Government Communications: The Relationship Between Internal Brand Management and Employee Engagement

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About the author

Maggie Sasse has worked in the public sector for four years. Her interest with government communications was an intersection between her undergraduate degree and career choice within local government. What began Maggie's interest in learning more about internal communication within government was her experience and introduction to employment at the City of Bloomington. Without much of an onboarding experience, Maggie was virtually exploring and asking questions about the City's brand on her own. She wanted to understand more how government communications worked, specifically internal brand management within the public sector.

Maggie chose to pursue her Master's in Strategic Communication to get a better understanding of not only industry standards when it came to internal communication, but how government organizations can better effectively communicate their strategic goals with employees.

Through her research, Maggie found what she believes to be a gap within government communication literature. Because internal communication is often overlooked as compared to external communication within the private sector, made her wonder how this transcends within the public sector.

Through her research and experience, Maggie has not only gained knowledge about the industry, but also internal communication best practices. She is hopeful this research will contribute to the limited scope of

government communication literature, and add to the importance of internal

brand management within an organization.

Abstract

Internal brand management is a relatively new concept that emphasizes the importance of communicating and engaging employees with the overall brand of an organization. Internal brand management is a process where leadership actively demonstrates brand values to guide and encourage employees to best represent the brand. When employees are engaged, they go above and beyond their job duties to help fulfill the brand promise of the organization.

The association between internal brand management and employee engagement has not been defined within research. However, through this study, this research sets out to examine the relationship between internal brand management and its impact on employee engagement within the public sector.

This study shows a connection between leadership's role in communicating an organization's brand to its employees and the impact it has on engagement. Leadership's role in internal brand management is necessary to the engagement employees experience not only with the brand, but the organization overall.

Keywords: government communications, internal communication, internal brand management, employee engagement

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Introduction

Internal communication can play an important role on an organization's bottom line, yet, the communication focus for many organizations tend to be external. By focusing communication strategies distinctly on external audiences, organizations leave room for inconsistencies with employees and other internal stakeholders. A majority of communication studies surround the private sector (Grönstedt, 2000; Bansal, et al., 2001; Chong, 2007), but even when examining government communications, the focus is mostly on elected officials and/or external communication (Horsely, et al., 2010). However, this paper will examine government communications and non-elected officials. This includes public employees who work either directly or indirectly with the public.

This gap within the public sector and the role internal communication plays is significant, especially when considering the impact employees have when communicating an organization's brand to key stakeholders (Vallaster and Chernatony, 2006). More specifically, internal brand management, which encompasses internal communication, focuses on how to engage employees with the overall brand of the organization (Preez and Bendixen, 2015).

Public agencies often lag in addressing branding, especially when the focus is more on governance rather than producing or delivering services

(Buurma, 2001). However, just as corporate companies set themselves apart with a branded identity, so too should the public agencies, especially local government. In order to attract investment, business, and tourism, local government need an identity and vision for the future (Trueman et. al, 2004). Chernatony and McDonald (1998) define a successful brand as an identifiable product, service, person or place. It is perceived by the consumer in a way that adds value to their needs and strengthens its value against its competitors.

Internal brand management is a relatively new concept that emphasizes the importance of communicating and engaging employees with the overall brand of an organization. Internal brand management is a process where leadership actively demonstrates brand values to guide and encourage employees to best represent the brand. When employees are engaged, they go above and beyond their job duties to help fulfill the brand promise of the organization.

Employees want to engage with the brand of the organization (Vallaster and Chernatony, 2006). The literature points out the importance of internal brand management and employee engagement, but there is little research that shows an association between the two (Karanges et al., 2015). What is mentioned within the internal brand management literature, however, is the important role leadership plays in not only demonstrating

brand values but consistency in encouraging employees to live out the brand

promise (Burmann and Zeplin, 2005; Vallaster & Chernatony, 2005).

Thus, the reason for exploring further the relationship between how

organizations communicate to employees the overall brand and what impact

this has on engagement. This study contributes to the existing research out

there on internal brand management as it relates to employee engagement,

but sets out to explore the association between the two within the public

sector. This gap within the literature, led to my research question:

RQ: What is the relationship between internal brand

management and employee engagement within the public sector?

Literature Review

Government Communications

Most of the models and theories describing public relations within the literature have failed to address internal communication practices within the public sector. In order to understand the uniqueness of government communications, the government communication decision wheel (GCDW) was developed by researching public administration and political communication literature to understand the differences between government and corporate sectors (Liu and Horsley, 2007).
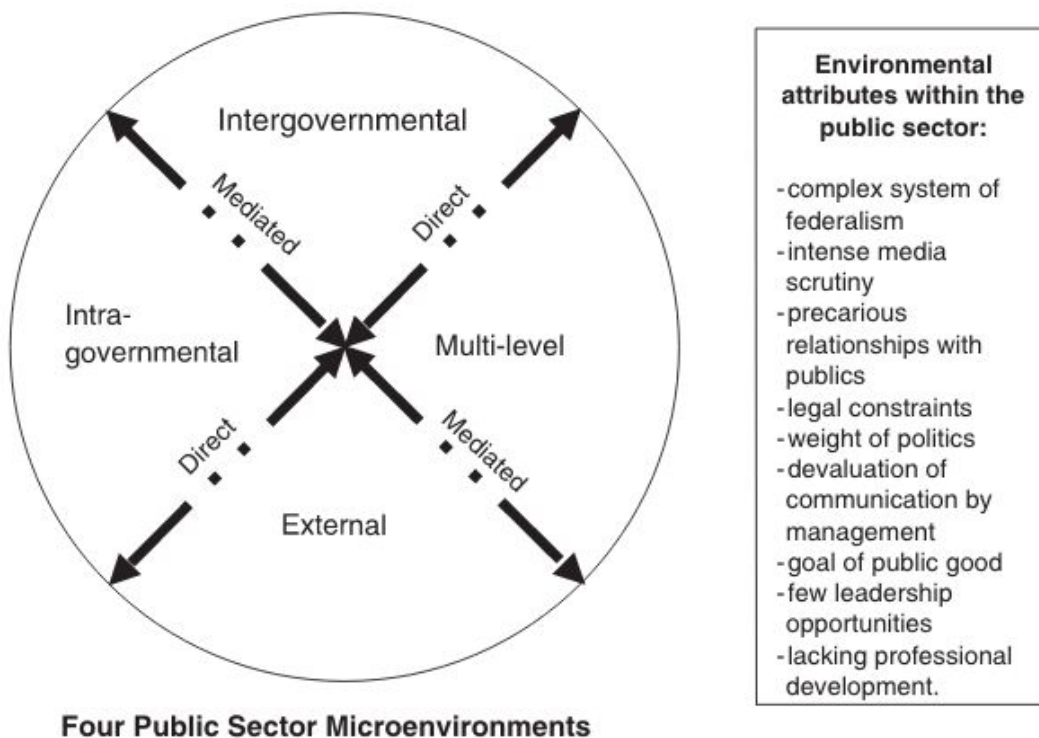
Figure 1 The government communication decision wheel encompassing nine attributes of the public sector environment (Liu & Horsley, 2007).

This research specifically outlined the importance in developing a strategic approach to government communication.

The nine environmental attributes that differentiate the public from the private sector include value of communication, federalism, leadership opportunities, legal frameworks, media scrutiny, politics, public perception, professional development, and public good (Liu, et al, 2010). The value placed on communication within the public sector has been devalued historically, as compared to the private sector (Liu and Horsley, 2007). A difference in the communication approach between the public and private sector is the concept of decentralization. The public sector oftentimes will have a more varied, or even conflicting information on one given issue being communicated by local, state, and federal agencies (Graber, 2003). Politics is another differentiator when it comes to communication within the public sector. Politics can restrict the creativity and development of a message, both internally and externally (Fitch, 2004; Horsley & Barker, 2002).

Within government, external communication is oftentimes valued over internal, budgets do not adequately support communication, the success of communication is rarely evaluated and government communicators typically have multiple responsibilities that stretch beyond public relation practices (Horsley, et al., 2010). Not only is there a limited scope of research focused on government communications, but Liu et. al (2012) point out the challenges government communicators face in order to effectively

disseminate information across appropriate channels. Although important
that a theoretical model was developed and can be applied to government
communication research, there is a void in the literature on the role internal
communication plays within government agencies. Evenmore, there is still
limited research that specifically looks at the importance of organizational
image and identity within internal communication.

Internal Communication and Internal Brand Management

In order to inform and align employees with the overall brand of an
organization, internal communication needs to take place. Even though
organizations tend to focus mostly on external messaging, research
recognizes the important role internal communication plays in helping to
inform employees on organizational strategy (Ruck and Welch, 2012). There
is a gap within the communication literature, however, specially on the
importance of communicating an organization's brand to its employees and
the direct relationship this has on employee engagement.

