Experience has demonstrated that constructively acting upon survey results leads to higher response rates and higher scores in subsequent surveys and consequent improvements in performance.

Theme Summary

Survey items are grouped into topic areas, or themes. Theme results give an overall representation for items with a similar focus.

Special note about Theme 2011% Favorable Scores: The following themes have been affected by changes made to the 2014 My Minneapolis Survey: Customer Service, Department Leadership, Equity, Ethics, Immediate Supervisor, Performance Management, Recognition and Work Environment. While the report shows a percent favorable rating for 2011, the rating may not be identical to the ratings shown on the reports published in 2011, as the items/questions which now make up these themes were changed. So, although all items in these themes were on your 2011 survey, they were grouped differently. IBM/Kenexa has recalculated the 2011 scores given the new 2014 theme configuration.

Item Summary

This section uses a combination of bar charts and tables to display results and comparative data for all survey items. Survey items are grouped by theme.

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II) Understanding Your Report

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

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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II) Understanding Your Report

Sample Results

Report Grouping	Valid Returns	Percent Favorable					2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	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						--	--	--	--	--		

Valid Returns

This number indicates how many employees provided an answer for a specific item in the survey. An "Unable to Rate" response is not considered valid. Thus Unable to Rate responses are not included in the "Valid Returns" count.

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)

2014 % Fav

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

2014 % Unfav

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

2011 % 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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II) Understanding Your Report

Kenexa US World Norm

The Kenexa US World Norm is a composite of employee responses for US based organizations. It provides comparative results that represent the average scores across multiple organizations. When a value is not displayed in this column, a norm is not available.

S/O (Strengths / Opportunities)

An “S” or an “O” in this column identifies items that are possible Strengths or Opportunities for improvement when compared to the City’s Most Engaged Unit scores. The guidelines below are used to determine which items represent strengths and which are opportunities for your organization. If your results do not meet either of the criteria, consider them “mid-range” results.

	Strengths	Opportunities for Improvement
Percent Favorable	65% or greater, and	50% or less, and
Percent Unfavorable	Less than 20%	either 20% or greater, or
Percent Neutral	--	30% or more

These guidelines should be used in interpreting all 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 dimension being reported did not meet the minimum required for reporting, or when scores are not available for an item or dimension.

III) Engagement Summary

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III) Engagement Summary

	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Engagement											
City of Minneapolis Overall	27	36	19	11	7	63%	56%	79%	69%		
Fire	32	36	20	8		68%	37%	79%	69%	S	
Administration (Includes Fire Prevention Bureau)	41	33	16	6		74%	--	79%	69%	S	
Fire Suppression & EMS	31	36	21	8		67%	--	79%	69%	S	

Survey Items Included

31. 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).
32. I am proud to work for the City.
33. I would recommend the City as a great place to work.
34. Overall, I am extremely satisfied with the City as a place to work.

Priority Items

Items Determined by: Fire

Scores Displayed for: Fire

	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
55. I am satisfied with my opportunity for career development in the City. (My Career)	63%	36%	57%	60%	
50. I feel valued as an employee of the City. (Recognition)	39%	18%	70%	65%	O
53. There is a promising future for me at the City. (My Career)	63%	17%	65%	58%	
43. The City supports me via programs, resources, etc., in attaining my health and wellness goals. (Work Environment)	79%	73%	87%	--	S
44. Safety in the workplace is a high priority. (Work Environment)	89%	77%	85%	88%	S
22. The City has a work environment in which diverse perspectives are valued. (Inclusion)	64%	74%	74%	68%	
4. My Department Leadership is committed to providing high quality products and services to customers. (Department Leadership)	75%	28%	89%	77%	S
5. I have confidence in the future of my department. (Department Leadership)	59%	8%	83%	68%	
12. I can easily access the information I need to do my job. (Communications)	79%	61%	82%	--	S
23. Where I work, I am treated with dignity and respect. (Inclusion)	78%	65%	82%	80%	S

IV) Performance Enablement Summary

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IV) Performance Enablement Summary

	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
Performance Enablement Index										
City of Minneapolis Overall	22	42	18	11	7	64%	57%	77%	72%	
Fire	28	39	19	8	7	66%	44%	77%	72%	S
Administration (Includes Fire Prevention Bureau)	50	29	9	8		79%	--	77%	72%	S
Fire Suppression & EMS	24	40	20	9	6	64%	--	77%	72%	

Scores Displayed for: Fire

	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
14. Where I work, we set clear standards for product/service quality.	81%	48%	78%	75%	S
17. Where I work, customer feedback is used to improve our work processes.	50%	27%	72%	65%	O
18. Where I work, employees are getting the training and development needed to keep up with customer demands.	62%	48%	69%	63%	
19. Customer problems get corrected quickly.	65%	53%	75%	74%	S
4. My Department Leadership is committed to providing high quality products and services to customers.	75%	28%	89%	77%	S
29. City employees are encouraged to participate in making decisions that affect their work.	38%	16%	74%	67%	O
48. The people I work with cooperate to get the job done.	92%	86%	85%	82%	S

