



Olympic Performance, Inc.

2009 OMF Customer Service Survey Results

An OMF customer satisfaction survey was posted on the Internet May 25, 2009 through June 12, 2009, hosted by Olympic Performance, Inc. using a Questionpro survey engine. A series of interviews with Bureau chiefs, department heads, and City Council members and staff was conducted at the same time. This report presents the results of the survey and interviews.

Below is table of contents.

2009 OMF Customer Service Survey Results	1
Participation.....	2
Satisfaction Feedback.....	2
Pareto Analysis.....	2
Hindsight Analysis	4
OMF Services Analysis Detail	6
OMF (General).....	6
CAO’s Office.....	8
Business Operations - City Fleet	8
Business Operations - Facilities Services	9
Business Operations - Financial & Management Services	10
Business Operations - Printing & Distribution Programs.....	11
Business Operations - Risk Management	12
Bureau of Financial Services - Debt Management	12
Bureau of Financial Services - Financial Planning.....	13
Bureau of Financial Services - Treasury Division.....	14
Bureau of Financial Services - Accounting Division	15
Bureau of Human Resources (General).....	15
Bureau of Human Resources - Police Human Resources	17
Bureau of Human Resources - Administration / Support Services.....	17
Bureau of Human Resources - Labor / Employee Relations	18
Bureau of Human Resources - Classification / Compensation	19
Bureau of Human Resources - Employment and Development	20
Bureau of Human Resources - Diversity Development / Affirmative Action	21
Bureau of Human Resources - Benefits / Wellness	21
Bureau of Human Resources - Site Teams	22
Bureau of Purchases - Procurement.....	22
Bureau of Purchases - Business Operations	23
Revenue Bureau - Regulatory.....	24
Revenue Bureau - Revenue Collections	24
Bureau of Technology Services (General).....	24
Bureau of Technology Services - Project Management Office (Provides bureau-wide project management services).....	26
Bureau of Technology Services - Customer Relations (Aligns BTS services with customer business needs).....	26
Bureau of Technology Services - Police IT (Police data systems and applications)	27
Bureau of Technology Services - Administrative Services (Equipment/software ordering, storekeeping and clerical services)	27
Bureau of Technology Services - Production Services (Supports servers, email, storage, databases and data center management)	28

MAILING
Post Office Box 3137
Wilsonville, OR 97070-3137

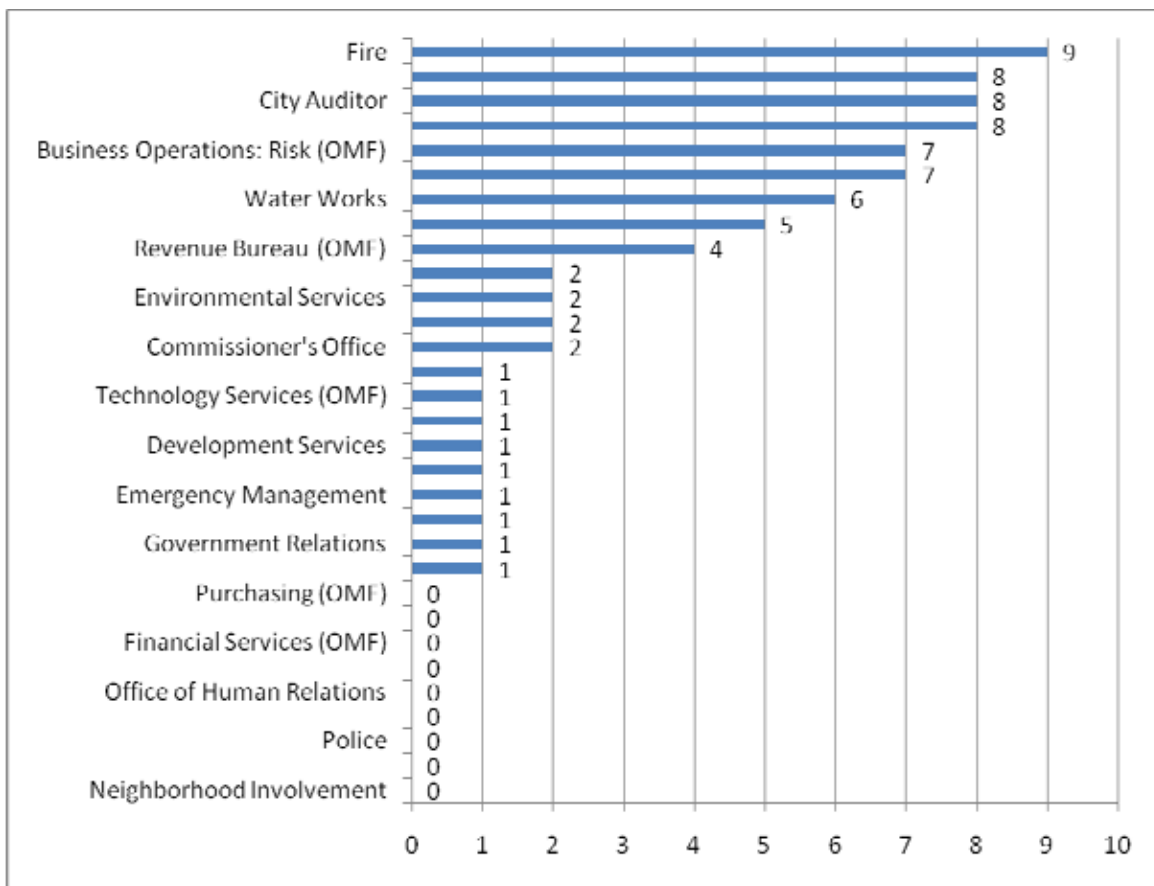
OFFICE
27701 SW Grahams Ferry Road
Sherwood, OR 97140

VOICE (503) 682-0900
FAX (503) 682-0888
URL www.123workflow.com

Bureau of Technology Services - Business Solutions (Supports citywide applications including GIS and PortlandOnline).....	28
Bureau of Technology Services - Support Center (Helpdesk, desktop support and delivery of new and replacement desktop computers)	29
Bureau of Technology Services - Infrastructure and Engineering (Radio, telecom and network support)	30
Bureau of Technology Services - Information Security (Security of data and communications systems)	30
Citywide Projects - Enterprise Business Solution (EBS) Project	31

Participation

Ninety-one (91) employees completed the survey (compared to 157 in 2008). The following table identifies how many filled out the survey from each City Bureau/Office:



Thirteen interviews (ten in 2008) were completed between May 14, 2009 and June 4, 2009. Comments from the interviews and from the open ended question within the survey are included below.

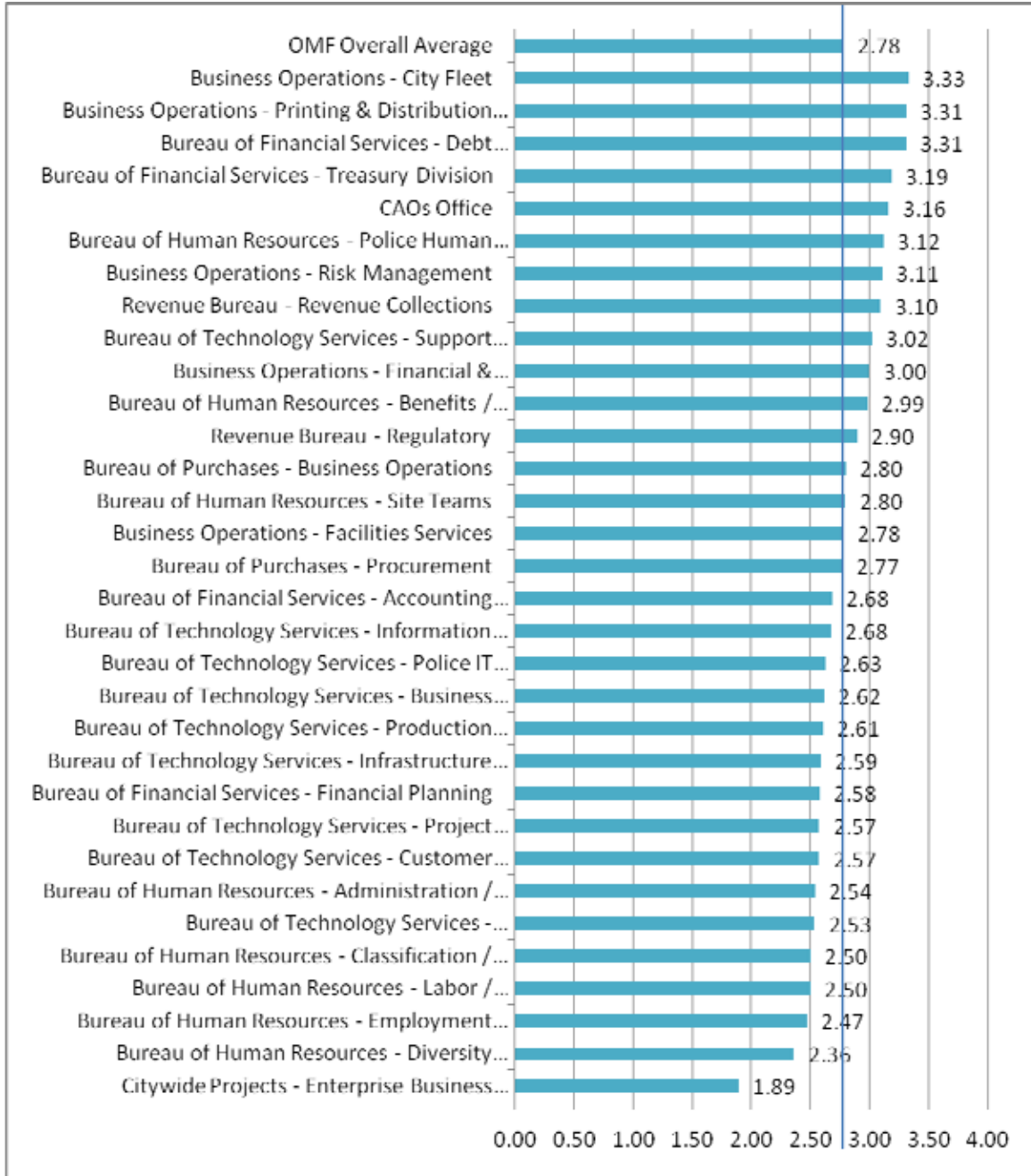
Satisfaction Feedback

Pareto Analysis

Below is a Pareto chart comparing the overall average satisfaction rating for each of the OMF services. The scale is:

- Excellent (4)
- Good (3)
- Fair (2)
- Poor (1)

The overall OMF average service level is shown at the top of the chart, followed by the service with the highest overall satisfaction feedback and ranging to the lowest at the bottom of the chart. Responses marked “Don’t know” are excluded from the summary statistics.



The supporting information for the graph above is presented in the table below.