Internal brand management integrates internal communication and
takes it one step further. When employees are knowledgeable not only about
their jobs, but the organization overall, this allows for them to become
advocates of the organization (Grönstedt, 2000). The focus of internal brand
management is on the development, strengthening, and maintenance of an
organization's brand. Unlike internal communication that focuses on

employees and the information they need for their specific role or job duties, internal brand management invests to engage employees with the overall organization in order to add value to the brand (Preez and Bendixen, 2015).

Acknowledging it's not a short-term fix, Burmann and Zeplin (2005) developed the modern concept of internal brand management, outlining three things that drive brand commitment of an organization. These include "brand-centered human resources activities, brand communications, and brand leadership." These measures require long-term commitment and continuous efforts in order to create brand commitment and employee engagement. This is done through leadership actively demonstrating organizational values in order to encourage employees to deliver on the brand promise (Burmann and Zeplin, 2005).

Employee Engagement

The concept of employees as an internal customer first emerged in the 1970s. However, employees are still often understudied as compared to external publics (Chong, 2007 and Wright, 1995). It should not be surprising then that one of the many challenges public sector organizations face is with engagement of its employees (Lavigna, 2015). There is an importance of having a connection with the organization's overall strategy and objectives in order to work toward achieving them. Connection to an organization's brand is an integral part to engagement (Vallaster and Chernatony, 2006).

Employees, just like customers, also want to engage with and experience the brand.

Research from Gallup reveals only 32 percent of employees across all sectors are engaged in their work. Employee engagement is defined as being involved and enthusiastic about the work and contributing to the organization (Adkins, 2016). Engagement is a two-way process. Although organization-led, it requires input from employees as well. The strongest driver of employee engagement is having a sense of value and involvement (Robinson et al., 2004).

In order to improve engagement, organizations need to measure it, analyze the results, identify improvement areas, take action on those areas of focus, and measure again to ensure the organization is moving in the right directions. If an organization is going to focus on employee engagement, and conduct an engagement survey, action needs to be taken afterwards. Otherwise, research shows if action is not taken, it is often worse for engagement than if the organization had not conducted a survey at all (Lavigna, 2015).

Gallup has pointed to the importance of aligning employees with the organization's overall brand. Front-line employees are less likely to understand the organization's brand promise than executives (Fleming, J and Witters, D., 2012). It is important for the public sector to not only link engagement with strategic objectives, but also to organizational outcomes

(Lavigna, 2015), especially in an industry where employees are expected to add value to the brand.

Wright (1995) pointed out the importance for leadership to be concerned with internal communication in order to build employee trust and engagement. In order to better understand employee engagement, Ruck and Welch (2012) developed a conceptual model of questions to address with employees through leadership and an organization's internal communication strategy.
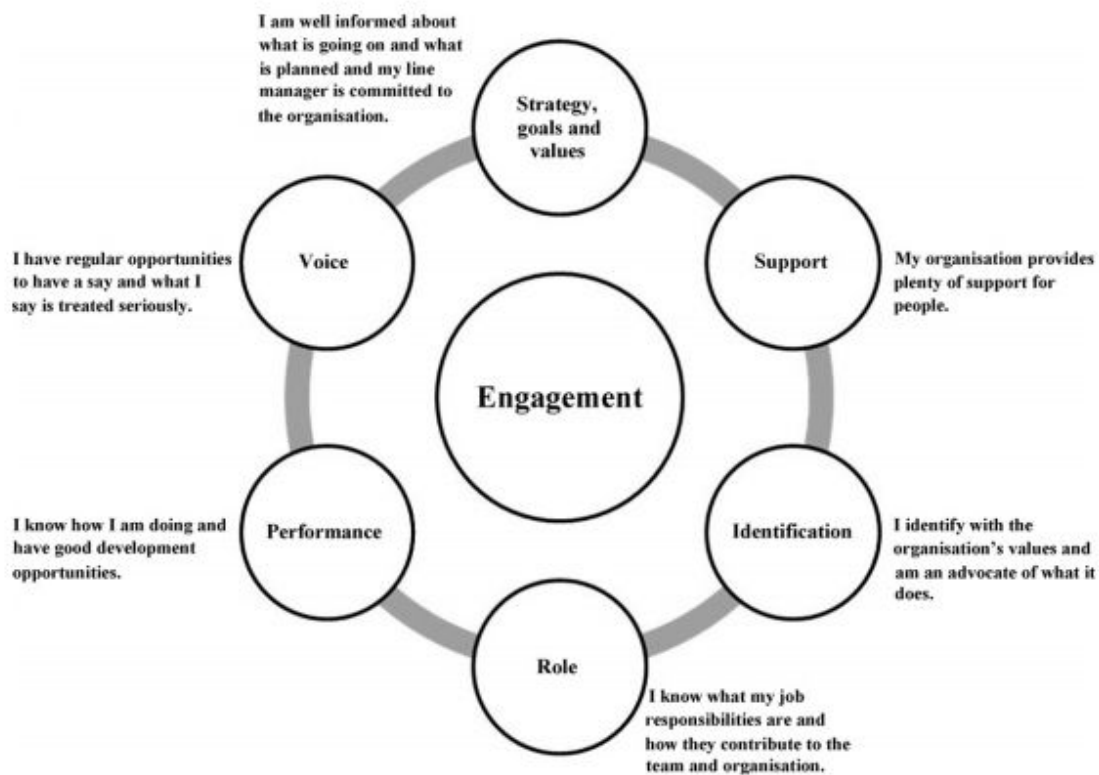

Fig. 1. Conceptual model of employee questions to be addressed through line manager and corporate internal communication.

This model outlines all the areas that impact engagement within an organization. The emphasis on engagement and the role internal brand

management plays seems to be only a piece of what impacts employee engagement. The other important factor when looking at employee engagement is the role leadership plays.

The Role of Leadership

Literature emphasize the role employees play in representing an organization's brand, but the importance leadership play in managing an organization's brand internally (Morhart et al., 2009; Chernatony et al., 2003). Part of the challenge in delivering the brand promise of an organization is ensuring employees have the knowledge and insight to communicate the brand with key stakeholders. Not only is it important for employees to have exposure to the brand, but two-way communication where employees have a voice and also support within the organization to fulfill the brand promise. Leadership also plays an important role in sharing the strategy behind the brand to employees. Integrating internal marketing efforts with human resources management is an integral part in achieving employee engagement (Bansal et al, 2001; Punjaisri and Wilson, 2007). This is important especially within government, where nearly every employee is a touchpoint to the public, whether directly or indirectly. In government, the work that is done has a direct impact not only on the public, but key stakeholders, and other identified audiences.

Corporate companies have taken seriously the investment of internal brand management by implementing ways in which employees receive an onboarding experience as it relates to the organization's brand. Additional human resources activities include employee trainings, specific corporate values, and performance evaluations in order to educate the employee not only on the organization's brand, but also on how to incorporate its mission, vision, and values within their work and deliver on the brand promise (Aurand, Gorchels, and Bishop, 2005).

Although human resources plays a key role in aligning internal brand management goals with the overall strategic objectives of an organization, it cannot be successfully implemented without buy-in and commitment from managers, supervisors, and employees (Lavigna, 2015). In order for internal brand management to go beyond a short-term goal, it is important for it to become integrated into the values of the organization. This requires management to put forth effort in translating organizational values into daily activities for employees to understand on how to deliver the brand promise (Punjaisri and Wilson, 2007). Internal brand management is best done through face-to-face, two-way communication, not only encouraging managers to practice open communication with employees, but also to inviting employees to take part in the decision-making process (Hart, 1996).

Internal brand management is used in not only training employees, but also in rewarding behavior that is in line with the goals of the

organization (Vallaster & Chernatony, 2005). Other methods that can be used when managing an organization's brand include internal communication methods, training support, leadership practices, recognition, and continued measurement of employee engagement (MacLaverty, et al., 2007).

Study 1: Content Analysis

Method

In order to understand how the City of Bloomington communicates its brand to employees across the organization, it was important to conduct a content analysis of its internal publications. The content analysis looked at the frequency of not only how often the City of Bloomington communicates to employees, but how often it references or mentions its mission, vision, and values, as well as gives recognition to its employees or to its departments.

Seventy-eight internal publications for the City of Bloomington were analyzed. Internal publications included the *Insider* (N=15), which is a monthly publication distributed to each employee by hard copy and made available online through the City's Intranet (CityBiz). The Insider highlights City business and news and recognizes employees and departments. The other internal publication analyzed was the *City Manager's Information (CMI)* (N=63), which is made available online weekly through the Intranet (CityBiz). The CMI is a weekly recap of events or information affecting the City and is made available to employees by the Monday following submission to City Council.