V) Behavior Change Index

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V) Behavior Change Index

	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Behavior Change Index											
City of Minneapolis Overall	18	37	24	12	8	56%	56%	74%	62%		
Fire	9	32	29	18	12	41%	32%	74%	62%	O	
Administration (Includes Fire Prevention Bureau)	24	27	27	12	10	51%	--	74%	62%		
Fire Suppression & EMS	7	33	29	19	12	40%	--	74%	62%	O	

Scores Displayed for: Fire

	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
8. I was given an opportunity to see/hear about the 2011-2012 Employee Engagement Survey results.	62%	65%	86%	65%	
9. I was given the opportunity to discuss my ideas about the results of the 2011-2012 Employee Engagement Survey.	35%	18%	69%	65%	O
10. My Department Leadership has taken action based on the feedback received from the 2011-2012 Employee Engagement Survey.	25%	12%	66%	55%	O

VI) Theme Summary

2014 My Minneapolis Employee Engagement Survey

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VI) Theme Summary

	Percent Favorable					Percent Neutral					Percent Unfavorable					2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity															
Engagement																																			
City of Minneapolis Overall	27					36					19					11					7					63%	56%	79%	69%						
Fire	32					36					20					8					7					68%	37%	79%	69%	S					
Administration (Includes Fire Prevention Bureau)	41					33					16					6										74%	--	79%	69%	S					
Fire Suppression & EMS	31					36					21					8					6					67%	--	79%	69%	S					
Performance Enablement Index																																			
City of Minneapolis Overall	22					42					18					11					7					64%	57%	77%	72%						
Fire	28					39					19					8					7					66%	44%	77%	72%	S					
Administration (Includes Fire Prevention Bureau)	50					29					9					8										79%	--	77%	72%	S					
Fire Suppression & EMS	24					40					20					9					6					64%	--	77%	72%						
Behavior Change Index																																			
City of Minneapolis Overall	18					37					24					12					8					56%	56%	74%	62%						
Fire	9					32					29					18					12					41%	32%	74%	62%	O					
Administration (Includes Fire Prevention Bureau)	24					27					27					12					10										51%	--	74%	62%	
Fire Suppression & EMS	7					33					29					19					12					40%	--	74%	62%	O					
Communications																																			
City of Minneapolis Overall	15					39					19					16					11					54%	--	71%	--						
Fire	18					35					20					16					11					53%	--	71%	--						
Administration (Includes Fire Prevention Bureau)	30					31					15					15					10										61%	--	71%	--	
Fire Suppression & EMS	16					36					21					17					11					52%	--	71%	--						

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VI) Theme Summary

	Percent Favorable					Percent Neutral					Percent Unfavorable					2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Customer Service																				
City of Minneapolis Overall	22	43	19	10	6	65%	56%	77%	--	S										
Fire	30	40	17	7	5	70%	47%	77%	--	S										
Administration (Includes Fire Prevention Bureau)	55	26	10	5	81%	--	77%	--	S											
Fire Suppression & EMS	26	43	19	8	5	69%	--	77%	--	S										
Department Leadership																				
City of Minneapolis Overall	24	37	17	12	10	61%	51%	81%	69%											
Fire	27	38	18	11	6	65%	15%	81%	69%	S										
Administration (Includes Fire Prevention Bureau)	51	35	6	5	86%	--	81%	69%	S											
Fire Suppression & EMS	23	39	20	12	6	61%	--	81%	69%											
Employee Involvement																				
City of Minneapolis Overall	16	38	21	14	11	53%	--	75%	67%											
Fire	7	29	28	20	16	36%	--	75%	67%	O										
Administration (Includes Fire Prevention Bureau)	28	32	15	10	15	60%	--	75%	67%											
Fire Suppression & EMS	28	30	22	16	32%	--	75%	67%	O											
Equity																				
City of Minneapolis Overall	23	35	16	13	12	58%	54%	71%	--											
Fire	27	38	13	13	9	65%	55%	71%	--											
Administration (Includes Fire Prevention Bureau)	50	25	6	10	9	75%	--	71%	--	S										
Fire Suppression & EMS	24	40	14	13	9	64%	--	71%	--											

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VI) Theme Summary

	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Ethics											
City of Minneapolis Overall	22	45	17	9	7		67%	56%	82%	--	S
Fire	29	44	16	7			74%	39%	82%	--	S
Administration (Includes Fire Prevention Bureau)	53	25	5	10	7		78%	--	82%	--	S
Fire Suppression & EMS	26	47	17	7			73%	--	82%	--	S
Immediate Supervisor											
City of Minneapolis Overall	31	40	14	9	7		71%	60%	80%	--	S
Fire	45	38	11				83%	67%	80%	--	S
Administration (Includes Fire Prevention Bureau)	57	17	12	9	5		74%	--	80%	--	S
Fire Suppression & EMS	44	41	10				85%	--	80%	--	S
Inclusion											
City of Minneapolis Overall	27	40	16	10	8		67%	--	80%	76%	S
Fire	38	38	11	7	5		76%	--	80%	76%	S
Administration (Includes Fire Prevention Bureau)	56	20	9	8	8		76%	--	80%	76%	S
Fire Suppression & EMS	35	40	12	7	5		76%	--	80%	76%	S
My Career											
City of Minneapolis Overall	16	41	21	13	9		58%	--	71%	--	
Fire	17	49	19	9	6		66%	--	71%	--	S
Administration (Includes Fire Prevention Bureau)	24	51	11	7	6		76%	--	71%	--	S
Fire Suppression & EMS	16	49	20	9	6		64%	--	71%	--	