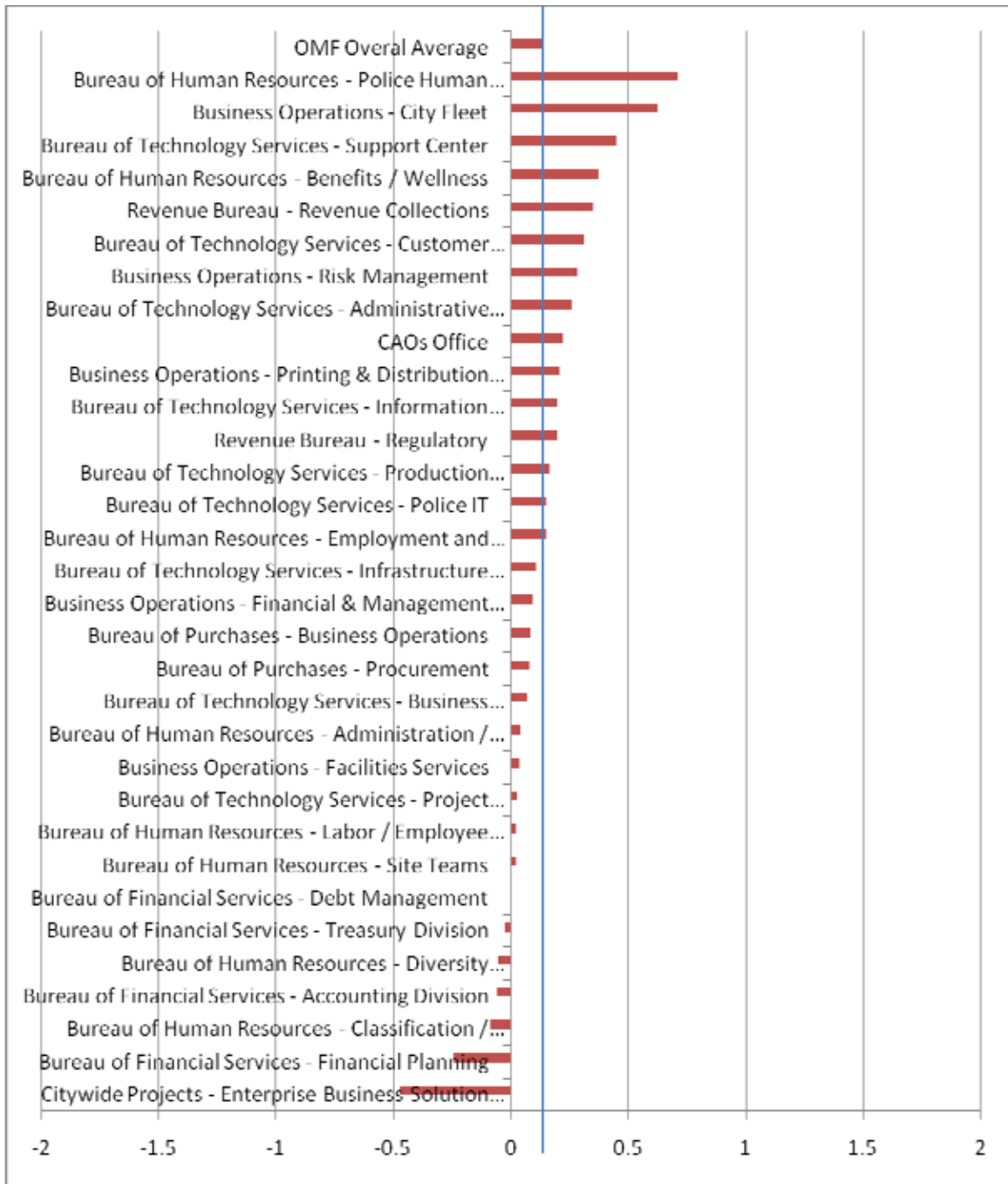
	Average
OMF Overall Average	2.78
Business Operations - City Fleet	3.33
Business Operations - Printing & Distribution Programs	3.31
Bureau of Financial Services - Debt Management	3.31
Bureau of Financial Services - Treasury Division	3.19
CAOs Office	3.16
Bureau of Human Resources - Police Human Resources	3.12
Business Operations - Risk Management	3.11
Revenue Bureau - Revenue Collections	3.10
Bureau of Technology Services - Support Center (Helpdesk, desktop support and delivery of new and replacement desktop computers)	3.02
Business Operations - Financial & Management Services	3.00
Bureau of Human Resources - Benefits / Wellness	2.99
Revenue Bureau - Regulatory	2.90
Bureau of Purchases - Business Operations	2.80
Bureau of Human Resources - Site Teams	2.80
Business Operations - Facilities Services	2.78
Bureau of Purchases - Procurement	2.77
Bureau of Financial Services - Accounting Division	2.68
Bureau of Technology Services - Information Security (Security of data and communications systems)	2.68
Bureau of Technology Services - Police IT (Police data systems and applications)	2.63
Bureau of Technology Services - Business Solutions (Supports citywide applications including GIS and PortlandOnline)	2.62
Bureau of Technology Services - Production Services (Supports servers, email, storage, databases and data center management)	2.61
Bureau of Technology Services - Infrastructure and Engineering (Radio, telecom and network support)	2.59
Bureau of Financial Services - Financial Planning	2.58
Bureau of Technology Services - Project Management Office (Provides bureau-wide project management services)	2.57
Bureau of Technology Services - Customer Relations (Aligns BTS services with customer business needs)	2.57
Bureau of Human Resources - Administration / Support Services	2.54
Bureau of Technology Services - Administrative Services (Equipment/software ordering, storekeeping and clerical services)	2.53
Bureau of Human Resources - Labor / Employee Relations	2.50
Bureau of Human Resources - Classification / Compensation	2.50
Bureau of Human Resources - Employment and Development	2.47
Bureau of Human Resources - Diversity Development / Affirmative Action	2.36
Citywide Projects - Enterprise Business Solution (EBS) Project	1.89

Hindsight Analysis

Participants were asked to evaluate how the level of customer service they have received compares with the level of customer service they received a year ago for each of the OMF services. The scale is:

- Strong Improvement (+2)
- Some Improvement (+1)
- No Change (0)
- Some Decline (-1)
- Strong Decline (-2)

The graph below compares OMF services based on this hindsight analysis. There is not much change noted for any service.



The supporting information for the graph above is presented in the table below.

	Average
OMF Overall Average	0.14
Bureau of Human Resources - Police Human Resources	0.71
Business Operations - City Fleet	0.63
Bureau of Technology Services - Support Center	0.45
Bureau of Human Resources - Benefits / Wellness	0.38

	Average
Revenue Bureau - Revenue Collections	0.35
Bureau of Technology Services - Customer Relations	0.31
Business Operations - Risk Management	0.28
Bureau of Technology Services - Administrative Services	0.26
CAOs Office	0.22
Business Operations - Printing & Distribution Programs	0.21
Revenue Bureau - Regulatory	0.20
Bureau of Technology Services - Information Security	0.20
Bureau of Technology Services - Production Services	0.17
Bureau of Human Resources - Employment and Development	0.15
Bureau of Technology Services - Police IT	0.15
Bureau of Technology Services - Infrastructure and Engineering	0.11
Business Operations - Financial & Management Services	0.10
Bureau of Purchases - Business Operations	0.09
Bureau of Purchases - Procurement	0.08
Bureau of Technology Services - Business Solutions	0.07
Bureau of Human Resources - Administration / Support Services	0.04
Business Operations - Facilities Services	0.04
Bureau of Technology Services - Project Management Office	0.03
Bureau of Human Resources - Labor / Employee Relations	0.02
Bureau of Human Resources - Site Teams	0.02
Bureau of Financial Services - Debt Management	0.00
Bureau of Financial Services - Treasury Division	-0.02
Bureau of Human Resources - Diversity Development / Affirmative Action	-0.05
Bureau of Financial Services - Accounting Division	-0.06
Bureau of Human Resources - Classification / Compensation	-0.09
Bureau of Financial Services - Financial Planning	-0.24
Citywide Projects - Enterprise Business Solution (EBS) Project	-0.47

It is positive to note that far more OMF services were identified as improving than declining, just as in 2008.

OMF Services Analysis Detail

Below is an analysis of each of the OMF services, including example comments from the survey and interviews.

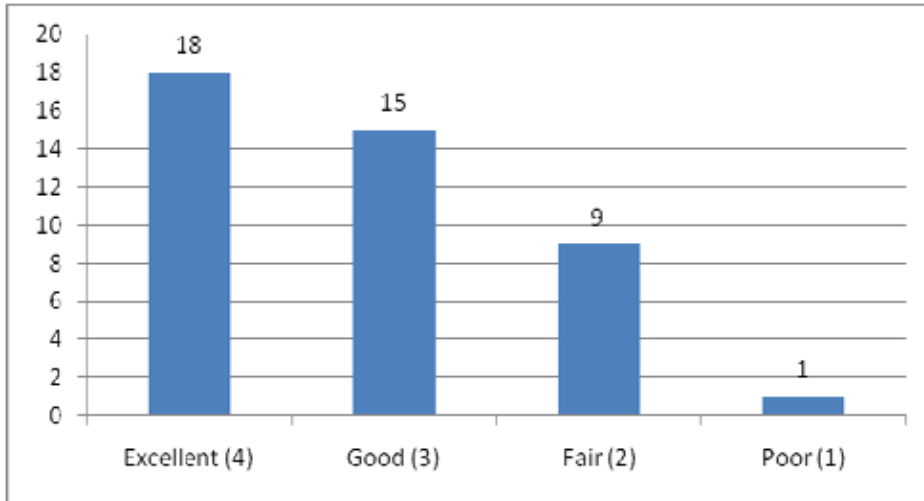
OMF (General)

Comments:

- Considering the recent demands on the budget shop, they performed unbelievably this spring.
- Lack of REAL training for employees. Restore benefit of college reimbursement.
- OMF makes decisions that affect other bureaus without involving them - which ends up costing the other bureau an unplanned budget hit. They are so worried about hiding issues that they wouldn't let one of their bureaus call out another one of their bureaus even if it was to solve an ongoing problem. They have a very hierarchical culture that is just not healthy. It appears incredibly arrogant.

- Business Operations, financial and admin support customer service to the other OMF Bureaus is often inefficient, not helpful and untimely, resulting in the creation of additional unnecessary work and unrealistic timelines to be met.
- Overall customer service is very strong. Everyone is attentive. (Sue Keil)
- We are seeing progress overall. All feedback offered (in this interview) is meant to be constructive, not critical in a negative way. OMF helps us do a better job, and most of the difficulties are a reflection of the form of government the City operates under. (Zari Santner)
- OMF services in general have improved in timeliness. It used to be that we would receive services in terms of months, while now we receive those services in terms of weeks. (Kim Sneath and Ben Walters)
- It is easy to be critical of OMF, especially BTS and BHR, of having too much centralization, especially when applying solutions to very large bureaus. That centralization is not efficient and not effective. I encourage OMF to constantly remember that real solutions, not just generic solutions, are what all areas of the City need. (Brian Martinak)
- OMF customer service is improving. (Paul Scarlett and Denise Kleim)
- OMF is doing pretty well on the whole. They have their hands full but have been as fluid as possible. They are the definition of steadiness through this transition period. Their importance might be higher coming up as the City feels further impact of the recession. They have not been paralyzed by the fear of the moment, but rather have been appropriate in pounding out the challenges and identifying pitfalls, while balancing the total picture. Eric J., for instance, has been very helpful, thoughtful, accurate, and timely. (Ty Kovatch)
- Being new, there are lots of questions. OMF does so much it is hard to know who does what. With the overhead funding model, are they efficient? Do they get the proper level of oversight? Who looks over their shoulder? Do they need a bureau oversight committee? People are glad to give answers when asked. Very willing to brief with any information requested. Ken Rust and team are very responsive any time a question is asked. (Amanda Fritz and Tim Crail)
- There have been improvements. Things are moving in the right direction. OMF is working the process. (Jack Graham)
- OMF still doesn't understand the impact of some of their pronouncements on the bureaus. It would be best for everyone if they would help, not tell. Listen first and evaluate. (Betsy Ames)
- OMF is losing a lot of people in the near future. Effective succession planning will be important in order to avoid negative impact. (Betsy Ames)
- By and large, our relationship with OMF is fantastic. (Dan Bates)
- I encourage aggressive succession planning, both for within OMF and from OMF supporting the bureaus.
- OMF is overwhelmingly attentive and responsive to the needs of the Mayor's office. It is very much appreciated and noticed. (Tom Miller)
- Tom Feely is a good guy. He understands his job is to make things happen and he does so well.

CAO's Office

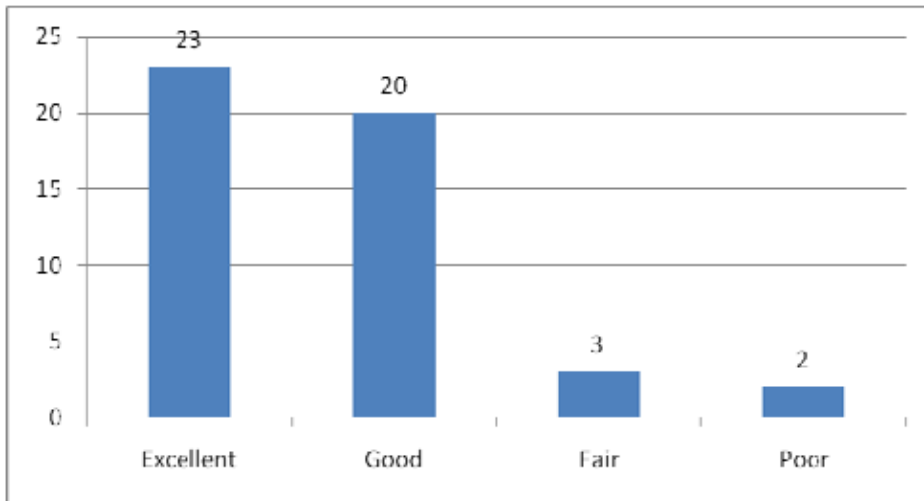


Average 3.16 from 85 responses. 42 (49%) marked "Don't know."

Comments:

- Ken is one of the best leaders in the City.