The coding sheet helped analyze internal publications dated January 2015 - March 2016. Each piece of content was analyzed to see if there was mention of or reference to City business and news. City business and news

included community engagement, employee accomplishments, division and/or department accomplishments, and City services. Other analysis included mention of the City's mission, vision, and values (Appendix B).

Results

Each issue of the Insider has an expected layout. Specific sections within the Insider are featured each month. Whether it's the City Manager's Memo or employee recognition, there are consistencies throughout each publication. The CMI did not have as consistent of a layout. A majority of the publications consisted of updates on construction projects within the City.

Although the City's mission was never directly stated, there were references to the City's mission,"*a professional, productive, learning organization that builds and renews the community by providing quality services at an affordable price"* in 12 out of the 15 Insider publications analyzed. Whether it was in a kudos from a resident about how professional a City worker was to a feature story on a service offered to residents, the mission was present in 80 percent of the Insider publications.
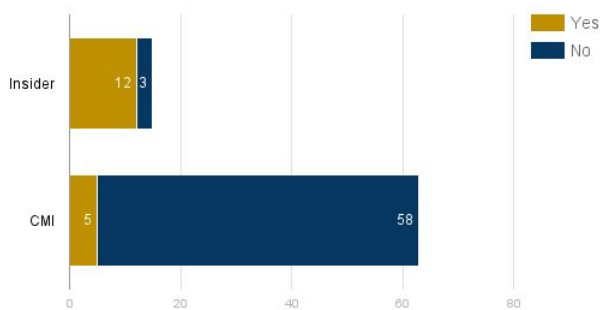
As for the CMI, mention or reference of the City's mission was only present in 8 percent of the publications. What was being analyzed was an overall
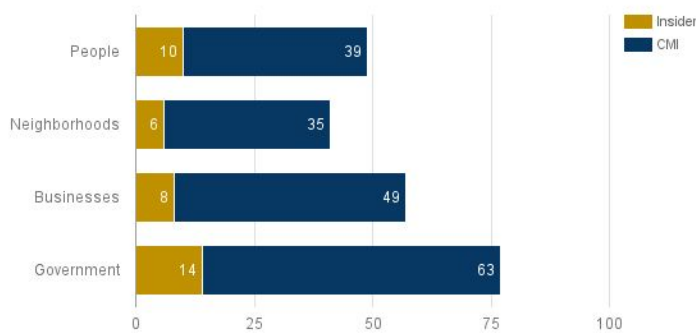
focus on the City's mission. Although there was mention of City services and updates on construction projects, there was little emphasis on how the City was building and renewing the community by providing services at an affordable price. When the mission was mentioned or referenced in this way, it was in regards to City services such as snow removal, City collaborations to provide quality services, or in reference to the Mayor's recap of the State of the City.

When it came to the Insider and the CMI, all of these publications mentioned or referenced the City's vision. Mention or reference to the City's vision, "*To build and renew the community by providing services, promoting renewal and guiding growth in an even more sustainable, fiscally sound manner. Bloomington's vision of success is centered on its people, neighborhoods, businesses and government.*" The breakdown of the focus of the City's vision for the CMI was people (61.9 percent), neighborhoods (55.56 percent), businesses (77.78 percent), and government (100 percent). The Insider also

referenced the City's vision with people (66.67 percent), neighborhoods (40 percent), businesses (53.33 percent), and government (93.33 percent).

The City's values, *"Bloomington is a community that people seek out as a place to live, conduct business, and recreate. We have achieved this status by cr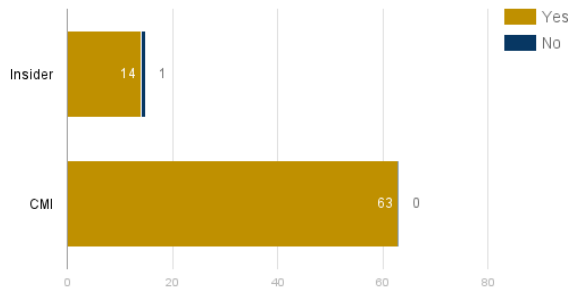eating vibrant, safe, welcoming neighborhoods and by working together with our neighbors to promote the fun and vitality of community life."* One hundred percent of CMI's referenced City values, whereas this was present within the Insider 93 percent of the time. The values for both publications focused

around how Bloomington "creates a vibrant, safe, welcoming neighborhoods and by working together with its neighbors to promote the fun and vitality of community life."

Eighty-four percent of CMI's mentioned community engagement. Most of the community engagement revolved around community task forces such as with the Hyland Greens Golf Course and the Community Center. Other mentions of community engagement were referenced in mentions of City events, open houses, forums, tours and speaking engagements with various organizations, stakeholders, and community leaders, working with

volunteers on usability and general feedback on the City's new website, various survey results, or inquiries surrounding specific topics.

Community engagement was also seen in 80 percent of Insider publications analyzed. A majority of the community engagement referenced was based on social media posts. This included what topics the community was engaging with on the City's Facebook page. Other forms of community engagement involved the business community, community leaders, and working with volunteers on usability and general feedback on the City's new website.

Unlike the Insider, which had 100 percent employee recognition and 87 percent department or division recognition, employee recognition was only present in 8 percent of the CMI, and only 38 percent of CMI publications recognized overall departments or divisions.

Employee Recognition:
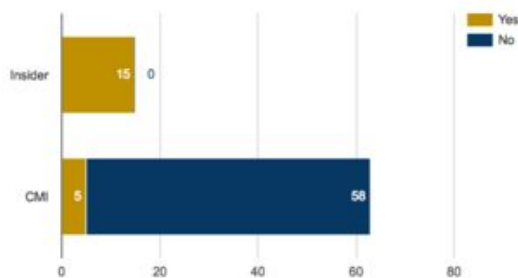
Department/Division Recognition:
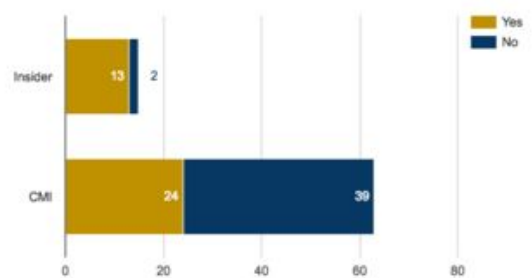
Reference to City services was in 41 percent of CMI's and this included anything from snow removal to curbside cleanup. City services were seen in

47 percent of Insider publications, and referenced anything from street sweeping to accessibility.

Additional City business and news outlined in internal publications such as the Insider and CMI included internal staff policies such as social media policies and the all City staff email policy, staff training or workshops, the City's new website, and organized trash collection updates.

Study 2: Employee Engagement Survey

Method

An original, quantitative survey was distributed by email to City of Bloomington employees who worked 28+ hours per week. The survey was open for two weeks (April 25 - May 9, 2016). Paper copies were made available to employees who did not readily have access to a computer. The sample size was 577, resulting in 406 completed responses for a response rate of 70 percent.

The purpose of the survey was to get a sense of how engaged City of Bloomington employees are overall. The survey consisted of 29 questions, three short-answer. The purpose of the employee engagement survey was to gather how aligned employees were with the City's brand, the type of internal communication preferred, how engaged employees were with the work they do, if they feel they are making a difference, and communication with leadership.
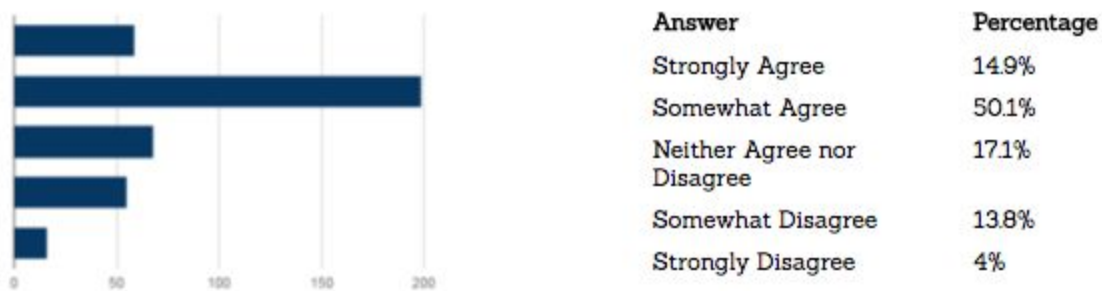
Results

The results of the City of Bloomington engagement survey are a stark contrast from what was represented in the Gallup 2015 survey. As compared to the 32 percent engagement across different industries, the City of Bloomington's engagement levels are much higher. City of Bloomington employees are not only passionate about the work they are doing, they

agreed the work they do contributes to both the organization and the community overall.

Even though overall engagement was high, only 65 percent of employees felt informed on overall City business and news.

"I feel informed on overall City business and news."