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VI) Theme Summary

	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Performance Management								
City of Minneapolis Overall	31	43	13	74%	67%	84%	77%	S
Fire	35	46	9	81%	67%	84%	77%	S
Administration (Includes Fire Prevention Bureau)	47	30	7	77%	--	84%	77%	S
Fire Suppression & EMS	33	48	9	81%	--	84%	77%	S
Recognition								
City of Minneapolis Overall	13	37	23	50%	47%	66%	--	O
Fire	8	39	30	47%	32%	66%	--	O
Administration (Includes Fire Prevention Bureau)	20	36	25	56%	--	66%	--	
Fire Suppression & EMS	6	39	31	45%	--	66%	--	O
Work Environment								
City of Minneapolis Overall	22	44	14	66%	63%	76%	--	
Fire	29	39	10	68%	57%	76%	--	
Administration (Includes Fire Prevention Bureau)	39	31	7	70%	--	76%	--	
Fire Suppression & EMS	28	40	10	68%	--	76%	--	

VII) Item Summary

2014 My Minneapolis Employee Engagement Survey

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable				Percent Neutral	Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Engagement													
31. 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).													
City of Minneapolis Overall	2,269	22	28	17	19	14	50%	49%	63%	58%	O		
Fire	143	44	25	20	6	5	69%	48%	63%	58%	S		
Administration (Includes Fire Prevention Bureau)	19	47	16	21	5	11	63%	--	63%	58%			
Fire Suppression & EMS	124	44	27	20	6		70%	--	63%	58%	S		
32. I am proud to work for the City.													
City of Minneapolis Overall	2,407	36	40	16	6		75%	68%	90%	79%	S		
Fire	156	35	40	17	5		75%	45%	90%	79%	S		
Administration (Includes Fire Prevention Bureau)	21	38	38	19	5		76%	--	90%	79%	S		
Fire Suppression & EMS	135	34	41	17	6		75%	--	90%	79%	S		
33. I would recommend the City as a great place to work.													
City of Minneapolis Overall	2,400	27	37	21	10	6	63%	53%	82%	69%			
Fire	155	28	34	24	11		62%	29%	82%	69%			
Administration (Includes Fire Prevention Bureau)	20	40	35	15	5	5	75%	--	82%	69%	S		
Fire Suppression & EMS	135	26	34	25	12		60%	--	82%	69%			

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
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Engagement

34. Overall, I am extremely satisfied with the City as a place to work.

City of Minneapolis Overall	2,413	25	38	20	11	6	62%	54%	81%	71%	
Fire	156	24	42	21	9		66%	27%	81%	71%	S
Administration (Includes Fire Prevention Bureau)	20	40	40	10	5	5	80%	--	81%	71%	S
Fire Suppression & EMS	136	22	42	22	10		64%	--	81%	71%	

Behavior Change Index

8. I was given an opportunity to see/hear about the 2011-2012 Employee Engagement Survey results.

City of Minneapolis Overall	2,136	24	50	15	7		73%	77%	86%	65%	S
Fire	140	15	47	20	9	9	62%	65%	86%	65%	
Administration (Includes Fire Prevention Bureau)	18	33	39	17	6	6	72%	--	86%	65%	S
Fire Suppression & EMS	122	12	48	20	10	9	61%	--	86%	65%	

9. I was given the opportunity to discuss my ideas about the results of the 2011-2012 Employee Engagement Survey.

City of Minneapolis Overall	2,074	16	33	25	16	9	49%	50%	69%	65%	O
Fire	133	7	28	26	25	15	35%	18%	69%	65%	O
Administration (Includes Fire Prevention Bureau)	17	18	18	35	18	12	35%	--	69%	65%	O
Fire Suppression & EMS	116	5	29	24	26	16	34%	--	69%	65%	O

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
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Behavior Change Index

10. My Department Leadership has taken action based on the feedback received from the 2011-2012 Employee Engagement Survey.