Business Operations - City Fleet



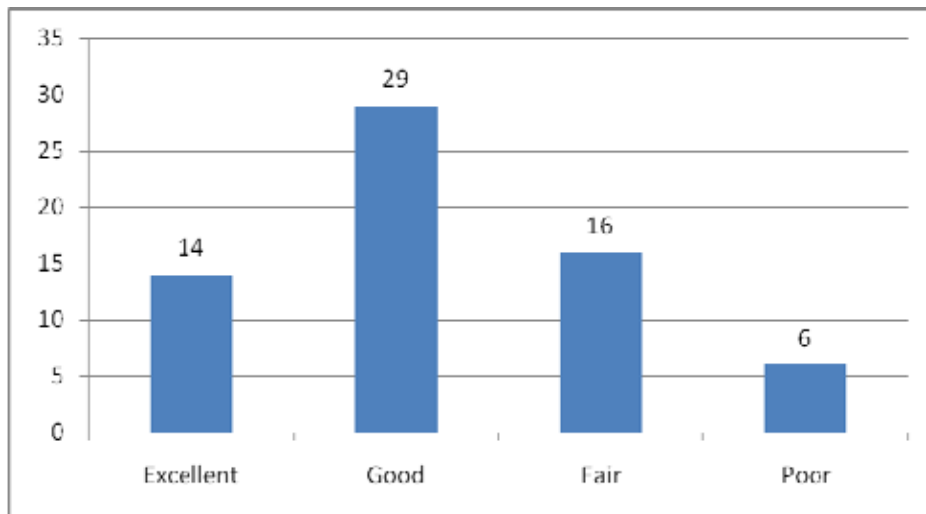
Average 3.33 from 86 responses. 38 (44%) marked "Don't know."

Comments:

- John Hunt is fabulous. The City has saved \$.5 million per year by rightsizing and through preventative maintenance. They make positive suggestions, are responsive and give options. As an example, they stepped up maintenance and repair by working 24x7 during the snow and ice event. (Sue Keil)
- City Fleet is excellent. We love their services. (Carmen Merlo)
- City Fleet has good coordination and cooperation. (Paul Scarlett and Denise Kleim)

- I have heard that Fleet does well. What all is covered? What is the cost? (Amanda Fritz and Tim Crail)
- We only think of Fleet when bad things happen. We don't think of them often, so that is good. They are doing fine. (Jack Graham)
- John is doing a good job. I am not very familiar with how the two organizations work together, but have heard things are working okay, although I have also heard feedback that they might be too expensive. I have not had any conversations about Fleet problems this year. (David Shaff)
- We are not a big user of Fleet. We use the Zip car – very convenient because it is located right here. However, we would love to be able to negotiate to retain the car overnight for evening meetings for a reasonable cost. It can really add up as is. Is the City charging for on street parking for the car? (Betsy Ames)
- Fleet is wonderful to work with.

Business Operations - Facilities Services



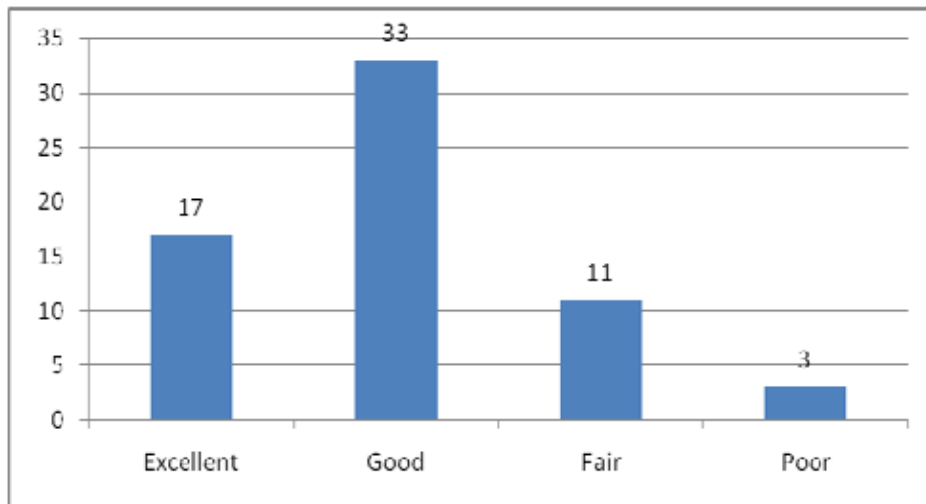
Average 2.78 from 87 responses. 22 (25%) marked "Don't know."

Comments:

- Facilities has always been fairly prompt and friendly.
- My concern is the cost. It cost our office \$4,000 dollars to paint the walls. This seems an outrageous sum. We could have brought in ladders and painted it ourselves for \$500. It's difficult to want to call on Facilities for help when that is how much it costs.
- I have received excellent customer service from Facilities with regards to being attentive to our needs, John Tomlin continues to provide timely services for our bldg and very helpful in all aspects and phases regarding our facility, if he can't do it-he'll find the resources to do it.
- Facilities' project management staff is very thorough and helpful; easy to work with.
- We are out of space. Facilities is working with use to identify other space and improve existing space, but it is a very political process. We are having to be very patient. We know that within the current footprint there is only so much that can be done. (Kim Sneath and Ben Walters)

- Facilities need work. It seems that there are often small issues and delays for repair jobs; they seldom go as planned. For instance, installation of a handicap door can take months. There are too many hoops to go through and their system of tracking and prioritizing work seems weak. In the end, the jobs get done okay, but there is lots of frustration along the way leading to a loss of credibility. Also, they tend to not give advanced knowledge of what is coming or notice of completion. However, John Akers and Bob are really responsive when a meeting is requested or an issue presented. The bad news is that it appears calls from Paul get attention in Facilities, but not from others in the bureau. (Paul Scarlett and Denise Kleim)
- Connie, Rich, Jim, Marina are outstanding to work with. They are a bright spot doing a good job. (Jack Graham)
- Neutral opinion about Facilities. I hate having to dust my own office and the building doesn't seem like it is kept as it should be, but those are personal observations. (David Shaff)
- Generally pretty good services from Facilities. We will need their help in the coming years as we move to co-locate in an appropriate building. (Betsy Ames)
- No one in a decision making position asks what we need. Instead, we are visited by lower level employees, interviewed, and nothing comes of it. This is especially important when there are political implications of decision alternatives.

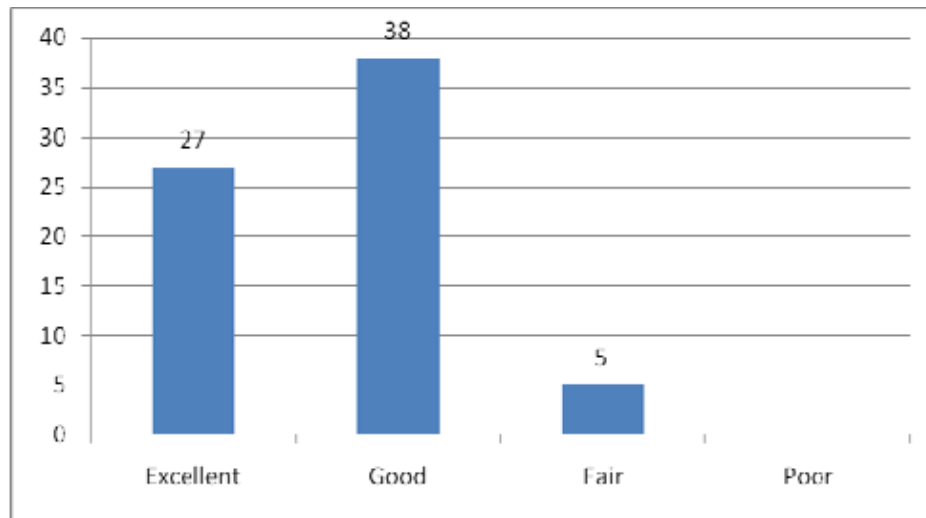
Business Operations - Financial & Management Services



Average 3.0 from 84 responses. 20 (24%) marked "Don't know."

Comments:

Business Operations - Printing & Distribution Programs

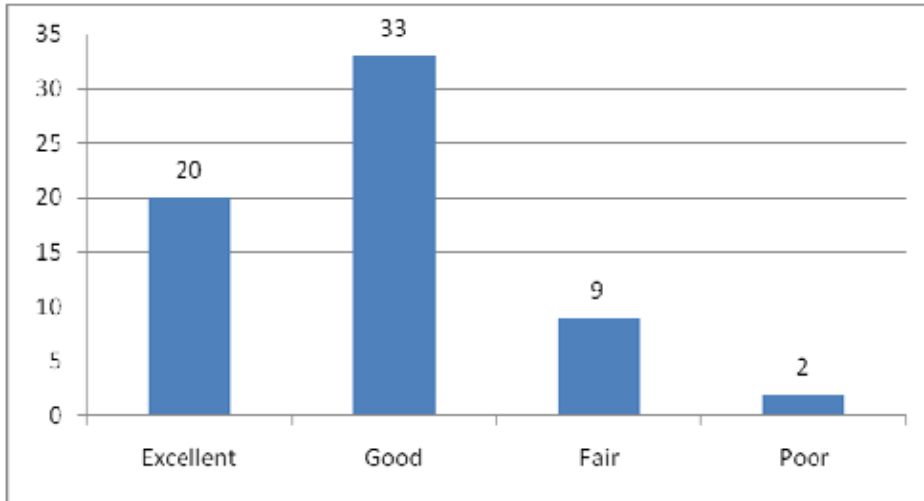


Average 3.31 from 86 responses. 16 (19%) marked "Don't know."

Comments:

- Heather Saby (Printing and distribution) friendly, informed, and timely.
- P&D has outstanding customer service - very friendly, helpful and flexible.
- We don't use them as much as perhaps we should. Outside services provide pick-up and delivery, and our own printing services ran into some quality control problems in the past (and we haven't evaluated to see if they are better now). A conversation is probably in order. Do they want the business? Do they have the right equipment? Can they prove proper control for sensitive information? Mathew has been very responsive when legal contacts them, but he has not been proactive. Their other services (e.g. mail, copier, print supply management) are good. (Kim Sneath and Ben Walters)
- Never a word good or bad from anyone that uses their services. They seem to do a good job and are responsive. (Paul Scarlett and Denise Kleim)
- Can Printing be more competitive and provide faster turnaround time? Seems like there is an opportunity here. (Jack Graham)
- Printing is helpful. They help us identify the least expensive options. Very good service. (Betsy Ames)
- Stopped using Printing several years ago due to quality problems. Recently started using them again. We ran into a quality problem but they were as responsive as they could be. We did find a limit to their equipment capability, but their customer service was excellent. Other work we are now taking to them has good quality and is completed quickly.

Business Operations - Risk Management

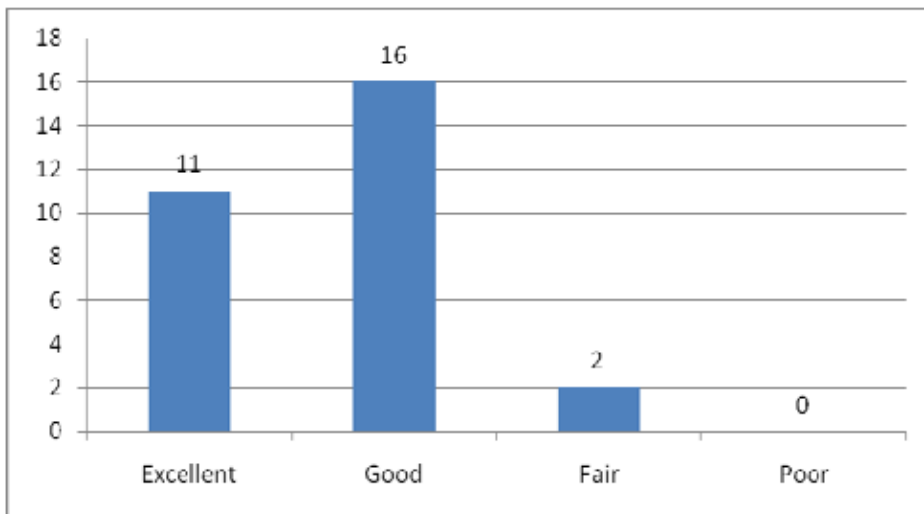


Average 3.11 from 87 responses. 23 (26%) marked "Don't know."