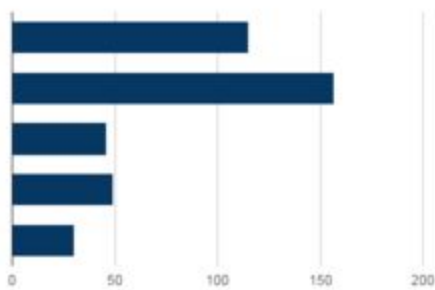| Answer	Percentage
Strongly Agree	14.9%
Somewhat Agree	50.1%
Neither Agree nor Disagree	17.1%
Somewhat Disagree	13.8%
Strongly Disagree	4%

What is interesting about these results is that although employees are not feeling highly informed on overall City business and news, they are still well aligned with the overall mission and values of the organization. 82 percent agreed with the mission statement of the organization, and 78 percent with the value statement of the organization. Although employees indicate a higher level of preference toward the Insider as a source for receiving City business and news as compared to the CMI, all City emails ranked higher, and staff meetings ranked highest. What this indicates is the importance and desire of face-to-face communication at the City of Bloomington.

When looking at results of communication between employees and supervisors, (78 percent of employees agreed their supervisor keeps them

informed on matters that affect them) or the ability to communicate with staff throughout the City, no matter what their title is, (72 percent of employees agreed to being able to do so).

Interestingly, 69 percent of employees agree at work their opinion counts; whereas 20 percent disagreed with this statement.

"At work, my opinion counts."

Answer	Percentage
Strongly Agree	29%
Somewhat Agree	39.5%
Neither Agree nor Disagree	11.6%
Somewhat Disagree	12.3%
Strongly Disagree	7.6%

Other areas that were lower were with regard to employee recognition and reward for work.

"I receive praise for doing good work."
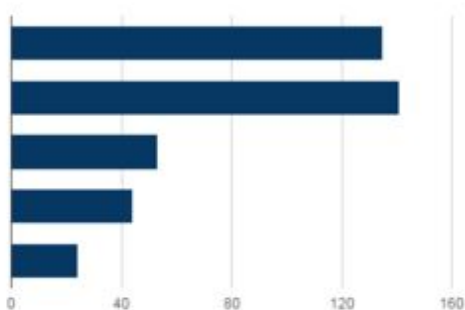
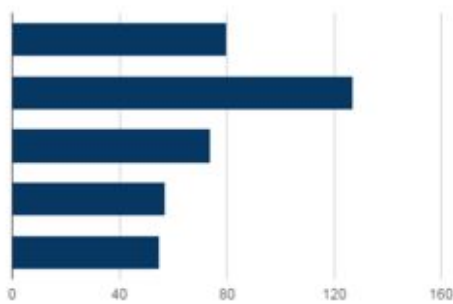| Answer	Percentage
Strongly Agree	34%
Somewhat Agree	35.5%
Neither Agree nor Disagree	13.3%
Somewhat Disagree	11.1%
Strongly Disagree	6%

"I am rewarded for the quality of my work."

Answer	Percentage
Strongly Agree	20.4%
Somewhat Agree	32.3%
Neither Agree nor Disagree	18.8%
Somewhat Disagree	14.5%
Strongly Disagree	14%

What was most interesting in the survey results, was in breaking down the data to see how the different departments compared to results of the overall City. Depending on the department or division, these numbers varied quite a bit. This breakout of data shows a connection between the role of leadership in communicating important information to employees as well as a lack of two-way communication taking place.

With the short answer questions asked within the employee engagement survey, a content analysis was conducted and results were categorized based on similar short answers and aggregated with 10 or more responses for each category or theme.

"What motivates you as a City of Bloomington employee?"

- Helping others/making a difference (N=71)
- Work (i.e., work ethic, quality of work, pride in work) (N=64)
- Pay (N=35)
- Coworkers (N=35)
- Rewards/recognition (N=32)
- Own self (i.e., personal drive, passion) (N=27)
- Challenge (N=10)

"What can the City of Bloomington do to keep you satisfied as an employee?"

- Rewards/recognition (N=52)
- Pay (N=43)
- Communication (N=42)
- Flexibility (N=37)
- Tools to do the job (N=33)
- Leadership (N=32)
- Benefits (N=32)
- Career advancement (N=28)

These two questions were important in understanding why employees come to work, what motivates them to do their job and also what the City can do to keep them satisfied. The categories most prevalent to my research were in ways the City can keep employees satisfied. These included **rewards/recognition** (N=52), **tools to do the job** (N=33), **communication** (N=42), and **leadership** (N=32).

"When you think of what the City of Bloomington stands for, what 1 or 2 words come to mind?"

- Excellence (N=42)
- Professionalism (N=30)
- Quality (N=30)
- Community (N=26)
- Service(s) (N=22)
- Pride (N=20)

The purpose of this question was to see how employees thought of the City of Bloomington as compared to the overall mission, vision, and values. What

is interesting is that all of these words except for **excellence** (N=42) and

pride (N=20) are currently found in the City's mission, vision, or values.

Limitations

The internal communication publications through the City of Bloomington analyzed were the Insider and the CMI. Other forms of internal publications would have included all City emails and CityBiz main page posts. Due to the retention policy at the City of Bloomington, there would not have been a representative sample for the timeframe of January 2015 - March 2016. There was only one coder for both study 1 and in the content analysis portion for study 2.

Future Research

Preferred channels such as all City emails and staff meetings were not analyzed, but based on the 65 percent of employees feeling informed on overall City business and news, it might be helpful to identify if these channels are currently being utilized for that purpose. It might be helpful to analyze the meetings from staff meetings based on departments and divisions. It would be interesting to compare these results with the overall department results in the areas previously identified (leadership, reward, recognition) in order to see if there is further connection between the role leadership plays in internal brand management and its impact on employee engagement.

The analysis of staff meetings could look at how leaders are incorporating the strategic objectives of the organizations and encouraging employees to bring those into their everyday work. Additional follow-up questions for employees could include how they see their supervisor or manager putting in effort or modeling behavior that exemplifies the City brand. This might help to identify areas within the organization where there is limited leadership buy-in, in order to address it to better integrate an internal brand management strategy for the overall organization.

Additional follow-up discussions would include how employees prefer to be recognized and rewarded for their work. This would entail looking at the current recognition and reward system at the City of Bloomington and how this lines up to employee preference. Also, understanding what types of additional trainings and professional growth opportunities employees would like to have.

Conclusion and Recommendations

Conclusion

The findings within this research show a connection between internal brand management and employee engagement. This doesn't happen independently from leadership however. Although the research question, **"What is the relationship between internal brand management and employee engagement within the public sector?"** was not able to be directly answered, the findings indicate that leadership plays a role in the relationship between the two.

The role that leadership plays within internal brand management is integral in communicating not only the values of an organization, but the strategy behind organizational goals, and allowing employees to be part of the decision-making process. Although this is best done through face-to-face, two-way communication, leaders should take into consideration other internal communication methods and how their employees prefer to be communicated with in order to increase engagement.

Before an internal brand management strategy can be put into place, it is important to get a sense of how aligned employees are with the overall organization. Employees at the City of Bloomington are aligned with the mission and values of the organization, and as identified through the content analysis, this is seen throughout internal publications such as the Insider, which is currently being used and also a preferred method to receiving City

business and news. Yet, only 65 percent of employees feel they are informed on overall City business and news. Other preferred channels such as all City emails and staff meetings were not analyzed. Based on the low percentage of employees feeling informed on overall City business and news, this would indicate a missed opportunity for the organization to be effectively communicating with employees.

When the results are filtered by department, it is easy to see what areas within the organization have lower engagement levels when it comes to communication with supervisors or leadership. These same departments also happen to have the lower percentages of feeling informed on overall City business and news. The role of leadership, as was examined within the literature is a driving force to ensuring the success of internal brand management. Without buy-in from leadership, internal brand management will not be as effective. Empowering employees to become part of the decision-making process is important in ensuring that all employees are not only aware of what's going on within the organization, but engaged.

Internal communication such as staff meetings, all City emails, and the Insider seem to be and will continue to be useful channels for leadership to communicate information on City business and news. Based on the literature, this should include two-way communication and decision-making from all levels within the organization. As the literature pointed out, in order to engage employees, it will be important to equip them with the knowledge

and understanding of the City brand. This research outlined the role

leadership plays in carrying out an internal brand management strategy and

the importance of integrating it into the values of an organization.

Recommendations

Recommendations for the City of Bloomington include looking at

internal brand management as a long-term goal. This would start by aligning

organizational objectives with internal communication strategy. This would

not only ensure consistency with communication across the City, but also

with key audiences and stakeholders.

Human Resources plays an important role in exposing employees to

the City brand and overall strategic objectives. It would be integral for

Human Resources to work alongside Communications to develop an internal

communication strategy that compliments the current communication plan,

that is predominantly external in order to ensure consistency in messaging.