City of Minneapolis Overall	2,011	14	29	33	14	10	43%	40%	66%	55%	O
Fire	123	6	20	42	21	11	25%	12%	66%	55%	O
Administration (Includes Fire Prevention Bureau)	16	19	25	31	13	13	44%	--	66%	55%	O
Fire Suppression & EMS	107	19	44	22	11		22%	--	66%	55%	O

Communications

11. Where I work, we are told of upcoming changes in time to prepare for them.

City of Minneapolis Overall	2,402	14	39	19	18	11	53%	44%	73%	61%	
Fire	155	15	35	24	17	8	50%	16%	73%	61%	O
Administration (Includes Fire Prevention Bureau)	20	30	30	15	10	15	60%	--	73%	61%	
Fire Suppression & EMS	135	13	36	25	19	7	49%	--	73%	61%	O

12. I can easily access the information I need to do my job.

City of Minneapolis Overall	2,431	21	49	14	11		70%	67%	82%	--	S
Fire	158	29	50	11	5		79%	61%	82%	--	S
Administration (Includes Fire Prevention Bureau)	21	43	29	14	10	5	71%	--	82%	--	S
Fire Suppression & EMS	137	27	53	11			80%	--	82%	--	S

2014 My Minneapolis Employee Engagement Survey

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
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Communications

13. There is open and honest two-way communication at the City.

City of Minneapolis Overall	2,408	10	28	22	20	19	38%	--	59%	59%	O
Fire	156	8	21	24	27	19	29%	--	59%	59%	O
Administration (Includes Fire Prevention Bureau)	20	15	35	15	25	10	50%	--	59%	59%	O
Fire Suppression & EMS	136	7	19	26	27	21	26%	--	59%	59%	O

Customer Service

14. Where I work, we set clear standards for product/service quality.

City of Minneapolis Overall	2,413	22	45	15	12	6	67%	56%	78%	75%	S
Fire	155	36	45	12	5	5	81%	48%	78%	75%	S
Administration (Includes Fire Prevention Bureau)	20	60	25	10	5	5	85%	--	78%	75%	S
Fire Suppression & EMS	135	33	47	12	7	5	80%	--	78%	75%	S

15. My department is actively working to strengthen its relationship with the communities we serve.

City of Minneapolis Overall	2,356	27	44	19	6	6	72%	63%	84%	--	S
Fire	155	42	37	10	7	7	79%	52%	84%	--	S
Administration (Includes Fire Prevention Bureau)	20	65	25	5	5	5	90%	--	84%	--	S
Fire Suppression & EMS	135	39	39	12	7	7	78%	--	84%	--	S

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
Customer Service											
16. Where I work, day-to-day decisions demonstrate that providing quality service is a top priority.											
City of Minneapolis Overall	2,411	26	43	15	10	6	69%	58%	83%	76%	S
Fire	152	39	45	9	1	1	84%	51%	83%	76%	S
Administration (Includes Fire Prevention Bureau)	20	55	30	10	5		85%	--	83%	76%	S
Fire Suppression & EMS	132	36	48	9	5		84%	--	83%	76%	S
17. Where I work, customer feedback is used to improve our work processes.											
City of Minneapolis Overall	2,307	18	39	24	13	6	57%	50%	72%	65%	
Fire	147	17	33	29	14	7	50%	27%	72%	65%	O
Administration (Includes Fire Prevention Bureau)	18	39	28	17	11	6	67%	--	72%	65%	S
Fire Suppression & EMS	129	14	34	30	15	7	48%	--	72%	65%	O
18. Where I work, employees are getting the training and development needed to keep up with customer demands.											
City of Minneapolis Overall	2,384	16	40	20	14	10	57%	51%	69%	63%	
Fire	151	19	42	19	11	8	62%	48%	69%	63%	
Administration (Includes Fire Prevention Bureau)	20	55	20	10	10	5	75%	--	69%	63%	S
Fire Suppression & EMS	131	14	46	21	11	8	60%	--	69%	63%	

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Fire

VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
Customer Service											
19. Customer problems get corrected quickly.											
City of Minneapolis Overall	2,308	21	45	22	7	5	66%	59%	75%	74%	S
Fire	148	26	39	26	5	1	65%	53%	75%	74%	S
Administration (Includes Fire Prevention Bureau)	21	52	29	14	5	1	81%	--	75%	74%	S
Fire Suppression & EMS	127	21	41	28	6	1	62%	--	75%	74%	
Department Leadership											
1. My Department Leadership has communicated a vision of the future that motivates me.											
City of Minneapolis Overall	2,416	18	35	21	15	11	54%	47%	72%	59%	
Fire	157	22	39	18	15	6	61%	10%	72%	59%	
Administration (Includes Fire Prevention Bureau)	21	48	33	10	5	5	81%	--	72%	59%	S
Fire Suppression & EMS	136	18	40	19	17	7	57%	--	72%	59%	
2. My Department Leadership demonstrates that employees are important to the success of the City.											
City of Minneapolis Overall	2,425	24	36	14	14	12	60%	49%	81%	68%	
Fire	155	25	35	20	14	6	60%	21%	81%	68%	
Administration (Includes Fire Prevention Bureau)	21	52	33	5	5	5	86%	--	81%	68%	S
Fire Suppression & EMS	134	21	35	22	16	6	56%	--	81%	68%	