Comments:

- Loss prevention services in Risk Management and commercial Insurance program services are excellent.
- Very effective in managing risk classes. Responsive. (Sue Keil)
- Started tough but greatly improved.
- We have a great working relationship with Risk Management. (Kim Sneath and Ben Walters)
- Very responsive, although we haven't used them much. (Betsy Ames)

Bureau of Financial Services - Debt Management

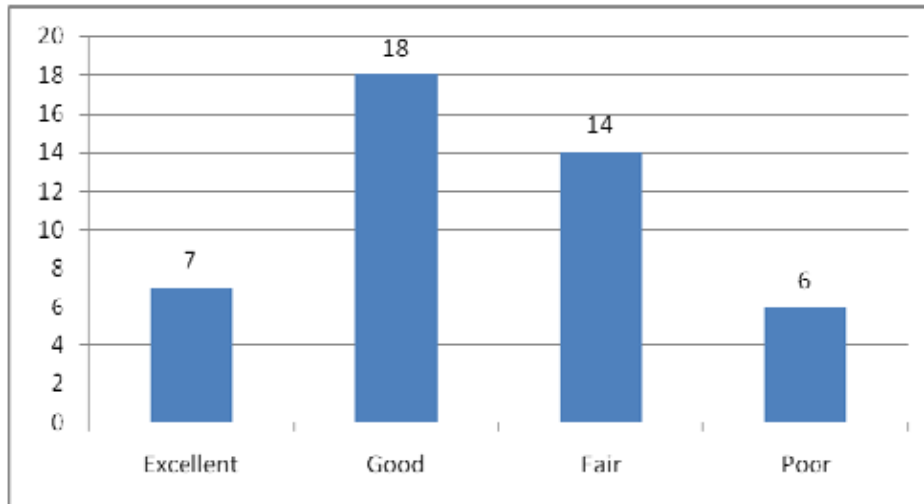


Average 3.31 from 84 responses. 55 (65%) marked "Don't know."

Comments:

- Debt management and Treasury have good expertise and work well with us. (Sue Keil)

Bureau of Financial Services - Financial Planning



Average 2.58 from 84 responses. 39 (46%) marked "Don't know."

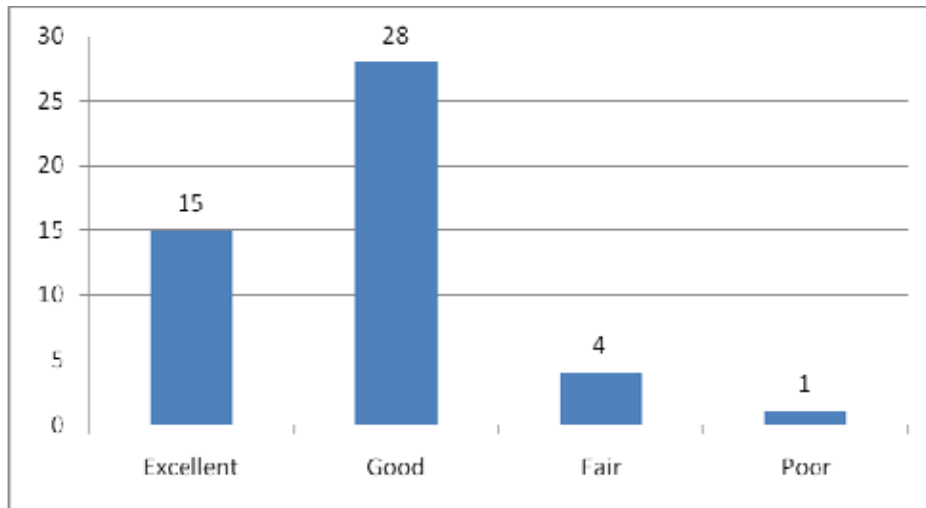
Comments:

- FPD is the most unhelpful group of individuals I have to work with within the City's hierarchy. They ask for information - and give impossible deadlines considering the depth of info they are requesting. Our analyst was not at all helpful, or particularly expert in either the FPD process - and certainly not in our business model.
- Budget help in the absence of our Financial Analyst was sketchy at best.
- During my tenure with the City of Portland I have been an active participant in 20 annual budget processes, and FY09-10 has been the worst one by far. Throughout the process Financial Planning provided marginal communication, direction, follow-through, and support. I think it's very unfortunate the acting Financial Planning Director was permanently appointed to a position he appears to be so under qualified for.
- Nimble and flexible. In a tough spot. (Sue Keil)
- Several people in Financial Planning are bright, including Andrea. However, the overall effort seems not to be coordinated; there is no comprehensive and cohesive way to address the total infrastructure (largely a result of this form of government). Backlog is growing and future needs are also growing (such as the funding for a Community Center). (Zari Santner)
- The budget department is rather dysfunctional. Instead of looking to help solve issues and make sure the budget is figured out, there is a 'don't believe what they are told' approach. Feels adversarial when it shouldn't be. Further, the numbers used by the policy analysts and the numbers used by Police differ, making things much harder. The whole setup feels disrespectful and confrontational, feels like an investigation. Meetings feel like the analyst is collecting intelligence to be used against the Police. (Brian Martinak)
- We have had a very smooth transition; Claudio has had a very steep learning curve but he is doing well. He stepped in and did some real hands-on analysis, in fact, and we appreciate that. We might need more help. It still feels like financial Planning is counter supportive, however, making

request that are too detailed or off-based as well as sometimes making recommendations that might not be in the best interest of the bureau. Claudio and the head of the department (Andrew Scott) are good to work with, however. (Paul Scarlett and Denise Kleim)

- The process this year was challenging. Lots of last minute work and a real lack of getting information out in advance. It was also hard to understand some of the rational for some of their recommendations. There is a lack of clarity and follow through, as well. For instance, we were promised future information about the decisions that never came. (Jack Graham)
- We received terrible direction on the budget and were given very little time, but that probably was not OMF's fault. (David Shaff)
- I am impressed with the new analyst, and have a good relationship and frank discussions with Claudio and Ingrid F. Claudio especially seems to understand the issues and lays them out well. (Betsy Ames)
- Financial Analyst is fantastic and the budget process went well. They understand our mission and are willing to work with us. Even with a rotating crew, those that have been assigned are knowledgeable.
- Andrew Scott stepped into a big role and has done a terrific job. (Tom Miller)

Bureau of Financial Services - Treasury Division

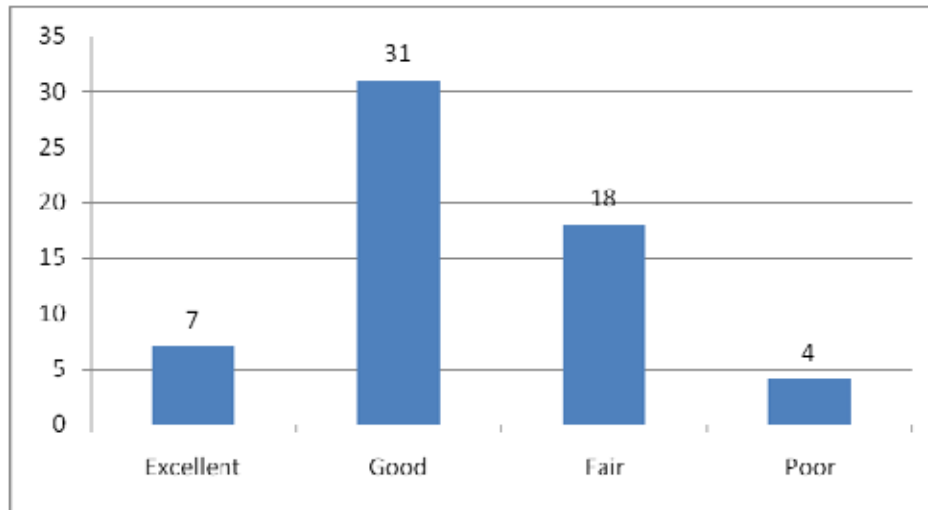


Average 3.19 from 83 responses. 35 (42%) marked "Don't know."

Comments:

- Treasury used to be a bright spot in our day. We could go to Treasury and always be greeted with a smile and helpful and nice employees. However, that has changed as personnel have changed. It is now a very unpleasant place to visit. At least one person is confronts and argues argumentative with customers.
- I think very highly of the Treasury team. (David Shaff)

Bureau of Financial Services - Accounting Division



Average 2.68 from 84 responses. 24 (29%) marked “Don’t know.”

.Comments:

- Central accounting staff is individually very friendly and helpful.
- Communal actions tend to be heavy handed and poor at assessing impacts of decrees on bureau staff.
- Accounting's customer service overall has increased quite a bit over the past year. Very helpful and patient accountants willing to work problems out jointly.
- I have seen a decline in the accounting division. The timeliness of their ability to deal with problems leads me to believe they are understaffed.
- There are challenges due to the SAP conversion, such as billing for inspection disconnects. Accurate billing is needed, but the interface is difficult. Hopefully, PAC will provide money for reprogramming to get this right. (Jack Graham)

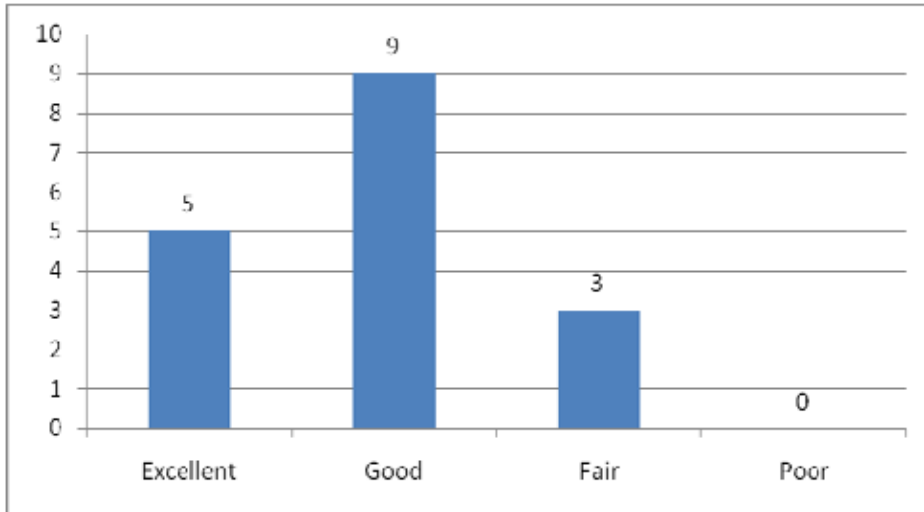
Bureau of Human Resources (General)

Comments:

- Create model to solicit feedback and improve service delivery when interacting with bureau staff.
- Consider ongoing customer service training for all operational staff that interacts with bureau staff at a variety of levels.
- HR is responsive and mostly flexible. (Sue Keil)
- Parks is very different than police. It is important that different solutions are offered to best fit each bureau, and that is less often the case than it should be. Need a more happy medium to be able to flex and apply differences that fit the organization’s needs. Localize to fit specific needs – not a one size fits all approach. Approach should change from “this is what you can or cannot do” to “what are you trying accomplish” with “here’s how.” Some in Hr approach it this way, but it is not uniform and is far too dependent on specific people. Can HR create the culture to be proactive problem solvers? (Zari Santner)
- I have heard that some parts of the organization take too long to provide feedback and guidance. If this is the result of a lack of resources, more freedom needs to be given to the bureaus. (Zari Santner)