Part of this strategy could include putting together an internal

communication team that focuses solely on internal communication strategy

for the City of Bloomington.

The internal communication strategy could include the development of

an onboarding process for new hires, as well aligning performance

evaluations that measure employee performance based on the organization's

values and strategic objectives. Both of these tactics would be necessary to

uphold the importance of integrating overall City objectives into the everyday work of employees. Leaders at each level would need to ensure consistency in the delivery of City of Bloomington services through a measurement tool developed by Human Resources and Communications to ensure the work that is carried out at a department or divisional level is representative of the overall organization. Incorporating strategic objectives through a tool kit laid out within the internal communication strategy would ensure leaders the ability to easily disseminate the City's goals and strategic objectives to employees in a clear and concise way. This would involve the role of leadership to carry out the strategy through staff meetings, weekly all City emails, and the Insider, all channels employees prefer to receive information, as indicated in the employee engagement survey.

The importance in conducting an employee engagement survey, would be to not only utilize the data, but to continue measuring its effectiveness each year. This could include hiring an outside consultant to conduct annual employee engagement surveys and put together reports of results. The internal communication strategy would incorporate ways to continue conversations around employee engagement at the City and ways to increase engagement levels in areas that could use improvement.

Leaders would also empower employees to start thinking about organizational objectives and how it applies to their work. This would not only open up the two-way communication, but allow for employees at all

levels to become advocates of the organization through more cross-departmental conversations and workgroups. This would help to create a work environment and culture of collaboration and teamwork, enabling employees to break out of the silos and work together toward one common goal.

Cost to develop and implement an internal brand management strategy would be staff time, the potential hiring of employees to fill the role for an internal communication team, and possible outside consultant charges. The outcome, however, for an internal communication strategy would be more defined by the success not only of employee engagement with the City brand, but in measuring outcomes based on strategic objectives, and eventually looking at how this extends to external audiences and stakeholders.

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Appendix A: Coding Sheet
City of Bloomington internal content coding sheet

Source: _____
(Insider or City Manager's Information)

Date published:_____
(January 2015 - March 2016)

Mention or reference to the City's mission:
1. Yes
2. No

Mention or reference to the City's vision:
1. Yes
2. No

Focus of City's vision:
1. People
2. Neighborhoods
3. Business
4. Government

Mention or reference to the City's values:
1. Yes
2. No

Focus of City's values:
1. Shaping the future
2. Educational opportunities
3. Support efforts of our business community
4. Stewards of our environment
5. Strive to preserve and enhance neighborhood vitality

Community engagement
1. Yes
2. No
3. Focus of engagement:

Employee accomplishments
1. Yes
2. No

Division/Department accomplishments
1. Yes
2. No
3. Division/Department mentioned:

City service(s)
1. Yes
2. No
3. Service(s) mentioned:

Appendix B: Coding Sheet Instructions
City of Bloomington internal content coding sheet

Coding will look at internal communication publications January 2015 - March 2016. Complete one sheet for each publication.

- Source:
  What type of publication (Insider or City Manager's Information)
- Date published:
  Will fall between January 2015 - March 2016
- Mention or reference to the City's mission:
  "A professional, productive, learning organization that builds and renews the community by providing quality services at an affordable price."
- Mention or reference to the City's vision:
  "To build and renew the community by providing services, promoting renewal and guiding growth in an even more sustainable, fiscally sound manner. Bloomington's vision of success is centered on its people, neighborhoods, businesses and government.
  Our people are…
    - *Active: We participate in community life.*
    - *Cooperative: We help and support each other for the benefit of all.*
    - *Respectful: We hold our people and our institutions in high regard.*
    - *Healthy: We support actions that promote our physical and emotional well-being.*
  Our neighborhoods are...
    - *Safe: Our personal safety is our highest priority.*
    - *Welcoming: We are friendly and open to all that live and work here.*
    - *Enjoyable: We have high quality recreation and open spaces available to all.*
    - *Diverse: A variety of living options are available to all.*
  Our businesses...
- *Provide an important foundation for building community.*
- *Supply good jobs: We have many high quality employment opportunities available.*
- *Provide a variety of goods and services: Convenient and plentiful goods and services are available.*

- **Are active partners in community:** *Our businesses are engaged in civic life.*
  Our government...
- **Is a reflection** *of our community's aspirations.*
- **Spends tax revenues wisely:** *We invest our resources prudently for the benefit of all.*
- **Encourages public participation:** *We ask our citizens for their opinions and their help.*
- **Anticipates and adapts to challenges and opportunities:** *We plan for the future and take action.*
- **Maintains and preserves public assets:** *We protect our environmental resources and maintain quality public facilities."*
- Mention or reference to the City's values:
  "Bloomington is a community that people seek out as a place to live, conduct business, and recreate. We have achieved this status by creating vibrant, safe, welcoming neighborhoods and by working together with our neighbors to promote the fun and vitality of community life.
    - **We choose to shape the future** *rather than reacting to a changing environment.*
    - **We provide our children** *with the educational opportunities to succeed and lead Bloomington into the future;*
    - **We support the efforts of our business community,** *ensuring the availability of quality jobs, goods and services.*
    - **We are stewards** *of our environment, promoting sustainability of our many resources and the creation of inviting public spaces.*
    - **We strive to preserve and enhance** *neighborhood vitality while promoting a strong balanced local economy."*

Type of City business/news mentioned:

1. Community engagement
   Ways the CIty is encouraging involvement from the community either through local partnerships, resident participation, etc.
2. Employee accomplishments
   This could include employee promotions, special recognition for a job well done, etc.
3. Division/Department accomplishments
   This could also include special recognition for a job well done, ways in which a specific Division/Department is working toward the mission of the City, new projects being worked on, etc.

4. City service(s)
   Mentions of City service updates or changes employees should be aware of (ex: Organized Trash Collection, Curbside Cleanup, etc.)

Appendix C: Content Analysis Results
City of Bloomington internal content coding sheet

Source:
- 19 percent Insider
- 81 percent City Manager's Information

Date published:
- January 2015 - March 2016

Mention or reference to the City's mission:
- Yes - 22 percent (combined)
    - Insider - 80 percent
    - City Manager's Information - 8 percent
- No - 78 percent (combined)
    - Insider - 20 percent
    - City Manager's Information - 92 percent

How was the City's mission mentioned or referenced:
- City awards/national attention
- Providing quality services
- Employee recognition
- Development within the City
- Types of services offered
- Citizen and business survey results
- What the City is going to shape the future of Bloomington
- Community events
    - Included open houses

Mention or reference to the City's vision:
- Yes - 100 percent (combined)

Focus of City's vision (combined):
- People - 62.82 percent
    - Insider - 66.67 percent
    - City Manager's Information - 61.9 percent
- Neighborhoods - 52.56 percent
    - Insider - 40 percent

- ○ City Manager's Information - 55.56 percent
- Business - 73.08 percent
  - ○ Insider - 53.33 percent
  - ○ City Manager's Information - 77.78 percent
- Government - 98.72 percent
  - ○ Insider - 93.33 percent
  - ○ City Manager's Information - 100 percent

Community engagement
- Yes - 83 percent (combined)
  - ○ Insider - 80 percent
  - ○ City Manager's Information - 84 percent
- No - 17 percent (combined)
  - ○ Insider - 20 percent
  - ○ City Manager's Information - 16 percent

Focus of the community engagement:
- Community events
  - ○ Included community conversations (with police and multicultural community)
  - ○ National night out
  - ○ Creative placemaking
  - ○ Share in the Feast
  - ○ Other misc. Citywide events (Halloween, Egg Hunt, Summerfete, Home Improvement Fair)
  - ○ Open houses
  - ○ Business Day at City Hall
- Community center and Hyland Greens task force updates
- Tours and speaking engagements with various organizations and stakeholders
- Social media updates
  - ○ Information about Nextdoor and Instagram
  - ○ Reach
- City partnerships with local agencies
- Resident inquiries
- Organized trash collection
- Citizen and business surveys
- Website user testing results
- Neighborhood watch program

- Street maintenance survey update
- Public Health initiatives

Mention or reference to the City's values:
- Yes - 98 percent (combined)
  - Insider - 93 percent
  - City Manager's Information - 100 percent
- No - 2 percent (combined)
  - Insider - 7 percent

Values mentioned or referenced:
- Educational opportunities
- Preserve and enhance neighborhood vitality
- Support efforts of our business community
- Stewards of our environment
- Shaping the future
- Creation of inviting public spaces
- Promoting sustainability

Employee accomplishments
- Yes - 26 percent (combined)
  - Insider - 100 percent
  - City Manager's Information - 8 percent
- No - 74 percent (combined)
  - City Manager's Information - 92 percent