2014 My Minneapolis Employee Engagement Survey

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable			Percent Neutral			Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Department Leadership															
3. My Department Leadership has the ability to deal with the challenges we face.															
City of Minneapolis Overall	2,406	23	38	17	12	10	60%	50%	80%	73%					
Fire	155	25	45	15	8	8	69%	8%	80%	73%				S	
Administration (Includes Fire Prevention Bureau)	21	43	43	10	5		86%	--	80%	73%				S	
Fire Suppression & EMS	134	22	45	16	10	8	66%	--	80%	73%				S	
4. <input type="checkbox"/> My Department Leadership is committed to providing high quality products and services to customers.															
City of Minneapolis Overall	2,405	32	40	14	8	6	71%	61%	89%	77%				S	
Fire	154	39	36	16	6		75%	28%	89%	77%				S	
Administration (Includes Fire Prevention Bureau)	20	65	30	5			95%	--	89%	77%				S	
Fire Suppression & EMS	134	35	37	18	7		72%	--	89%	77%				S	
5. <input type="checkbox"/> I have confidence in the future of my department.															
City of Minneapolis Overall	2,418	25	35	16	12	11	60%	45%	83%	68%					
Fire	156	23	36	22	12	7	59%	8%	83%	68%					
Administration (Includes Fire Prevention Bureau)	20	50	35	5	5	5	85%	--	83%	68%				S	
Fire Suppression & EMS	136	19	36	25	13	7	55%	--	83%	68%					

2014 My Minneapolis Employee Engagement Survey

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Employee Involvement															
28. City employees are encouraged to develop new and better ways of doing things.															
City of Minneapolis Overall	2,384	17	39	21	13	9		56%	47%	76%	70%				
Fire	155	9	27	28	24	12		36%	16%	76%	70%	O			
Administration (Includes Fire Prevention Bureau)	20	30	25	20	20	5		55%	--	76%	70%				
Fire Suppression & EMS	135	6	27	30	24	13		33%	--	76%	70%	O			
29. City employees are encouraged to participate in making decisions that affect their work.															
City of Minneapolis Overall	2,381	15	38	20	15	11		53%	43%	74%	67%				
Fire	152	7	31	26	19	17		38%	16%	74%	67%	O			
Administration (Includes Fire Prevention Bureau)	20	25	35	10	10	20		60%	--	74%	67%				
Fire Suppression & EMS	132		30	29	20	17		34%	--	74%	67%	O			
30. My ideas and suggestions count.															
City of Minneapolis Overall	2,394	16	35	21	14	14		51%	--	74%	64%				
Fire	155	6	28	30	17	19		34%	--	74%	64%	O			
Administration (Includes Fire Prevention Bureau)	20	30	35	15	20			65%	--	74%	64%				
Fire Suppression & EMS	135		27	32	20	19		29%	--	74%	64%	O			

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Equity															
24. The process for selecting people for special assignments/projects is fair.															
City of Minneapolis Overall	2,290	12	32	21	18	17	44%	40%	63%	--	O				
Fire	151	11	27	21	24	17	38%	23%	63%	--	O				
Administration (Includes Fire Prevention Bureau)	19	42	32	5	11	11	74%	--	63%	--					
Fire Suppression & EMS	132	7	27	23	26	18	33%	--	63%	--	O				
25. In my department, all employees have equal opportunity for advancement.															
City of Minneapolis Overall	2,323	13	31	17	19	19	44%	41%	56%	75%	O				
Fire	156	15	41	13	20	12	56%	45%	56%	75%					
Administration (Includes Fire Prevention Bureau)	20	45	25	5	20	5	70%	--	56%	75%					
Fire Suppression & EMS	136	10	43	14	20	13	54%	--	56%	75%					
26. My immediate supervisor treats employees fairly.															
City of Minneapolis Overall	2,400	37	37	11	8	7	74%	69%	83%	75%	S				
Fire	154	49	40	5	5	1	90%	86%	83%	75%	S				
Administration (Includes Fire Prevention Bureau)	20	60	20	5	5	10	80%	--	83%	75%	S				
Fire Suppression & EMS	134	48	43	5	5	1	91%	--	83%	75%	S				

2014 My Minneapolis Employee Engagement Survey

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable		Percent Neutral		Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Equity												
27. My performance on the job is evaluated fairly.												
City of Minneapolis Overall	2,342	30	41	15	8	6	71%	65%	83%	68%	S	
Fire	155	33	45	12	5	5	77%	64%	83%	68%	S	
Administration (Includes Fire Prevention Bureau)	21	52	24	10	5	10	76%	--	83%	68%	S	
Fire Suppression & EMS	134	30	48	13	5		78%	--	83%	68%	S	
Ethics												
35. Where I work, ethical issues can be discussed without negative consequences.												
City of Minneapolis Overall	2,341	18	41	20	12	9	59%	52%	75%	69%		
Fire	153	20	42	24	9	5	62%	39%	75%	69%		
Administration (Includes Fire Prevention Bureau)	20	50	20	10	10	10	70%	--	75%	69%		
Fire Suppression & EMS	133	15	46	26	9		61%	--	75%	69%		
36. Where I work, people comply with the City's Ethics in Government Code.												
City of Minneapolis Overall	2,343	23	48	16	8	5	71%	56%	85%	--	S	
Fire	154	34	47	12	5		81%	32%	85%	--	S	
Administration (Includes Fire Prevention Bureau)	20	55	25	5	10	5	80%	--	85%	--	S	
Fire Suppression & EMS	134	31	51	13			81%	--	85%	--	S	