- Services have improved from HR. Less change in personnel and more competent staff. (Kim Sneath and Ben Walters)
- I am concerned about BHR still being too controlling. Class Compensation is one of the biggest issues. Too rigid and wrong model for Police. It is just wrong, for instance, that Yvonne and Anna defer to mid-level managers decisions about how a Director can manage personnel. Old baggage between departments also gets in the way. We need to start fresh and get past assumptions that hamper the ability to work together. (Brian Martinak)
- We had past concerns about HR coordinated support. As of last fall, they moved to a full time position. This is a great response. We are very pleased. (Paul Scarlett and Denise Kleim)
- Expanding Anna's authority has been a really big help in speeding up processes that historically only Yvonne had authority to make. Further, BHR acknowledged the financial revenue balancing needs and stepped up fast. Maureen Webber has been on this and has been very good. (Paul Scarlett and Denise Kleim)
- There are some things that we would like to do that are restricted. The communications and relationship with BHR could be improve; the tone set could be better. It has improved over the last year, but how we work out the differences between what we want to do and what we can do to get the right result is important. If BHR could continue to be available and responsive, we will continue to make progress, especially since we have a good relationship with Yvonne. David Reece is very responsive, as well, but there is still a lot of learning going on at the staff levels (such as in Class Comp.) (Paul Scarlett and Denise Kleim)
- HR can still be difficult, but the system can be navigated. It feels like they pick battles they shouldn't, sometimes. However, the current people are great to work with. (Ty Kovatch)
- We continue to have our differences, but they are more accommodating than in the past. They are risk adverse, restricting the ability to try some things – in part due to the potential of precedence rather than real risk or even consideration for needs unique to our bureau. I would like them to trust the judgment of the bureaus more. Educate us. Provide options. Then stand ready to serve rather than dictate. They tend to tell how they want it done rather than help solve our challenges. Their rules tend to be one size fits all, and they get stuck on specifics, missing the whole point of the effort. They probably feel the same about us, of course. Bottom line: if it is reasonable, ethical, and legal, let us do it. All said, however, I am generally happier with HR than I was two years ago, especially with recruitment and selection (personnel is very efficient and flexible) and classification/compensation (noticeably trying to work closer with Water). Diversity and Affirmative Action is doing fine, but is too slow. The Site teams are an outstanding resource. (David Shaff)
- Does BHR follow its own diversity interviewing panels?
- There is too much turnover in BHR and not enough participation from bureaus in their selection of assignments.
- We are extremely happy with our new HRC (Gale Baird). We are also happy with the restructuring of the division of labor (used to share with BDS). (Betsy Ames)
- Anna has been very helpful as we worked through some complex and urgent issues. (Betsy Ames)
- HR is much better to work with now; more creative.
- HR has been responsive through the transition. We need leadership to engage labor more than ever before, troubleshooting problems early so as to avoid letting those problems fester or grow. This is tough, but absolutely required right now. (Tom Miller)

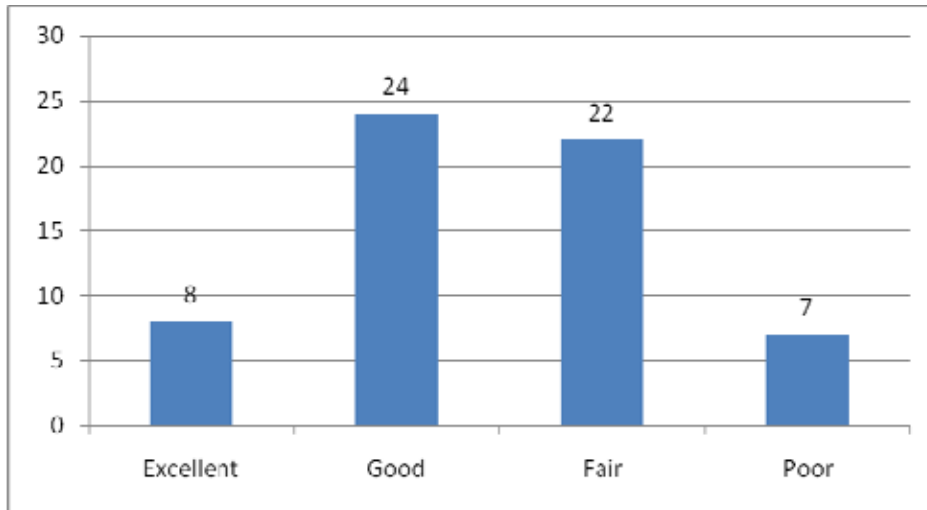
Bureau of Human Resources - Police Human Resources



Average 3.12 from 83 responses. 66 (80%) marked "Don't know."

Comments:

Bureau of Human Resources - Administration / Support Services

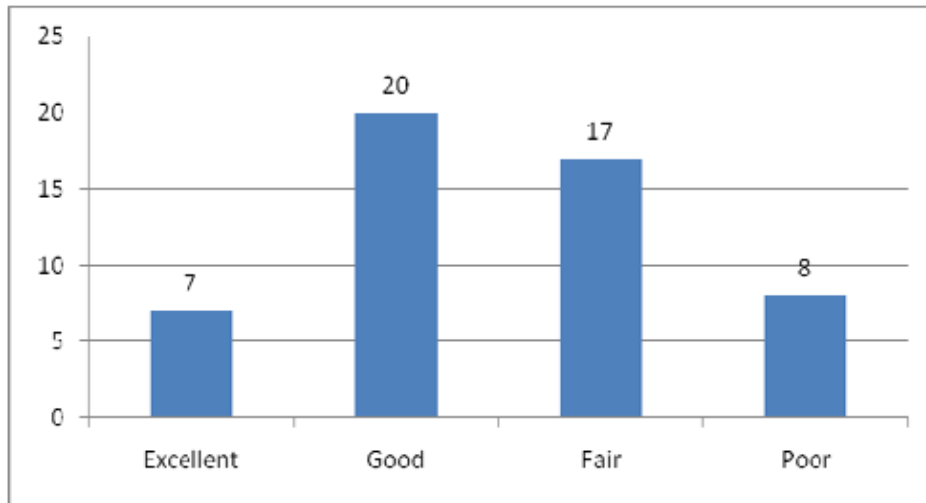


Average 2.54 from 86 responses. 25 (29%) marked "Don't know."

Comments:

- They are very responsive and have worked through a lot of issues with us. (Betsy Ames)

Bureau of Human Resources - Labor / Employee Relations

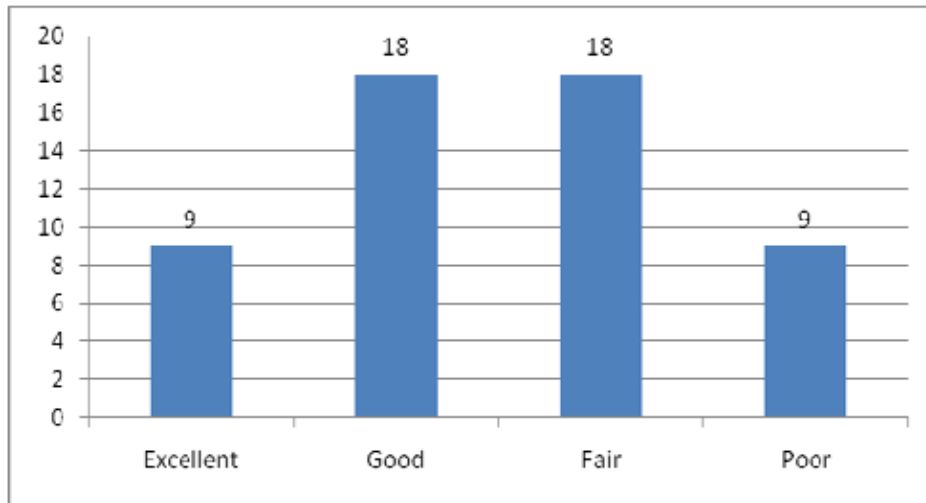


Average 2.50 from 86 responses. 34 (40%) marked "Don't know."

Comments:

- There has been ZERO improvement in Labor Relations.
- How about settling all the outstanding labor issues: Class/Comp, the non-rep Ordinance, paid time to participate in the citywide Affinity Groups, etc.
- Work more at grievance settlement instead of sending everything to arbitration.
- Labor Relations team members are very available. We have few grievances due to good partnerships. (Sue Keil)
- Communications has improved. Jerail Dadds has helped this along. There are still some challenges, such as around timeliness. During the next bargaining session, it will be important to keep everyone at the same pace and on the same page. (Jack Graham)
- Julie Getchell is good to work with, and we are glad BHR hired another person to help us. We are now getting the response we needed. This is helpful. (Betsy Ames)

Bureau of Human Resources - Classification / Compensation

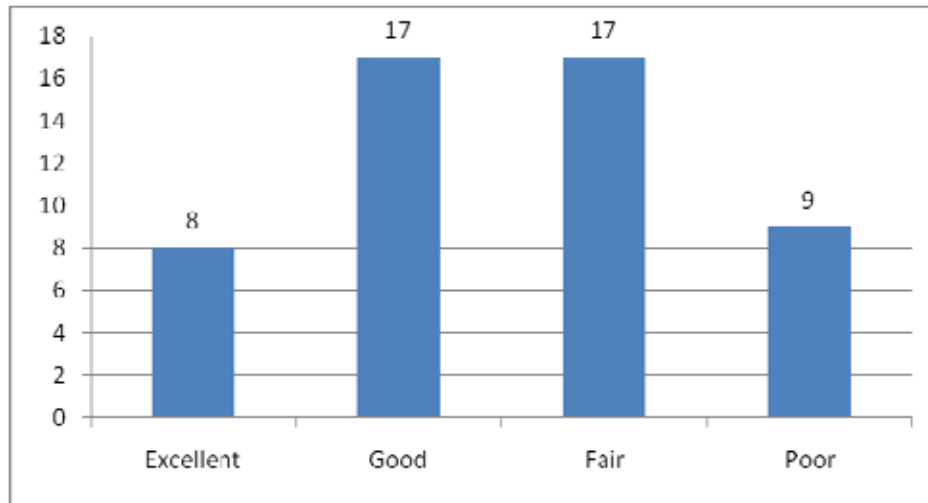


Average 2.50 from 83 responses. 29 (35%) marked "Don't know."

Comments:

- Classification/compensation is still difficult to work with, partially because they are understaffed. We need five of David Rhys. He ends up making people upset with him due to delays. (Ty Kovatch)
- There appears to be a lack of consistency around hiring compensation. Is the policy right? Does the bureau handle this right? Also, the step raise approach seems to be problematic in that employees max out very soon, leaving little room for compensation incentive. (Amanda Fritz and Tim Crail)
- This has remained about the same as last year. However, in our most recent experience, Kenneth was extremely responsive with getting a position reclassified. Overall, however, it is a long process.
- Benefits are working well with a coordinated labor/management discussions. They were good at getting information out, as well, such as with open enrollment. (Jack Graham)
- I think Class and Comp are excellent. We are able to get timely response from them. They are very help, in particular at the beginning of the year related to the merger. They were very willing to look at the big picture and help make the parts work. (Betsy Ames)

Bureau of Human Resources - Employment and Development

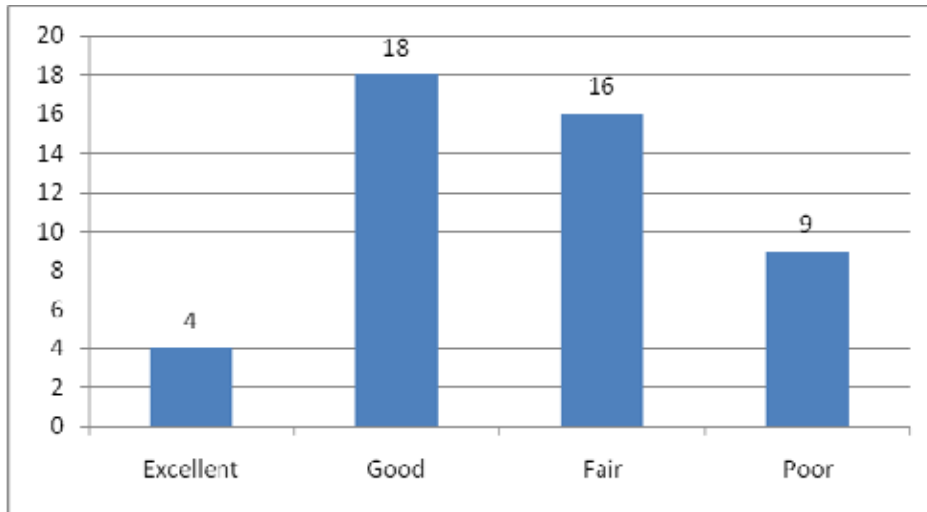


Average 2.47 from 84 responses. 33 (39%) marked “Don’t know.”