Division/Department accomplishments
- Yes - 47 percent (combined)
  - Insider - 87 percent
  - City Manager's Information - 38 percent
- No - 53 percent (combined)
  - Insider - 13 percent
  - City Manager's Information - 62 percent

Division/Department mentioned:
- Environmental Health
- Public Health
- Public Works
- Engineering

- Communications
- Police
- Fire Department
- Parks and Recreation
- Facilities
- Community Services
- Community Development
- Planning
- Human Services
- Street Maintenance
- Dispatchers
- Animal Control
- Bloomington Ice Garden

City service(s)
- Yes - 42 percent (combined)
  - Insider - 47 percent
  - City Manager's Information - 41 percent
- No - 58 percent (combined)
  - Insider - 53 percent
  - City Manager's Information - 59 percent

Service(s) mentioned:
- Street sweeping
- Sealcoating
- Snow removal
- Organized trash collection
- Foreclosure monitoring
- Pilot program with Public Health (breastfeeding and diaper changing station at public events)
- Storm sewer maintenance
- Public Health grants (WIC)

Recognition of rewards:
- Individual employee awards or recognition
- Department or Division awards or recognition
- Hiring of new positions, employee promotions
- Employees raising money for local fundraisers
- City Manager on Twitter

- FAQ Friday (new way for community engagement on social media)

Appendix D: Employee Engagement Survey Questions

Q1:

How much do you rely on each type of communication to learn about City of Bloomington business and news?

	A great deal	A lot	A moderate amount	A little	Not at all
Insider articles	○	○	○	○	○
All City employee emails	○	○	○	○	○
CityBiz	○	○	○	○	○
City Manager's Information (CMI)	○	○	○	○	○
Staff meetings	○	○	○	○	○
Other [ ]	○	○	○	○	○

Q2:

How would you prefer to receive information about the City of Bloomington?

	A great deal	A lot	A moderate amount	A little	Not at all
Insider articles	○	○	○	○	○
All City employee emails	○	○	○	○	○
CityBiz	○	○	○	○	○
City Manager's Information (CMI)	○	○	○	○	○
Staff meetings	○	○	○	○	○
Other [ ]	○	○	○	○	○

Q3:

My supervisor keeps me informed on matters that affect me.

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q4:

I feel informed on overall City business and news.

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q5:

I am able to communicate with staff throughout the City of Bloomington, no matter what their title is.

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q6:

How much do you agree or disagree with the following: "The City of Bloomington is a professional, productive, learning organization that builds and renews the community by providing quality services at an affordable price."

- ◯ Strongly agree
- ◯ Somewhat agree
- ◯ Neither agree nor disagree
- ◯ Somewhat disagree
- ◯ Strongly disagree

Q7:

How much do you agree or disagree with the following: "Bloomington is a community that people seek out as a place to live, conduct business, and recreate."

- ◯ Strongly agree
- ◯ Somewhat agree
- ◯ Neither agree nor disagree
- ◯ Somewhat disagree
- ◯ Strongly disagree

Q8:

I am passionate about the work I do at the City.

- ◯ Strongly agree
- ◯ Somewhat agree
- ◯ Neither agree nor disagree
- ◯ Somewhat disagree
- ◯ Strongly disagree

Q9:

I am proud to be a City of Bloomington employee.

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q10:

The work I do makes a difference to the City organization overall.

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q11:

At work, my opinion counts.

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q12:

There is someone at work who seems to care about me as a person.

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neither agree nor disagree
- ○ Somewhat disagree
- ○ Strongly disagree

Q13:

I receive praise for doing good work.

- ◯ Strongly agree
- ◯ Somewhat agree
- ◯ Neither agree nor disagree
- ◯ Somewhat disagree
- ◯ Strongly disagree

Q14:

I am rewarded for the quality of my work.

- ◯ Strongly agree
- ◯ Somewhat agree
- ◯ Neither agree nor disagree
- ◯ Somewhat disagree
- ◯ Strongly disagree

Q15:

The work I do makes a difference in the community.

- ◯ Strongly agree
- ◯ Somewhat agree
- ◯ Neither agree nor disagree
- ◯ Somewhat disagree
- ◯ Strongly disagree

Q16:

In the past year, I have had opportunities for professional growth.

- ◯ Strongly agree
- ◯ Somewhat agree
- ◯ Neither agree nor disagree
- ◯ Somewhat disagree
- ◯ Strongly disagree

Q17:

There is someone at work who encourages my professional growth.

- ◯ Strongly agree
- ◯ Somewhat agree
- ◯ Neither agree nor disagree
- ◯ Somewhat disagree
- ◯ Strongly disagree

Q18:

I am encouraged to explore ideas and perspectives that are different from my own.

- ◯ Strongly agree
- ◯ Somewhat agree
- ◯ Neither agree nor disagree
- ◯ Somewhat disagree
- ◯ Strongly disagree

Q19:

A diverse workforce improves the overall effectiveness of my department.

- ◯ Strongly agree
- ◯ Somewhat agree
- ◯ Neither agree nor disagree
- ◯ Somewhat disagree
- ◯ Strongly disagree

Q20:

I feel competent in my interactions with other races and cultures.

- ◯ Strongly agree
- ◯ Somewhat agree
- ◯ Neither agree nor disagree
- ◯ Somewhat disagree
- ◯ Strongly disagree

Q21:

What motivates you as a City of Bloomington employee?

Q22:

What can the City of Bloomington do to keep you satisfied as an employee?

Q23:

When you think of what the City of Bloomington stands for, what 1 or 2 words come to mind?

Q24:

How many years have you worked for the City of Bloomington?

- ○ Less than 1 year
- ○ 1 - 2 years
- ○ 3 - 5 years
- ○ 6 - 10 years
- ○ More than 10 years

Q25:

Please select your gender.

- ○ Female
- ○ Male

Q26:

Select your age range.

- ○ 18-24
- ○ 25-39
- ○ 40-59
- ○ 60 and older

Q27:

What is your race/ethnicity?

- ○ White
- ○ Black or African American
- ○ Hispanic or Latino
- ○ Native American or American Indian
- ○ Asian/Pacific Islander
- ○ Multiracial
- ○ Other [   ]

Q28:

Please select the department you work under.

- ○ Human Resources and Administration
- ○ Legal
- ○ Community Development
- ○ Community Services
- ○ Finance
- ○ Assessing
- ○ City Clerk
- ○ Information Systems
- ○ Fire
- ○ Police
- ○ Public Works

Q29:

Please select your division (if applicable).

- ○ Building and Inspection
- ○ Environmental Health
- ○ Housing and Redevelopment Authority
- ○ Planning and Economic Development
- ○ Port Authority
- ○ Communications
- ○ Human Services
- ○ Parks and Recreation
- ○ Public Health
- ○ Recreation Facilities/Golf/Ice Garden
- ○ Emergency Management/Facilities
- ○ Investigations
- ○ Patrol Administration
- ○ Patrol Operations
- ○ Professional Standards
- ○ Police Administration
- ○ Engineering
- ○ Maintenance
- ○ Utilities

Appendix E: Employee Engagement Survey Results

Q1: How much do you rely on each type of communication to learn about City of Bloomington business and news?
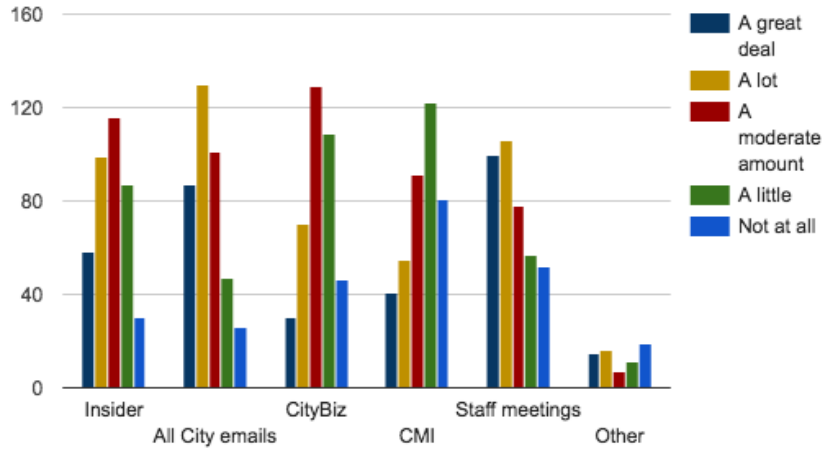
Q2: How would you prefer to receive information about the City of Bloomington?
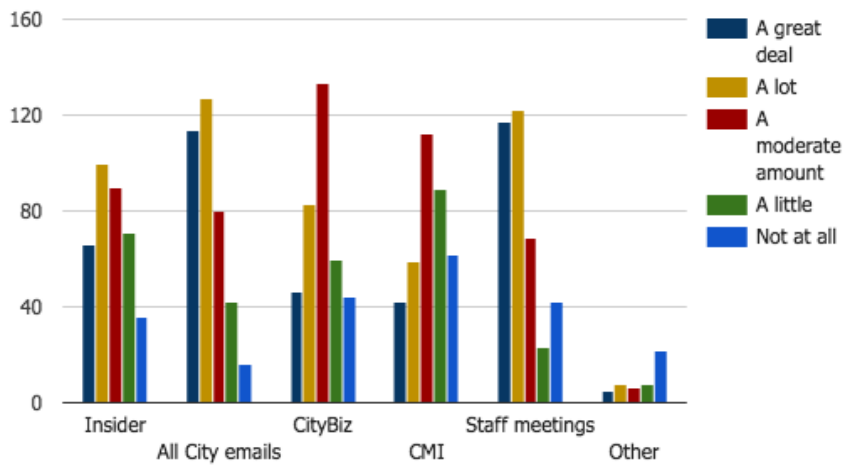
Q3-20: percentage of respondents who strongly and somewhat agreed combined
*indicates departments with 10 or less responses