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
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Ethics

37. My Department Leadership complies with the City's Ethics in Government Code.

City of Minneapolis Overall	2,275	26	45	16	7	7	71%	62%	86%	--	S
Fire	145	35	43	11	8	1	78%	46%	86%	--	S
Administration (Includes Fire Prevention Bureau)	20	55	30	10	5	0	85%	--	86%	--	S
Fire Suppression & EMS	125	32	45	13	7	1	77%	--	86%	--	S

Immediate Supervisor

38. My immediate supervisor has my best interests at heart.

City of Minneapolis Overall	2,396	31	37	16	9	7	68%	34%	79%	--	S
Fire	153	42	40	12	1	1	82%	6%	79%	--	S
Administration (Includes Fire Prevention Bureau)	20	60	20	10	5	5	80%	--	79%	--	S
Fire Suppression & EMS	133	40	43	12	1	1	83%	--	79%	--	S

39. My immediate supervisor does a good job of "managing the work," that is, making appropriate work assignments, setting priorities, scheduling, etc.

City of Minneapolis Overall	2,380	29	40	14	10	7	69%	66%	77%	69%	S
Fire	151	46	38	11	1	1	84%	86%	77%	69%	S
Administration (Includes Fire Prevention Bureau)	19	53	21	11	11	5	74%	--	77%	69%	S
Fire Suppression & EMS	132	45	41	11	1	1	86%	--	77%	69%	S

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
Immediate Supervisor											
40. My immediate supervisor does a good job of managing the people who work for him/her.											
City of Minneapolis Overall	2,397	30	40	13	9	8	70%	64%	77%	--	S
Fire	154	46	37	11			83%	80%	77%	--	S
Administration (Includes Fire Prevention Bureau)	20	55	10	20	10	5	65%	--	77%	--	S
Fire Suppression & EMS	134	45	41	10			86%	--	77%	--	S
41. My immediate supervisor supports my ongoing training and development.											
City of Minneapolis Overall	2,385	35	40	14	7	5	75%	67%	86%	--	S
Fire	155	46	35	12			81%	78%	86%	--	S
Administration (Includes Fire Prevention Bureau)	20	60	15	10	10	5	75%	--	86%	--	S
Fire Suppression & EMS	135	44	38	13			82%	--	86%	--	S
42. My immediate supervisor clearly communicates what I am expected to do.											
City of Minneapolis Overall	2,408	30	42	14	9	6	72%	69%	81%	78%	S
Fire	154	45	40	8			86%	84%	81%	78%	S
Administration (Includes Fire Prevention Bureau)	20	55	20	10	10	5	75%	--	81%	78%	S
Fire Suppression & EMS	134	44	43	7			87%	--	81%	78%	S

2014 My Minneapolis Employee Engagement Survey

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable			Percent Neutral			Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Inclusion															
20. I feel that I am part of a team.															
City of Minneapolis Overall	2,428	29	39	12	10	9	69%	--	83%	77%	S				
Fire	155	46	40	8	1	1	86%	--	83%	77%	S				
Administration (Includes Fire Prevention Bureau)	20	60	20	5	5	10	80%	--	83%	77%	S				
Fire Suppression & EMS	135	44	43	9	1	1	87%	--	83%	77%	S				
21. My department has a strong track record of hiring people from diverse backgrounds.															
City of Minneapolis Overall	2,294	29	39	19	8	5	68%	67%	78%	79%	S				
Fire	149	45	30	10	9	6	74%	86%	78%	79%	S				
Administration (Includes Fire Prevention Bureau)	20	65	20	5	10		85%	--	78%	79%	S				
Fire Suppression & EMS	129	42	31	12	10	5	73%	--	78%	79%	S				
22. <input type="checkbox"/> The City has a work environment in which diverse perspectives are valued.															
City of Minneapolis Overall	2,349	22	41	21	10	7	63%	65%	74%	68%					
Fire	151	28	35	17	11	9	64%	74%	74%	68%					
Administration (Includes Fire Prevention Bureau)	20	35	35	15	10	5	70%	--	74%	68%	S				
Fire Suppression & EMS	131	27	35	17	11	10	63%	--	74%	68%					

2014 My Minneapolis Employee Engagement Survey

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable			Percent Neutral			Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
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Inclusion

23. <input type="checkbox"/> Where I work, I am treated with dignity and respect.															
City of Minneapolis Overall	2,418	26	41	14	10	9	67%	65%	82%	80%	S				
Fire	152	32	46	11	7	5	78%	65%	82%	80%	S				
Administration (Includes Fire Prevention Bureau)	20	65	5	15	10	5	70%	--	82%	80%	S				
Fire Suppression & EMS	132	27	52	10	7	5	80%	--	82%	80%	S				