Comments:

- Recruitment is simpler now, especially for non-represented employees. (Sue Keil)
- Changes in the recruiting process have resulted in better timeliness and better reclassification effort. David Reece works well with us. There is more responsiveness and less justification requirements. We feel more like a ‘client’ now, whereas before it felt like we were working with a rigid organization. We get guidance as well as support. (Paul Scarlett and Denise Kleim)
- I don’t have a lot of confidence yet in the recruitment and ongoing personnel issue support. (Amanda Fritz and Tim Crail)
- I’d give recruitment over all a ‘b’ grade. There are some challenges and the whole process needs work. Information accuracy is especially lacking. (Jack Graham)
- Wish recruitments could turn around faster (e.g. why does it take three days to copy resumes?). the redesign is going in the right direction, however. Challenging discussions – some people are protective of how things have been done, but I am optimistic. (Betsy Ames)

Bureau of Human Resources - Diversity Development / Affirmative Action

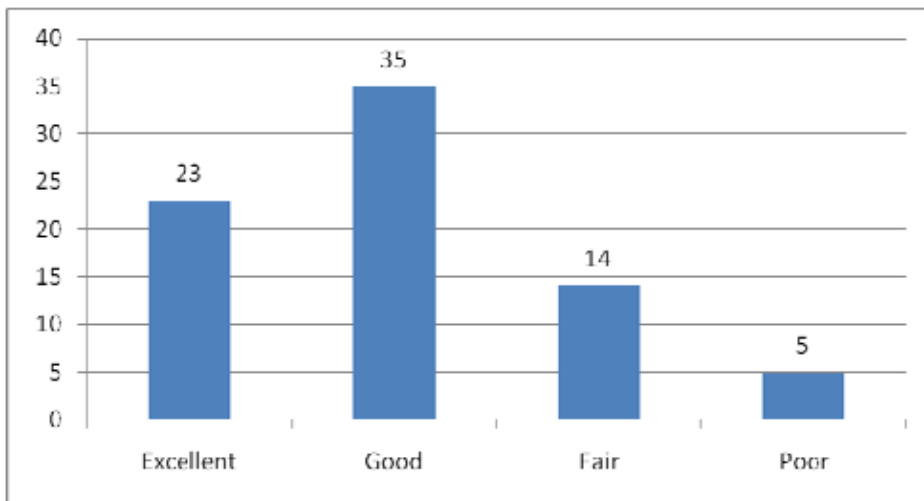


Average 2.36 from 858 responses. 38 (45%) marked “Don’t know.”

Comments:

- I am disheartened by the chasm between what Diversity & Affirmative Action have been doing versus what they could do even with their limited resources. The only performance measure I've seen is in last year's budget, and it didn't appear to me to be an appropriate one for both Diversity & AA (two related but different functions). Perhaps if outsiders developed some objective performance measures it could help them focus.
- We are not happy with the Director of Diversity / Affirmative Action. Always late to meetings (even those he calls) and turnaround time is too long.

Bureau of Human Resources - Benefits / Wellness



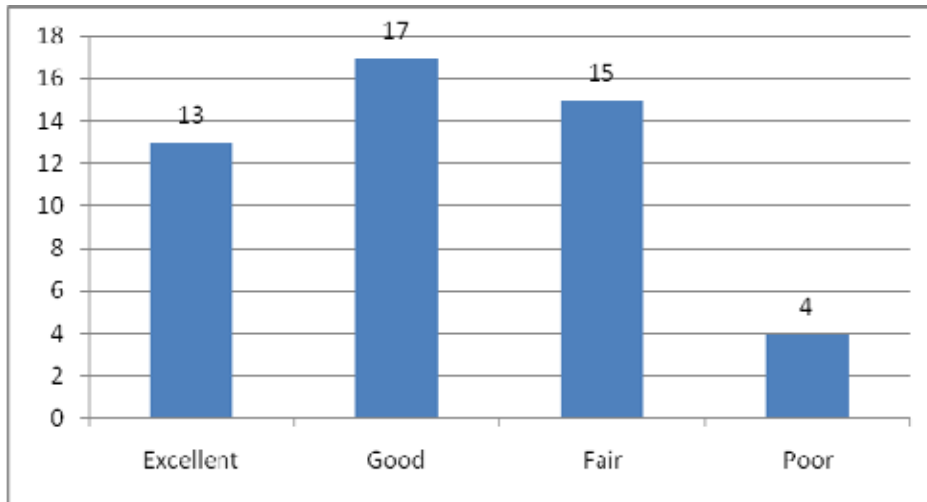
Average 2.99 from 88 responses. 11 (13%) marked “Don’t know.”

Comments:

- The Health and Wellness section of BHR is very much improved.

- The leadership of Benefits is not as good as it used to be.
- We miss Jo Durand. (Betsy Ames)

Bureau of Human Resources - Site Teams

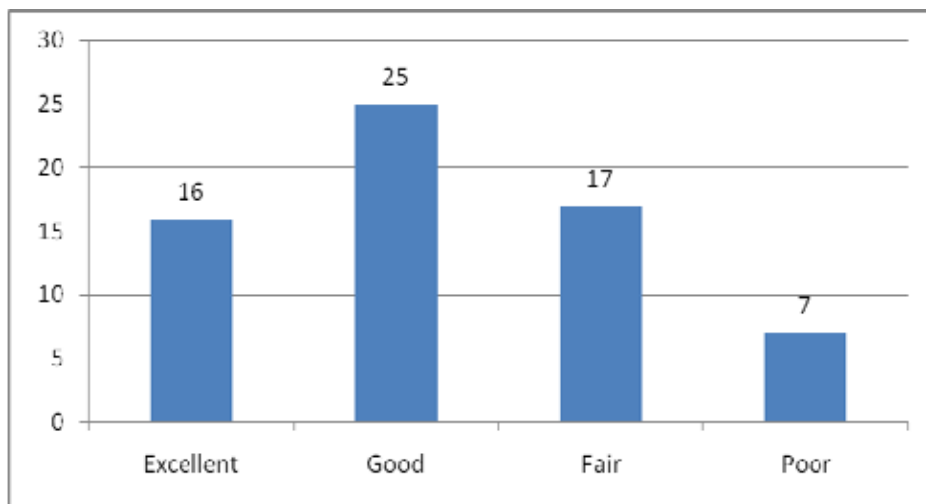


Average 2.80 from 86 responses. 37 (43%) marked “Don’t know.”

Comments:

- HR needs to rethink the Public Safety Site Team assignments.
- The site teams are okay. They are perhaps a little too serious. (Sue Keil)
- Site Team manager is working well. Good report. (Jack Graham)

Bureau of Purchases - Procurement

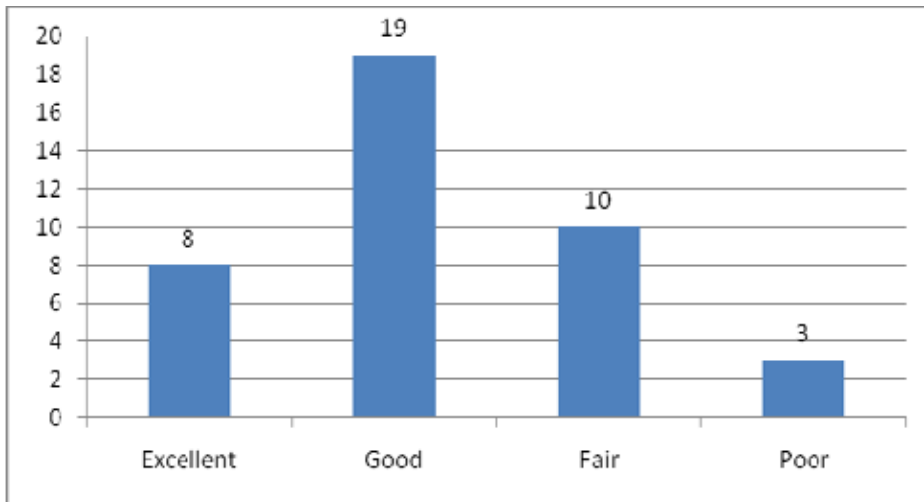


Average 2.77 from 86 responses. 21 (24%) marked “Don’t know.”

Comments:

- Procurement is AWESOME.
- Jeff and Barbara, along with the City Attorney, have been very helpful working through the problem of not having contracts in place where needed. (Sue Keil)
- They are worked very hard over the last year. They are the subject of a lot of compliance requirements. I suggest they work closely with the bureaus to evaluate the impact in cost and timeliness of some of the requirements and make sure the City Council knows. Highlight the consequences and tradeoffs. Also, but more entrepreneurial in procurement of goods and services. Be as open to new ideas that would save money and increase quality as possible. (Zari Santner)
- Love Jeff, but the office is burdensome. They are just not as helpful as they could be. Perhaps they are occupied with the SAP effort, but many of the processes take far too long.
- Jeff is a breath of fresh air. He sees things outside of the box. He is creative; perhaps a bit too risk adverse. (Brian Martinak)
- Contracting for office supplies might be the right approach, but I'd like to know how that came about and how that is necessarily the right approach now. For contracting in general, how and when does the Council weigh in? What safeguards and controls are there? (Amanda Fritz and Tim Crail)
- This is doing okay even though there is the SAP shake out taking place. (Jack Graham)
- Jeff is accommodating and works well on the big issues. (David Shaff)
- We receive good services from Procurement. (Betsy Ames)

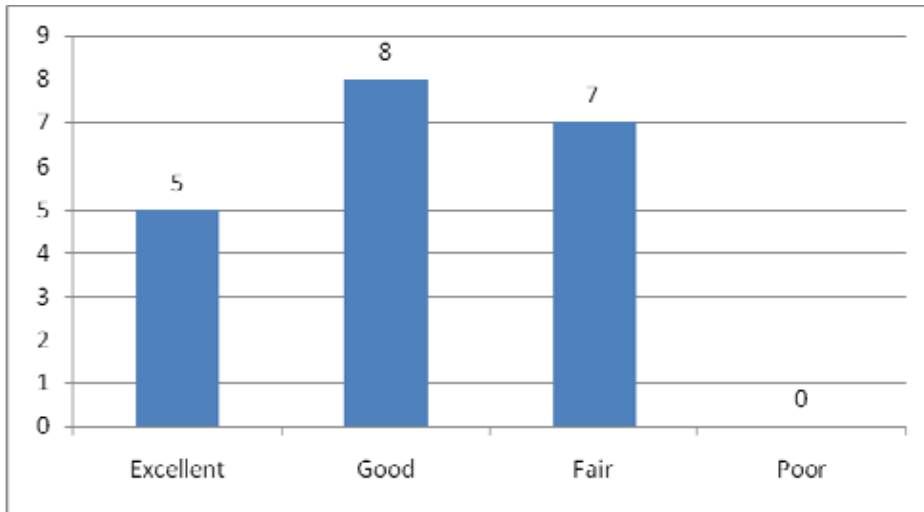
Bureau of Purchases - Business Operations



Average 2.80 from 82 responses. 42 (51%) marked “Don’t know.”

Comments:

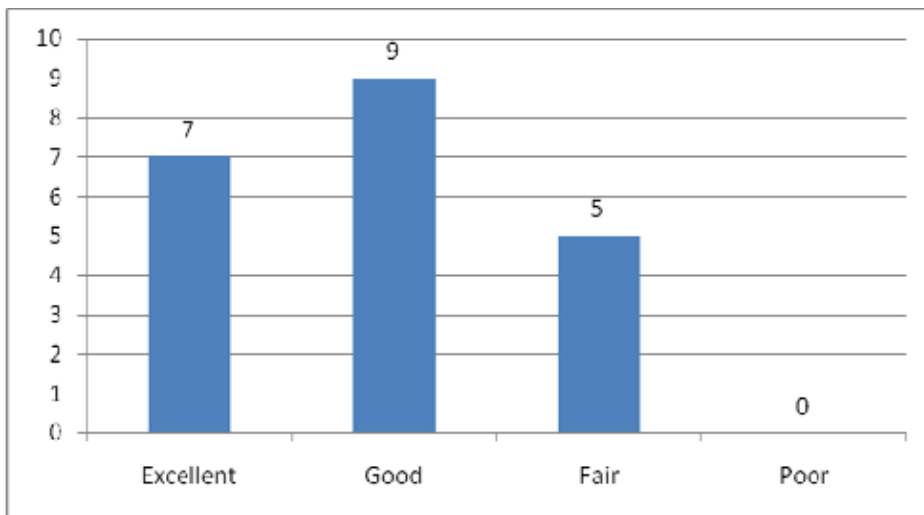
Revenue Bureau - Regulatory



Average 2.90 from 82 responses. 62 (76%) marked "Don't know."

Comments:

Revenue Bureau - Revenue Collections



Average 3.10 from 82 responses. 62 (75%) marked "Don't know."

