



CITY OF PORTLAND
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City of Portland: 2013 Citywide Technology Related Staff Skills and Proficiency Survey
revised Oct 10/13

Overview

The City of Portland has contracted Sierra Systems to complete a citywide technology assessment related to the following six focus areas:

1. Organizational Structure, Service Delivery Model and Business Processes
2. **Citywide Technology Related Staff Skills & Competency**
3. Citywide State of Technology
4. BTS Budget
5. IT Governance Model
6. Capability Maturity Model Integration (CMMI) Appraisal

The Citywide Technology Related Staff Skills and Competency Analysis is one part of the total assessment. It will include an on-line survey to gather information on current job skills and proficiencies to determine if current job skills meet the needs of the City. Sierra Systems will develop the GAP Analysis between what skills exist and what skills are required for a level of job performance that consistently meets division and bureau objectives or customer needs. The resulting recommendations from the analysis will propose training that citywide staff can receive to effectively maintain current technology systems and implement newly requested technologies.

The survey is scheduled to start Wednesday, October 16, 2013 and conclude two weeks later, October 30, 2013. The analysis of results and recommendations will be compiled, providing time for focus group review and a final report no later than November 30, 2013.

Approach:

Numerous stakeholders were involved in the creation of the survey design, content and staff distribution list. Meetings were conducted with City Bureau Directors and technology liaisons, the Bureau of Human Resources, union representatives, and the BTS Bureau Leadership Team from September through the middle of October was committed to the review process to ensure that the

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approach was consistent with the purpose and objectives of the Citywide Technology Assessment. In addition, care and attention has been taken to provide appropriate communication and support to citywide technology staff in completing the survey.

The primary method for communicating survey information with bureau and technology staff citywide will be through email by CTO Ben Berry, the Citywide Project Sponsor. Sierra Systems will be the sole distributor of the survey and undertake the analysis of survey results and reporting.

Objectives

- Ensure that all technology staff citywide receive the correct message
- Communicate effectively with bureau leadership and staff regarding the purpose of and how to complete the survey
- Provide consistent communication for staff through their key contacts; e.g., Bureau Directors, Technology Business Consultants and Bureau Liaisons.

Key Messages

- The survey is intended for the City of Portland to discover the extent of technology related skills and to evaluate any gaps.
- The assessment of current proficiency levels is defined as a level that consistently meets division and bureau objectives or customer needs.
- The survey will remain anonymous. Almost all survey questions are optional. The results will be compiled and viewed as a whole; there is no intent for analysis into specific job classifications, or to an individual level. No city staff will see individual survey responses.
- Staff are encouraged to answer all questions, as the responses help give the City an overview of all technology related skills.
- The survey will take approximately 20 to 30 minutes to complete; technology staff will be given time complete the survey during working hours.

Frequently Asked Questions

1) What's the purpose of the survey?

The purpose of the survey is for the City of Portland to discover the technology related skills of its employees, and to evaluate any gaps.

2) Will my response be anonymous?

The survey will remain completely anonymous. We understand that it may be possible for staff to be identified in areas that are small in size; so, if you do not feel comfortable answering a question because you believe it will identify you, please move on to the next question.

Staff are encouraged to answer as many questions as they can. These responses help the City of Portland to discover the current proficiency levels of its technology related staff citywide, and to identify the training and development needed to enhance these skill levels.

3) What if I don't feel comfortable answering a question, or a section, on the survey?

Almost every question in the survey is optional. The mandatory questions will ask you if you are in BTS or a Bureau (for survey navigation logic), as well as to ask you to identify your current Job Classification or Job Title as this allows you to move to the question on the various technology skill sets. For other questions, if you do not feel comfortable answering, you are able to leave it blank and to continue on to the next question or section. Additionally, the last question on the survey is mandatory, as this allows the survey to finish.

4) How long will it take to complete the survey? Do we have allocated time to complete the survey?

The survey will take approximately 20 to 30 minutes to complete. Managers will support staff to complete the survey during working hours.

5) Where did the list of Skills and Proficiencies come from?

The job classification or job title's skills and proficiencies come from the qualifications listed for each job on the Bureau of Human Resources website's Classification Specifications. They can be found online [here](#).

If there are skills or proficiencies you use in your day to day role that are not listed, the survey offers blank fields for additional skill sets to be included as needed.

6) Why are you asking about my training and development needs? I thought the City was looking for ways to save money?

The survey asks questions relating to training and development needs. These questions are intended to identify the future needs of staff to perform their jobs at a level that consistently meets division and bureau objectives or customer needs. While the City is looking for ways to save money, identifying options for our staff to improve their level of proficiency at their job is a priority.

7) What will happen with the survey results? Will they be published, and if so, where can I view them?

Survey results will be gathered together into a combined summary. There is no intent for analysis into specific job classifications, or to an individual level. The Consulting Company Sierra Systems will collect all survey responses, and will complete independent analysis before handing the report over to the City of Portland team.

The survey results will be reviewed by project stakeholders, after which the survey highlights will be presented to City of Portland Council, and made available for review on *PortlandOnLine*.

8) Will my manager see my results?

No, managers will not be able to see the results of their staff. No city staff will see individual survey responses. The results of the survey will be viewed as a combined summary.

Additional Information:

Distribution of the Survey

The survey will be sent out to all technology related staff throughout the City of Portland. It will be sent out Wednesday, October 16th, with two business weeks to respond and will close Wednesday, October 30th.

Analysis and Reporting

We will be striving for a high response rate with the support and encouragement of citywide technology leadership.

Sierra uses two main rating scales - one for technical skill sets and proficiency level and one for non-technical. Each rating item may also be paired with similar items from other job classes as desired to compare similar skill sets and development needs across job classifications.

Rating labels have been used to define levels of proficiency starting with a baseline of a "reasonable" level of skill proficiency. This indicates a level of acceptable performance as the base, and supports our purpose to gather information on proficiency levels that will consistently meet division and bureau objectives or customer needs. The survey does not aim to evaluate performance of staff in their current job.

The survey responses will be gathered by Consulting Company Sierra Systems, and will be assembled into a report for review by a citywide group at the City of Portland. The results will be compiled and viewed as a whole – there is no intent for analysis into specific job classifications, or to an individual level.