My Career

52. My job makes good use of my talents, skills and abilities.															
City of Minneapolis Overall	2,418	20	46	15	11	8	66%	--	80%	74%	S				
Fire	157	20	54	15	6	5	74%	--	80%	74%	S				
Administration (Includes Fire Prevention Bureau)	20	40	45	10	5	5	85%	--	80%	74%	S				
Fire Suppression & EMS	137	18	55	17	6	5	72%	--	80%	74%	S				
53. <input type="checkbox"/> There is a promising future for me at the City.															
City of Minneapolis Overall	2,364	16	35	28	11	10	50%	39%	65%	58%	O				
Fire	155	16	47	28	5	5	63%	17%	65%	58%					
Administration (Includes Fire Prevention Bureau)	19	26	42	21	5	5	68%	--	65%	58%	S				
Fire Suppression & EMS	136	15	48	29			63%	--	65%	58%					

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity		
My Career											
54. I receive the training I need to perform my current job effectively.											
City of Minneapolis Overall	2,423	17	48	18	12	5	65%	62%	81%	76%	S
Fire	158	20	51	13	9	6	71%	58%	81%	76%	S
Administration (Includes Fire Prevention Bureau)	20	20	70	5	5		90%	--	81%	76%	S
Fire Suppression & EMS	138	20	48	15	10	7	68%	--	81%	76%	S
55. <input type="checkbox"/> I am satisfied with my opportunity for career development in the City.											
City of Minneapolis Overall	2,389	14	35	24	16	12	48%	42%	57%	60%	O
Fire	156	14	49	21	8	8	63%	36%	57%	60%	
Administration (Includes Fire Prevention Bureau)	20	20	45	20	5	10	65%	--	57%	60%	S
Fire Suppression & EMS	136	13	49	21	9	8	63%	--	57%	60%	
56. I am satisfied with my access to training.											
City of Minneapolis Overall	2,409	15	43	21	13	8	58%	54%	73%	--	
Fire	155	14	45	19	15	8	58%	43%	73%	--	
Administration (Includes Fire Prevention Bureau)	19	16	53	16	11	5	68%	--	73%	--	S
Fire Suppression & EMS	136	13	43	20	15	8	57%	--	73%	--	

2014 My Minneapolis Employee Engagement Survey

Fire

VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Performance Management									
42. My immediate supervisor clearly communicates what I am expected to do.									
City of Minneapolis Overall	2,408	30	42	14 9 6	72%	69%	81%	78%	S
Fire	154	45	40	8 1	86%	84%	81%	78%	S
Administration (Includes Fire Prevention Bureau)	20	55	20	10 10 5	75%	--	81%	78%	S
Fire Suppression & EMS	134	44	43	7 1	87%	--	81%	78%	S
6. I understand how my work links to the goals of the City.									
City of Minneapolis Overall	2,422	31	48	12 5	80%	66%	93%	84%	S
Fire	155	19	52	11 11 6	72%	37%	93%	84%	S
Administration (Includes Fire Prevention Bureau)	20	35	40	10 10 5	75%	--	93%	84%	S
Fire Suppression & EMS	135	17	54	11 11 7	71%	--	93%	84%	S
7. My immediate supervisor gives me useful feedback on how well I'm doing my job.									
City of Minneapolis Overall	2,389	33	37	12 10 7	70%	64%	79%	70%	S
Fire	154	40	45	7 1	85%	81%	79%	70%	S
Administration (Includes Fire Prevention Bureau)	20	50	30	10 10	80%	--	79%	70%	
Fire Suppression & EMS	134	39	47	8 1	86%	--	79%	70%	S

2014 My Minneapolis Employee Engagement Survey

Fire

VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Recognition									
49. I receive recognition that is meaningful to me.									
City of Minneapolis Overall	2,390	12 37	25	16 11	49%	50%	63%	--	O
Fire	153	10 41	32	8 8	51%	44%	63%	--	
Administration (Includes Fire Prevention Bureau)	19	16 47	21	5 11	63%	--	63%	--	
Fire Suppression & EMS	134	9 40	34	9 8	49%	--	63%	--	O
50. <input type="checkbox"/> I feel valued as an employee of the City.									
City of Minneapolis Overall	2,420	14 38	22	14 12	52%	46%	70%	65%	
Fire	156	8 31	29	18 14	39%	18%	70%	65%	O
Administration (Includes Fire Prevention Bureau)	20	25 20	35	15 5	45%	--	70%	65%	O
Fire Suppression & EMS	136	6 32	28	18 15	38%	--	70%	65%	O
51. I regularly receive appropriate recognition when I do a good job.									
City of Minneapolis Overall	2,402	13 37	23	17 11	49%	44%	65%	59%	O
Fire	157	6 44	31	12 7	50%	35%	65%	59%	O
Administration (Includes Fire Prevention Bureau)	20	20 40	20	10 10	60%	--	65%	59%	
Fire Suppression & EMS	137	45	32	12 7	49%	--	65%	59%	O