Comments:

- Revenue is a partner with us on the billing system. Doing fine. (David Shaff)

Bureau of Technology Services (General)

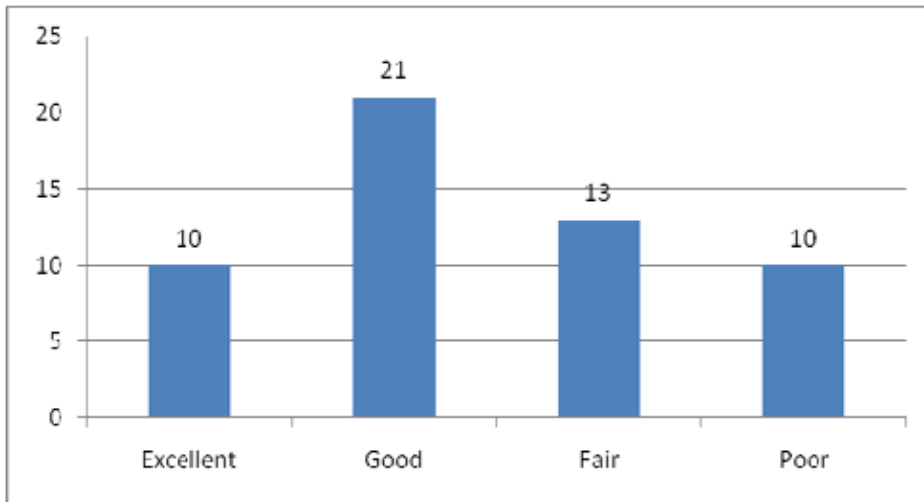
Comments:

- Upper echelons improved
- Programmers ok but more needed

- Mid-management needs to enlist (not force) compliance
- IT and Mark G. doing well. Feedback is positive. (Sue Keil)
- There have been lots of improvements in BTS. The reorganization Mark completed and the focus on customer service seem to really make a difference. PortlandOnline is still difficult and not very friendly. (Zari Santner)
- Good government website but not suitable for marketing needs. Parks need something far more nimble. (Zari Santner)
- BTS is the expert in technology. They need to be more proactive in adopting new and better tools for Parks. They are willing to work with us, however. (Zari Santner)
- Mark is trying hard but the progress is slower than is needed. For example, the migration to Outlook is long overdue but certainly on the right path. Technology is just behind at the City. Office XP transition is another example. Hurry up!
- Doesn't seem to have a lot of added value. The thought and ideas seem to be there, and that is appreciated, but the execution is questionable.
- Noticed a "pleasant turn around" on computer support. They solicit and use less jargon. We can have a good conversation with them now using street language and expect timely assistance. We are happy so far with the outlook migration, as well. (Kim Sneath and Ben Walters)
- Online Internet access to email system is favorable. Still want the ability to access files remotely, but understand the complexity. (Kim Sneath and Ben Walters)
- Mark has moved us forward dramatically in a short time. For instance, BTS has shown improvement through the updating of technology. (Brian Martinak)
- BTS still has some work to go as it improves from the past. There are long delays (e.g. laptops take too long to get) and the processes supporting BTS are inconsistent with the idea of technology providing efficiencies. Mark G. is very open and receptive to meeting bureau needs, and his approach includes interactive communications, which is very good. (Paul Scarlett and Denise Kleim)
- Mark G. and Carol B. are very helpful. Seems like Mark is focused on customer service, however, and is trying to make changes. Centralized services still mixes priorities from bureaus with the priorities of the City, which slows things down. However, Richard M. and co-located BTS personnel are working very close and comfortably together. Waiting for deployment of a person for desktop support. Wish bureaus had move ability to prioritize the work. (Paul Scarlett and Denise Kleim)
- Cell phones and air cards seem abundant in BTS, but almost no one else in OMF seems to have them. How many really need these phones. What is the policy? (Amanda Fritz and Tim Crail)
- I have seen improvements in BTS. Carol Brune is a delight to work with. She is sincere and responsive. Also, the Customer Stakeholder group meetings are developing well. (Jack Graham)
- Mark is doing a good job, but it feels a little like I am treated different than other employees in the bureau. For instance, a virus in the system really hit us hard. It seemed like no one was in charge and they were slow to respond. It felt like no one was managing the crises. Business Operations was down for over a week. On the other hand, the new OWA and VPN systems are very impressive (Dave has his VPN but the team is still waiting). BTS is trying to upgrade the technology, but it is a slow process. In generally, positive signs to a very complex organization and system. (David Shaff)
- Mark is doing a good job. BTS is heading in the right direction. (Betsy Ames)

- BTS is great to work with. They are responsive at every level. That might be tested this year as we approach some new technology, but I am optimistic.
- Mark and Logan are pushing to get to the cutting edge of technology. I am very impressed with where they are going, but they are not there yet. They are positioning BTS well, however. (For instance, with wireless handheld devices...slow to adopt new but great at troubleshooting.).
- Mark G. brought a private sector lens and focus to what the Mayor and his office needs. Great results, although not quite there yet. Still a lot to do, but on the right track. (Tom Miller)

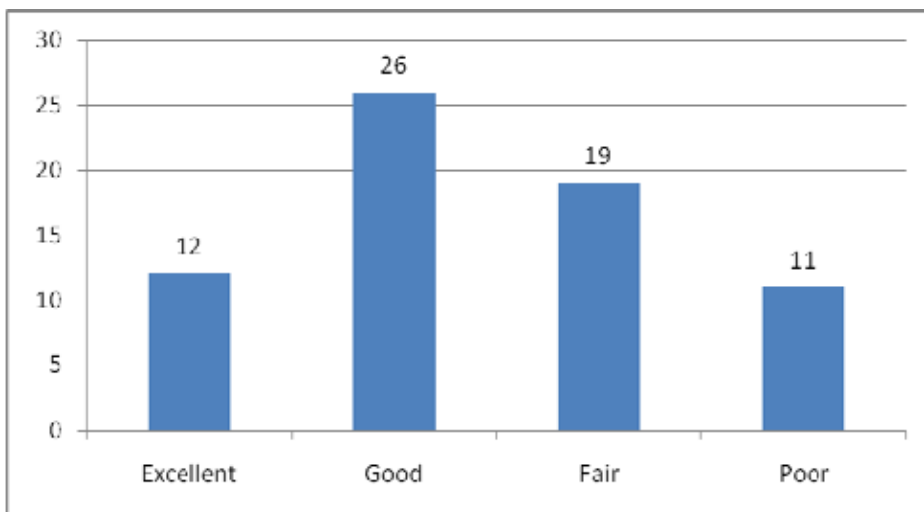
Bureau of Technology Services - Project Management Office (Provides bureau-wide project management services)



Average 2.57 from 82 responses. 28 (34%) marked “Don’t know.”

Comments:

Bureau of Technology Services - Customer Relations (Aligns BTS services with customer business needs)

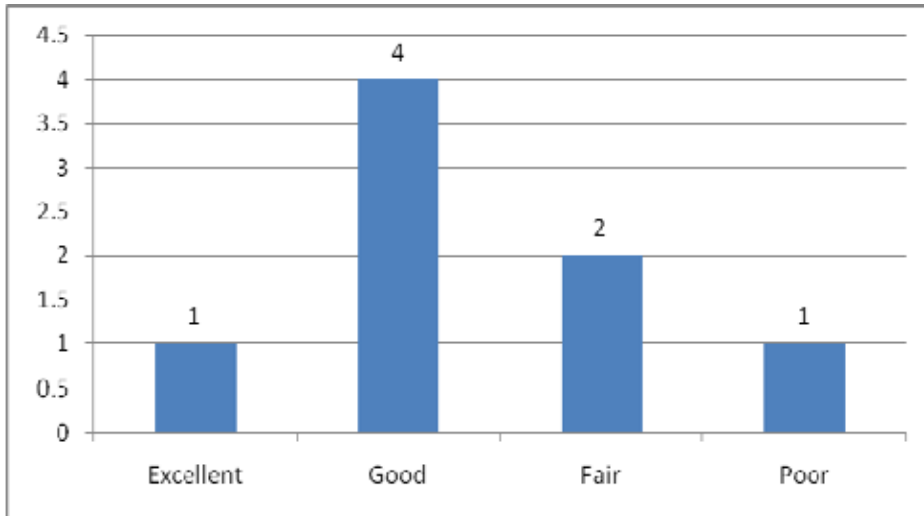


Average 2.57 from 86 responses. 18 (21%) marked “Don’t know.”

Comments:

- The BTS customer service monthly meetings with bureau customers have been very, very helpful. The overall transparency and explanations of current and upcoming work is really appreciated. Thank you.

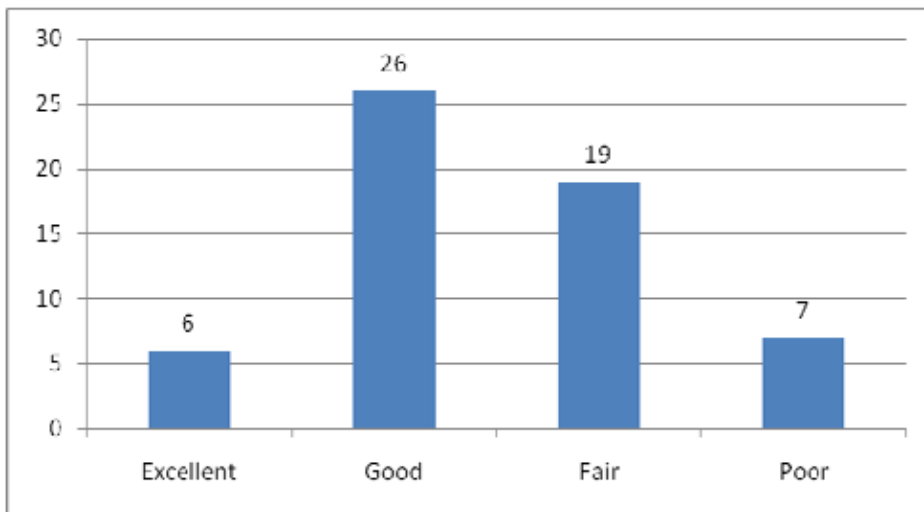
Bureau of Technology Services - Police IT (Police data systems and applications)



Average 2.63 from 85 responses. 74 (90%) marked “Don’t know.”

Comments:

Bureau of Technology Services - Administrative Services (Equipment/software ordering, storekeeping and clerical services)

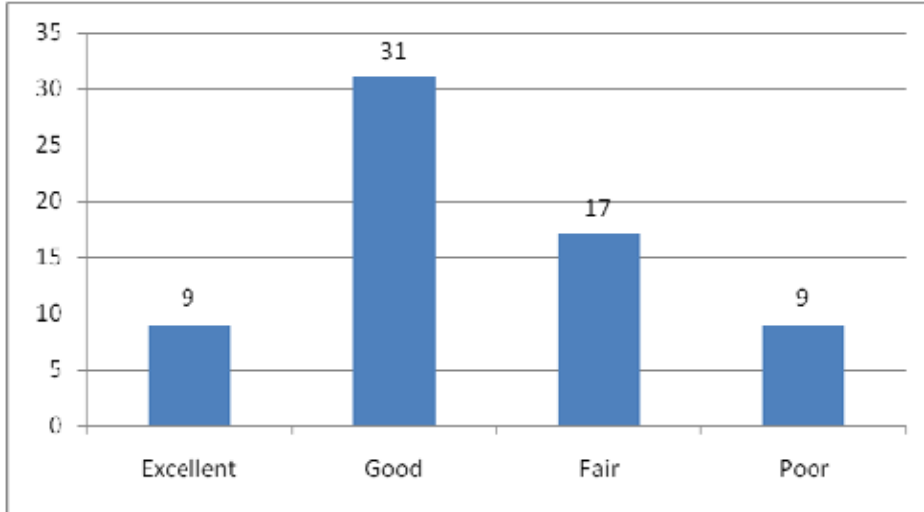


Average 2.53 from 85 responses. 27 (32%) marked “Don’t know.”

Comments:

- Ordering replacement items is routinely problematic - items that should be in stock (such as PDAs and RAM) are not.

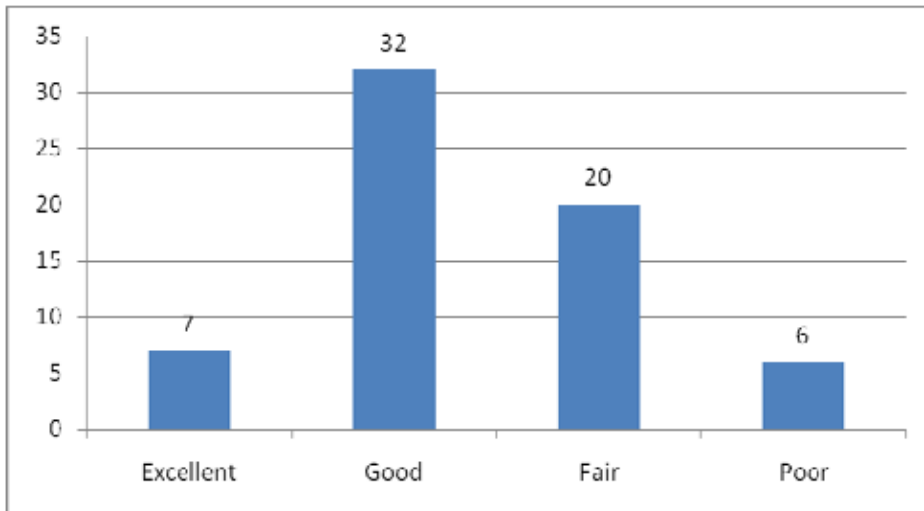
Bureau of Technology Services - Production Services (Supports servers, email, storage, databases and data center management)



Average 2.61 from 86 responses. 20 (23%) marked “Don’t know.”