	City Overall	HR and Admin*	Legal*	Community Development	Community Services	Finance	Assessing	City Clerk*	IS	Fire*	Police	Public Works
Q3: My supervisor keeps me informed on matters that affect me.	78.1	83.4	42.9	89.4	79.1	90.5	60	100	100	100	73.1	73.3
Q4: I feel informed on overall City business and news.	65	83.3	42.9	76.6	71.7	76.2	80	80	76.9	83.4	46.9	63.8
Q5: I am able to communicate with staff throughout the City of Bloomington, no matter what their title is.	71.4	100	85.7	78.7	67.1	90.5	90	80	92.3	100	59.7	68.1
Q6: How much do you agree or disagree with the following: "The City of Bloomington is a professional, productive, learning organization that builds and renews the community by providing quality services at an affordable price."	82.1	100	71.4	95.8	88	85.8	100	80	100	85.7	72	77.8
Q7: How much do you agree or disagree with the following: "Bloomington is a community that people seek out as a place to live, conduct business, and recreate."	78.5	100	85.7	85.1	80.6	85.7	90	80	84.7	100	71.9	75.2
Q8: I am passionate about the work I do at the City.	92.7	100	100	91.5	95.5	100	90	80	92.3	100	93.8	89.8
Q9: I am proud to be a City of Bloomington employee.	90.4	100	85.7	93.6	91.1	100	88.9	80	100	100	90.3	87.9
Q10: The work I do makes a difference to the City organization overall.	90.4	100	85.8	100	86.5	95.2	100	100	100	100	86.6	88.9
Q11: At work, my opinion counts.	68.5	100	57.2	83	68.6	86.4	70	100	92.3	71.4	48.8	69.3

	City Overall	HR and Admin*	Legal*	Community Development	Community Services	Finance	Assessing	City Clerk*	IS	Fire*	Police	Public Works
Q12: There is someone at work who seems to care about me as a person.	85.2	100	71.4	95.8	97	86.3	100	100	92.3	85.7	79.2	75.2
Q13: I receive praise for doing good work.	69.5	100	42.9	80.9	74.6	77.3	80	60	84.6	85.7	64.6	62.4
Q14: I am rewarded for the quality of my work.	52.7	83.3	28.6	54.4	53	59.1	70	60	84.7	57.2	51.8	46.2
Q15: The work I do makes a difference in the community.	87.8	66.7	85.7	95.8	89.4	72.7	90	100	77	100	87.7	89.6
Q16: In the past year, I have had opportunities for professional growth.	66.5	100	42.9	89.4	62.7	72.8	50	60	92.3	71.4	58.5	64.1
Q17: There is someone at work who encourages my professional growth.	63.2	83.3	42.9	80.8	65.7	54.6	40	60	92.3	66.7	61.4	56.5
Q18: I am encouraged to explore ideas and perspectives that are different from my own.	63.2	100	57.2	68	69.7	50	70	80	92.3	71.4	51.8	62.9
Q19: A diverse workforce improves the overall effectiveness of my department.	58.9	83.4	42.9	57.5	65.7	68.2	70	80	77	57.2	51.8	56
Q20: I feel competent in my interactions with other races and cultures.	87.7	100	85.7	95.7	94	81.8	70	100	92.3	100	86.7	82.9

Q21: What motivates you as a City of Bloomington employee?
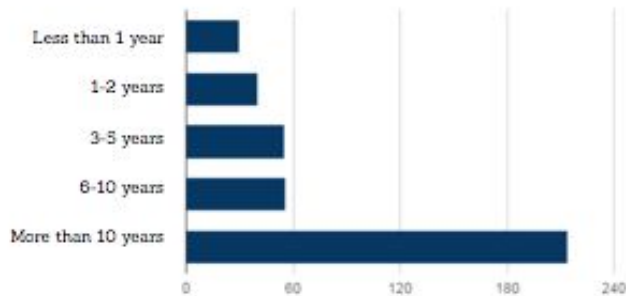- See Appendix F

Q22: What can the City of Bloomington do to keep you satisfied as an employee?
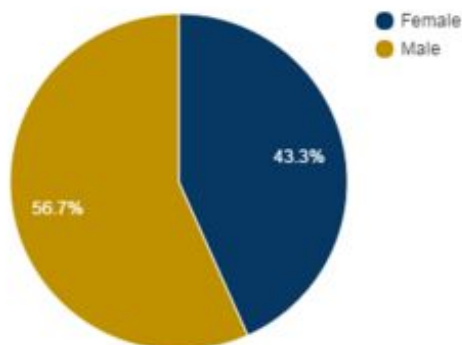- See Appendix G

Q23: When you think of the City of Bloomington stands for, what 1 or 2 words come to mind?
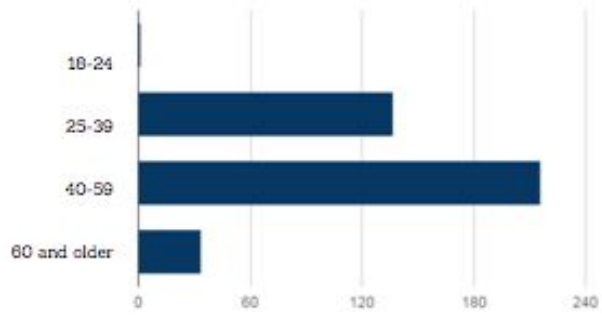- See Appendix H

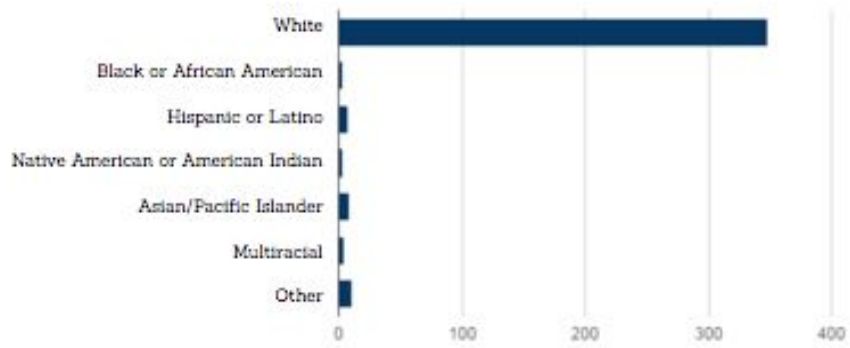**Q24: How many years have you worked for the City of Bloomington?**
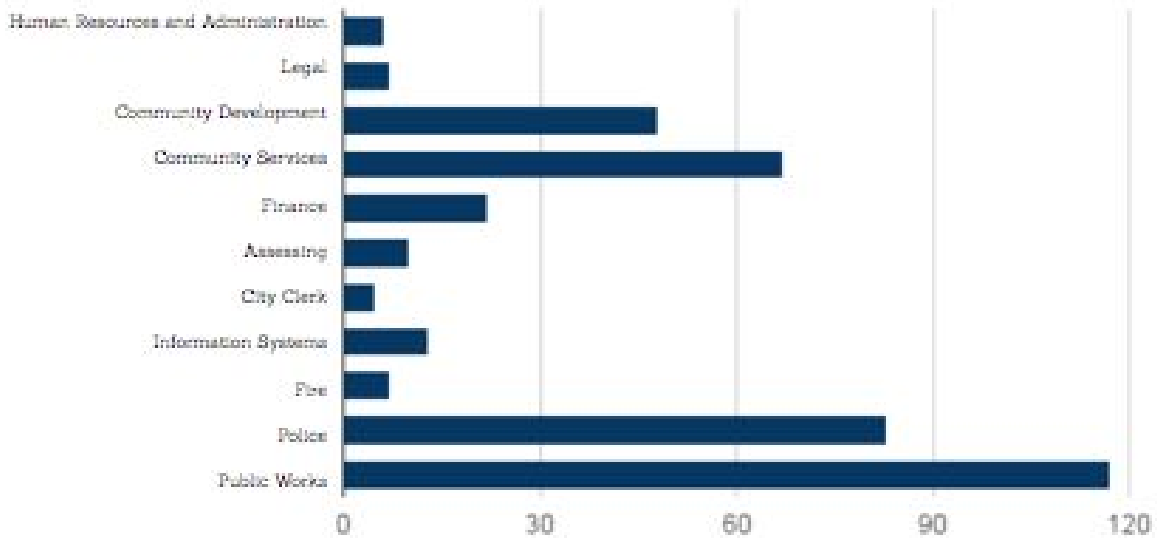

Q25: Please select your gender.