2014 My Minneapolis Employee Engagement Survey

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable			2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Work Environment															
43. The City supports me via programs, resources, etc., in attaining my health and wellness goals.															
City of Minneapolis Overall	2,370	25	51	15	6	6	75%	74%	87%	--	S				
Fire	155	25	54	12	5	5	79%	73%	87%	--	S				
Administration (Includes Fire Prevention Bureau)	20	30	45	10	10	5	75%	--	87%	--	S				
Fire Suppression & EMS	135	24	56	13	1	1	80%	--	87%	--	S				
44. Safety in the workplace is a high priority.															
City of Minneapolis Overall	2,378	32	45	14	5	5	76%	73%	85%	88%	S				
Fire	155	56	33	5	1	1	89%	77%	85%	88%	S				
Administration (Includes Fire Prevention Bureau)	21	71	24	5			95%	--	85%	88%	S				
Fire Suppression & EMS	134	54	34	5	1	1	88%	--	85%	88%	S				
45. I am satisfied with my overall physical work environment (e.g. ventilation, noise, lighting, space).															
City of Minneapolis Overall	2,411	19	42	14	16	9	61%	62%	66%	71%					
Fire	156	24	39	13	13	10	63%	56%	66%	71%					
Administration (Includes Fire Prevention Bureau)	19	37	16	21	16	11	53%	--	66%	71%					
Fire Suppression & EMS	137	23	42	12	13	10	65%	--	66%	71%					

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VII) Item Summary

Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable					Percent Neutral	Percent Unfavorable		2014 % Fav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm	Strength/ Opportunity
Work Environment														
46. Where I work, we have enough people to get the work done.														
City of Minneapolis Overall	2,408	10	30	15	24	20	41%	33%	52%	52%	O			
Fire	156	5	16	10	34	35	21%	3%	52%	52%	O			
Administration (Includes Fire Prevention Bureau)	21	14	24	10	38	14	38%	--	52%	52%	O			
Fire Suppression & EMS	135	15	10	33	38	19%	--	52%	52%	O				
47. I have access to the resources (e.g. equipment, information, materials, technology) I need to do my job effectively.														
City of Minneapolis Overall	2,423	16	49	15	13	7	66%	61%	80%	75%				
Fire	156	16	48	15	13	8	64%	46%	80%	75%				
Administration (Includes Fire Prevention Bureau)	20	30	40	20	10	70%	--	80%	75%					
Fire Suppression & EMS	136	14	49	17	12	8	63%	--	80%	75%				
48. The people I work with cooperate to get the job done.														
City of Minneapolis Overall	2,423	31	48	12	6	79%	76%	85%	82%	S				
Fire	157	48	43	92%	86%	85%	82%	S						
Administration (Includes Fire Prevention Bureau)	21	52	38	10	90%	--	85%	82%	S					
Fire Suppression & EMS	136	48	44	5	92%	--	85%	82%	S					

VIII) Most Favorable/Most Unfavorable Summary

2014 My Minneapolis Employee Engagement Survey

Fire

VIII) Most Favorable/Most Unfavorable Summary

Most Favorable Items	2014 % Fav	2014 % Unfav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm
Fire					
48. The people I work with cooperate to get the job done.	92%	4%	86%	85%	82%
26. My immediate supervisor treats employees fairly.	90%	5%	86%	83%	75%
44. Safety in the workplace is a high priority.	89%	6%	77%	85%	88%
20. I feel that I am part of a team.	86%	5%	--	83%	77%
42. My immediate supervisor clearly communicates what I am expected to do.	86%	6%	84%	81%	78%
7. My immediate supervisor gives me useful feedback on how well I'm doing my job.	85%	8%	81%	79%	70%
39. My immediate supervisor does a good job of "managing the work," that is, making appropriate work assignments, setting priorities, scheduling, etc.	84%	5%	86%	77%	69%
16. Where I work, day-to-day decisions demonstrate that providing quality service is a top priority.	84%	7%	51%	83%	76%
40. My immediate supervisor does a good job of managing the people who work for him/her.	83%	6%	80%	77%	--
38. My immediate supervisor has my best interests at heart.	82%	6%	6%	79%	--
Most Unfavorable Items					
	2014 % Fav	2014 % Unfav	2011 % Fav	City's Most Engaged Units	Kenexa US World Norm
Fire					
46. Where I work, we have enough people to get the work done.	21%	69%	3%	52%	52%
13. There is open and honest two-way communication at the City.	29%	46%	--	59%	59%
24. The process for selecting people for special assignments/projects is fair.	38%	41%	23%	63%	--
9. I was given the opportunity to discuss my ideas about the results of the 2011-2012 Employee Engagement Survey.	35%	40%	18%	69%	65%
30. My ideas and suggestions count.	34%	37%	--	74%	64%
29. City employees are encouraged to participate in making decisions that affect their work.	38%	36%	16%	74%	67%
28. City employees are encouraged to develop new and better ways of doing things.	36%	35%	16%	76%	70%
10. My Department Leadership has taken action based on the feedback received from the 2011-2012 Employee Engagement Survey.	25%	33%	12%	66%	55%
50. I feel valued as an employee of the City.	39%	32%	18%	70%	65%
25. In my department, all employees have equal opportunity for advancement.	56%	31%	45%	56%	75%