Comments:

Bureau of Technology Services - Business Solutions (Supports citywide applications including GIS and PortlandOnline)

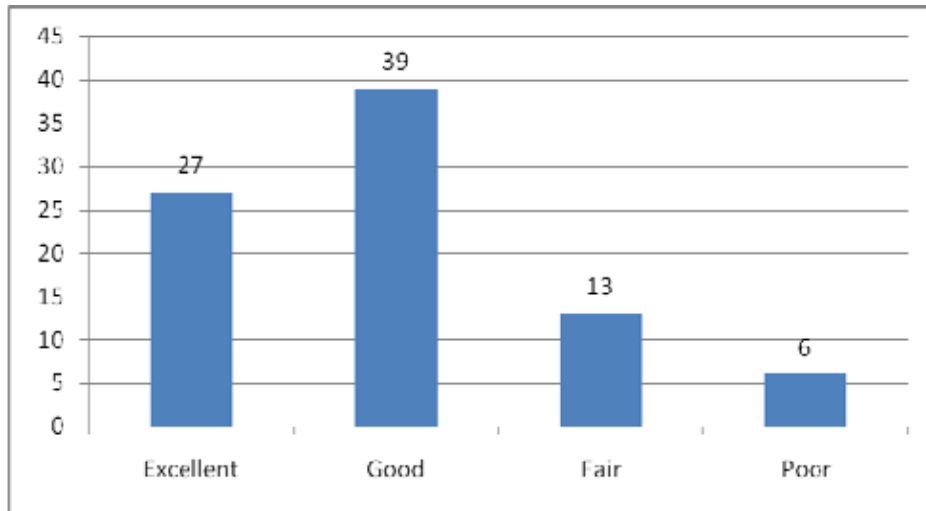


Average 2.62 from 84 responses. 19 (23%) marked “Don’t know.”

Comments:

- We are are working okay with PortlandOnline. Scott Anderson has helped the relationship.

Bureau of Technology Services - Support Center (Helpdesk, desktop support and delivery of new and replacement desktop computers)

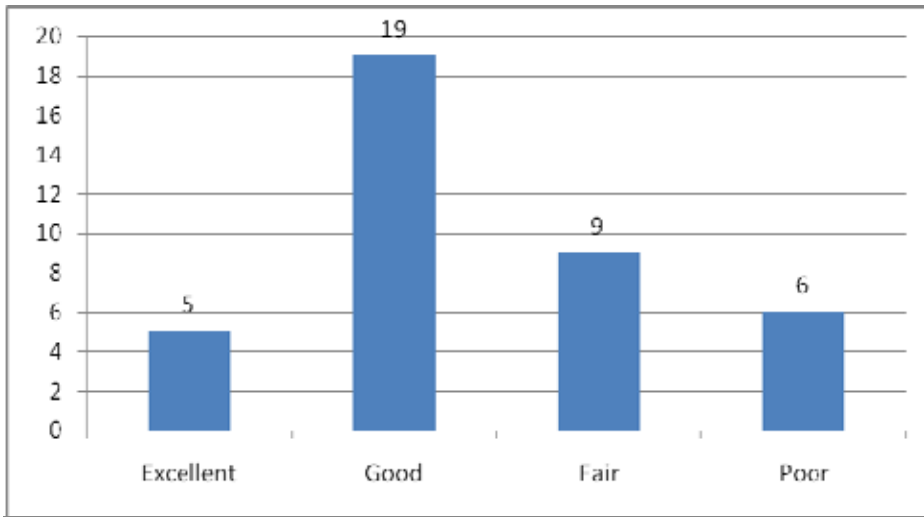


Average 3.02 from 88 responses. 3 (3%) marked "Don't know."

Comments:

- Desktop support personnel wonderful.
- The BTS Help Desk has been very responsive, helpful, and courteous whenever I have asked for their assistance.
- While getting a response at the BTS Help Desk has improved, just saying a case is resolved doesn't mean there has actually been resolution.
- Helpdesk staff hot and cold, sometimes unresponsive.
- When I learned that my laptop would cost \$100 per month, I was surprised. I probably would have made the decision to get it anyway, but that information should have been provided up front. The same with being charged for two computers during the transition. I would like to see increased transparency. (Amanda Fritz and Tim Crail)
- The help desk is very helpful. Sometimes they get stuck in the position of enforcing policy, but they do it as respectfully as they can. (Betsy Ames)
-

Bureau of Technology Services - Infrastructure and Engineering (Radio, telecom and network support)

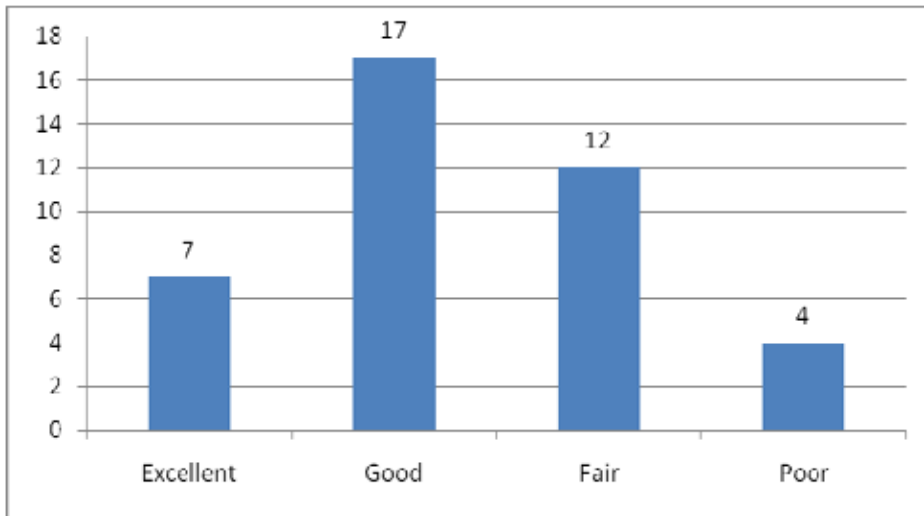


Average 2.59 from 85 responses. 46 (54%) marked “Don’t know.”

Comments:

- Telecom staff helpful and timely

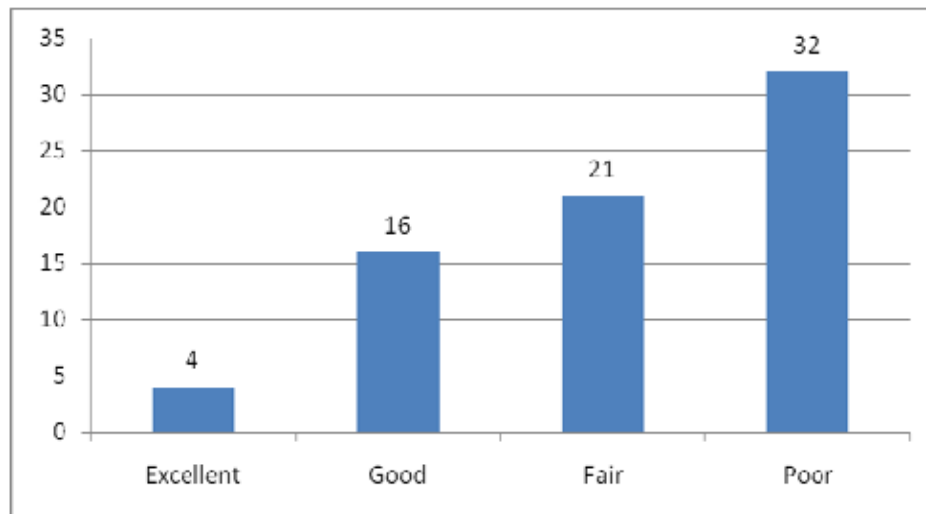
Bureau of Technology Services - Information Security (Security of data and communications systems)



Average 2.68 from 83 responses. 43 (52%) marked “Don’t know.”

Comments:

Citywide Projects - Enterprise Business Solution (EBS) Project



Average 1.89 from 86 responses. 13 (15%) marked "Don't know."

Comments:

- The EBS project has changed so many things, the training before go-live was poor and so we all need vast amounts of help.
- Because we are in the middle of so much change due to the EBS project, it is a little hard to judge or make comparisons of services between this year and last. People are being as helpful as they can, but because we are all learning (including the 'superusers') it has been very frustrating trying to get help or accurate answers to questions at times. I do applaud the effort though. It seems everyone is trying very hard.
- The classes could have been more useful had they been geared a little toward the actual users rather than the masses. Too much information in too short of time. I think it's still in need of revamping. Some of the support group sessions are not useful as the presenters are knowledgeable in their fields but talk above the user's heads. They are also not skilled as presenters and it's like watching paint dry. I know everyone tried their best and this was a huge project. It just could have been handled a bit differently.
- SAP is a horrible non-user friendly system. I can't believe all the man hours, confusion and delays it is causing even after all these months. What a COMPLETE WASTE OF TAXPAYER MONEY!!!!
- SAP (EBS) is one of the most frustrating systems I've ever worked with - and there are no manuals to use to try to figure out what went wrong and how to correct the problem. The support centers are usually full of blame and very little help. The training we had several months prior to go live had little to nothing to in common with the work. There is duplication for effort, as in creating the information in SAP, then having to go to Outlook to send a message to the Bureau of Purchases or the Auditor's Office to let them know there was work waiting for them to complete.
- Do we attach documents to the requisition or not? I've been told the system is not setup to handle attachments to requisitions - but if we don't attach documentation, how does the approver or buyer know that a purchase has had proper authorization. Anyone can assign costs to any other bureau's cost center - that should not be allowed. Any approver can release any other bureau's requisitions - again, another unacceptable feature.
- Customer support from the EBS team is not always consistent. Sometimes it's more of a lecture than help for the actual issue that the person needs help on.

- A good many of the City staff originally chosen to head up and to work on the EBS, both for FILO and HCM, were not good choices. The HCM staff still does not have all the best City personnel to get the job done; one of the reasons HCM has had so many problems.
- EBS feedback positive regarding how well this difficult project is being handled. (Sue Keil)
- Small bureaus tend to be treated with the same requirements as larger bureaus in the EBS project. That can be very stressful, especially regarding the amount of work required.
- SAP is not friendly for small bureaus.
- We have discomfort with the SAP transition. Delays are difficult. Procedures with respect to payments are problems. Accounts Payable, as well. The legal review and approval has not gone smoothly. It has been good for tuning up business practices, but lots of backlog of work has resulted. There are slow payments, some legal demands for pay arrangements; public perception impact. It is hard to know if these issues are getting proper attention. It is hard to know even who to go to. Legal did what they could to be ready, but these transitional issues are difficult. In the end, the system will be good because it will capture so much more detail, but for now, it is difficult. (Kim Sneath and Ben Walters)
- BHR interjected itself into a position to be in control as much as possible on the SAP implementation. Can they sustain their participation and provide the value required? (Brian Martinak)
- It looks like a difficult two years ahead. Some very bad decisions were made up front that are going to cause problems, like not requiring supervisors to sign off on timesheets. Can't undo these mistakes for awhile. It will work, but it seems too complicated and hard to implement. Some of the questions coming from Water are the wrong questions, but some are right and are not being addressed. In the end, the new information the system will collect will be good if it is accurate. If people fail to use the system, however, it could be a disaster. (David Shaff)
- Perhaps the best minds were not on EBS...feels a little like a square peg in a round hole sometimes. There have been issues with implementation and it is very complex to get a change considered. Some concerns and issues raised early have not been addressed or took too long. There needs to be flexibility in the requirements, as well. Make sure the system encourages application of policy consistent throughout the bureaus. Consistency is important. (Betsy Ames)
- Lots of time required to work with the SAP conversion, which is difficult due to the size of our bureau. We hope SAP will be helpful. Hopefully there will be a post-conversion conversation to learn how to best use the system. The team needs to know how to best use the tool.
- It would be helpful if reports and presentations from the EBS project were translated into layman's language and the focus placed on 'need to know' and 'what to do/decide' along with prioritization. Political awareness and milestone emphasis would be most helpful.