Q26: Select your age range.

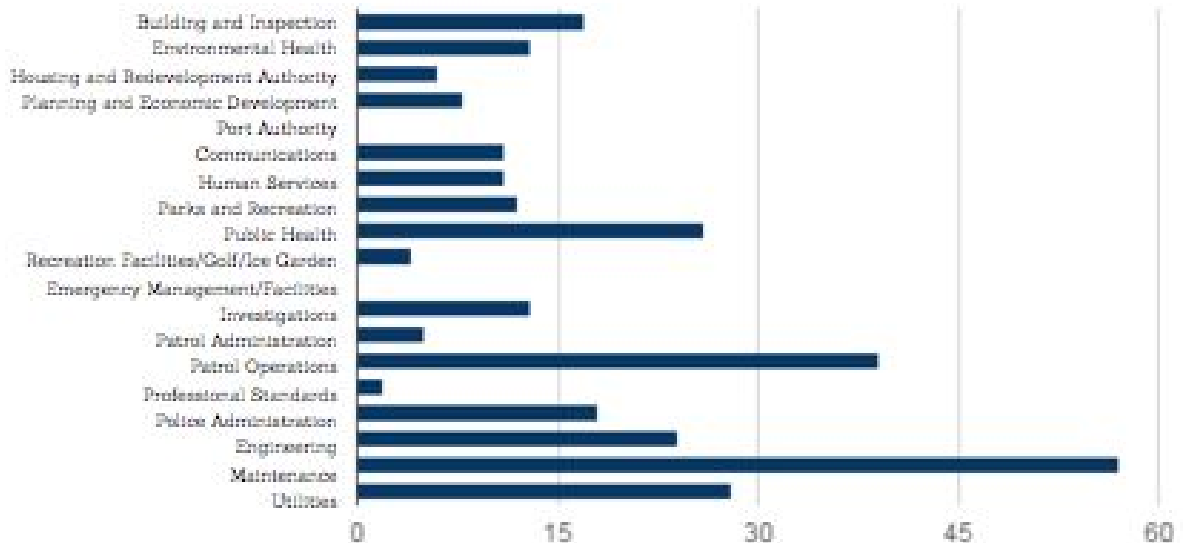## Q27: What is your race/ethnicity?

Q28: Please select the department you work under.

Q29: Please select your division (if applicable).

Appendix F: Content Analysis Results
Employee Engagement Survey: Q21 (Short Answer)
"What motivates you as a City of Bloomington employee?"

Identified common themes or categories:
- Appreciation (N=8)
- Benefits (N=9)
- Caring (N=2)
- Career Advancement (i.e., promotions) (N=8)
- **Challenge** (N=10)
- Communication (N=6)
- Community (N=3)
- **Coworkers** (N=35)
- Culture/work environment (N=9)
- Dedication (N=3)
- Fairness (N=2)
- Flexibility (N=3)
- **Helping others/making a difference** (N=71)
- Leadership (N=6)
- Listen (N=3)
- Nothing (N=4)
- Opportunity (N=9)
- **Own self** (i.e., personal drive, expectations, self-motivated) (N=27)
- Passion/purpose (N=9)
- **Pay** (N=35)
- People (i.e., working with people) (N=7)
- Professionalism (N=1)
- Progressive (N=9)
- Reputation (N=3)
- Respect (N=6)
- **Rewards/recognition** (i.e., acknowledgement, appreciation) (N=32)
- Safety (N=2)
- Social (N=2)
- Stability (N=7)
- Success (N=5)
- Teamwork (i.e., collaboration) (N=8)
- The Public (i.e., customers, residents) (N=9)

- **The work** (i.e., work ethic, quality of work, pride in work) (N=64)
- Tools to do the job (i.e., training, resources, professional development) (N=9)
- Variety (N=2)
- Value (N=5)

Appendix G: Content Analysis Results
Employee Engagement Survey Results: Q22 (Short Answer)
"What can the City of Bloomington do to keep you satisfied as an employee?"

Identified common themes or categories:
- Accountability (N=4)
- Autonomy (N=9)
- **Benefits** (N=32)
- **Career advancement** (N=28)
- Challenge (N=5)
- City Goals (N=2)
- Collaboration (N=2)
- **Communication** (N=42)
- Consistency (N=4)
- Contribution (N=4)
- Culture/work environment (N=9)
- Empowerment (N=2)
- Equality (N=4)
- Fairness (N=9)
- **Flexibility** (N=37)
- Inclusiveness (N=4)
- Innovation (N=5)
- Kindness (N=1)
- **Leadership** (i.e., improve management) (N=32)
- Less Micromanagement (N=5)
- Listen (N=8)
- Morale (N=7)
- More responsibility (N=2)
- Need more help (i.e., workload is too much) (N=5)
- Nothing (N=9)
- Openness (N=3)
- **Pay** (N=43)
- Professionalism (N=1)
- Progressive (N=3)
- Reduce paperwork (N=3)
- Reliable (N=1)
- Respect (N=9)
- **Rewards/recognition** (i.e., acknowledgement, appreciation) (N=52)
- Safety (N=1)
- Social (N=8)
- Stability (N=1)

- Support (N=9)
- Teamwork (i.e., teambuilding) (N=7)
- The work (N=3)
- **Tools to do the job** (i.e., training, resources, professional development) (N=33)
- Transparency (N=4)
- Trust (N=2)
- Value (N=7)
- Voice (N=2)
- Working conditions (i.e., workspace) (N=7)

Appendix H: Content Analysis Results
Employee Engagement Survey: Q23 (Short Answer)
"When you think of the City of Bloomington stands for, what 1 or 2 words come to mind?"

Identified common themes or categories:
- Affordable (N=2)
- Average (i.e., standard, mediocracy) (N=3)
- Beautiful (N=2)
- Below Average (N=2)
- Bureaucratic (i.e., control, strict) (N=9)
- Business (i.e., industry, commerce, tourism) (N=9)
- Caring (i.e., compassion, friendly) (N=8)
- Changing (N=5)
- Clean (N=4)
- Commitment (i.e., dedicated, steadfast) (N=9)
- **Community** (N=26)
- Conservative/Traditional (N=7)
- Cutting Edge (N=2)
- Dated/Old (i.e., aging population, archaic, slow to change) (N=8)
- Diversity (N=6)
- Dull (stodgy, boring) (N=3)
- Dysfunction (i.e., poor morale, cronyism, hostile) (N=9)
- Established (N=5)
- Equality (N=5)
- **Excellence** (i.e., high standards, competence, greatness) (N=42)
- Exciting/Fun (N=2)
- Fiscal (i.e., financially stable, credit rating) (N=8)
- Forward Thinking (N=3)
- Growth/Renewal (i.e., development, sustainability) (N=9)
- Home (N=7)
- Innovative (N=6)
- Integrity (i.e., good intentions, ethical) (N=9)
- Large (i.e., large organization, big) (N=8)
- Leader (i.e., prototype City) (N=8)
- MOA (i.e., Mall of America) (N=9)
- Money (i.e., value, thrifty) (N=5)
- Motivation (N=3)
- Nature/Outdoors (i.e., Parks, Rivers, Lakes) (N=3)
- Opportunities (N=5)
- Organized (N=2)
- **Pride** (i.e., honor, satisfaction) (N=20)

- **Professionalism** (i.e., expertise, respect, efficient) (N=30)
- Progressive (N=8)
- **Quality** (i.e., quality of services, staff, or overall organization) (N=30)
- Residents (N=5)
- Responsible (N=3)
- Responsive (i.e., responsive staff, open, timely) (N=4)
- Safety (i.e., safe community, security) (N=3)
- **Service(s)** (N=22)
- Stable (N=5)
- Strong (N=8)
- Successful (N=7)
- Supportive (i.e., collaboration, community support) (N=7)
- Unique (N=2)
- Unjust (i.e., unfair, greed, tyranny) (N=6)
- Variety (N=3)
- Well-run (N=6)
- Welcoming (N=2)
- Questionable (i.e., contentious, confusion) (N=3)