



**Olympic Performance, Inc.**

## **2008 OMF Internal Customer Service Survey Results**

A customer satisfaction survey was posted on March 22, 2008 through April 15, 2008, 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. Below is table of contents.

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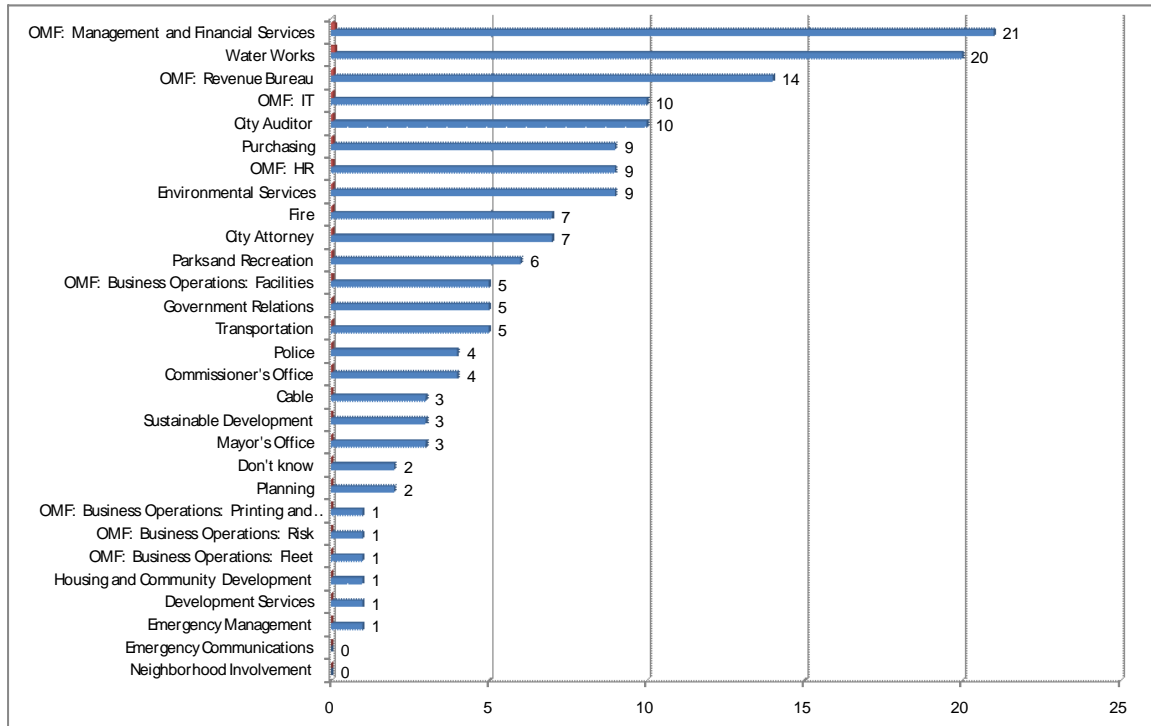
MAILING  
Post Office Box 3137  
Wilsonville, OR 97070-3137

OFFICE  
27701 SW Grahams Ferry Road  
Sherwood, OR 97140

VOICE (503) 682-0900  
FAX (503) 682-0888  
URL [www.123workflow.com](http://www.123workflow.com)

## Participation

157 employees completed the survey. The following table identifies how many filled out the survey from each City Bureau/Office:

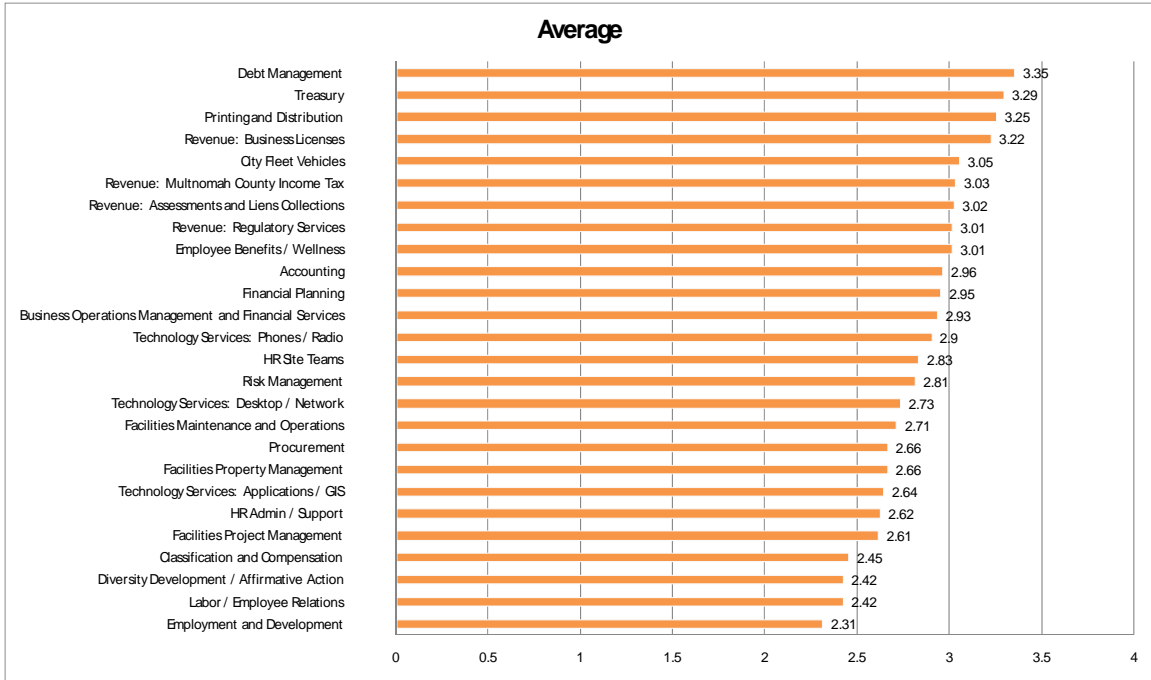


A total of 10 interviews were completed between March 17, 2008 and March 21, 2008. One interview could not be held due to scheduling conflicts, but the participant forwarded her comments in a comprehensive letter. Comments from the interviews and from the open ended questions within the survey are included below.

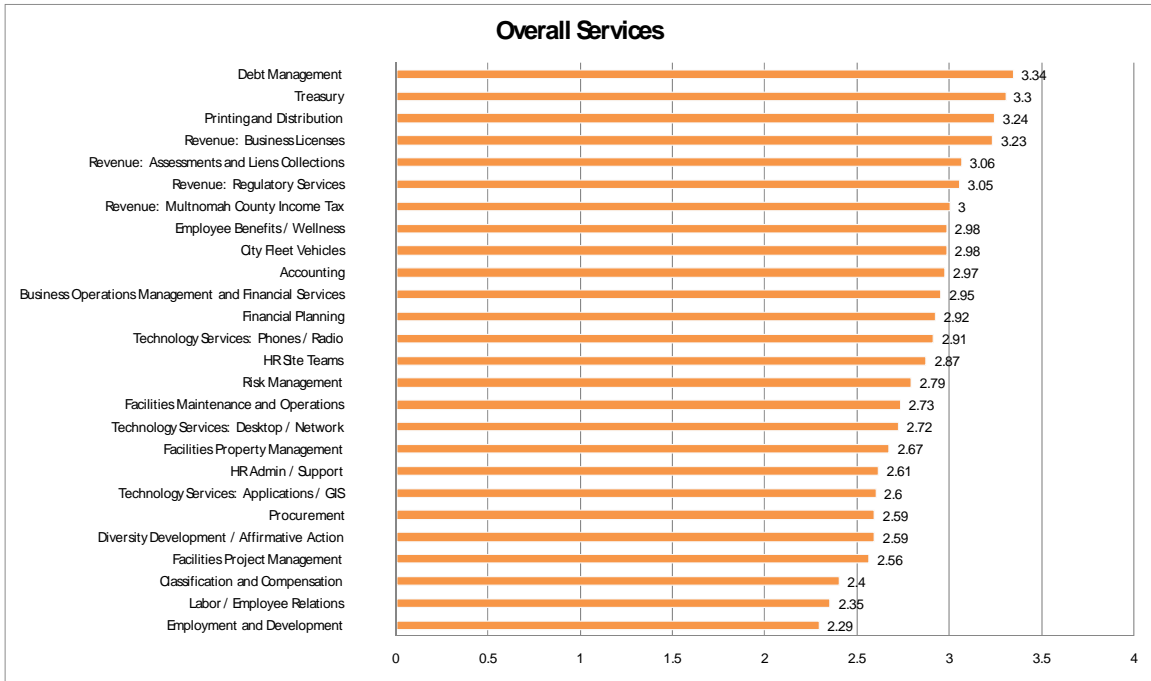
## Satisfaction Feedback

### Pareto Analysis

Below is a Pareto chart comparing the overall average satisfaction rating for each of the OMF services. (The scale is: 1=Poor, 2=Fair, 3=Good, 4=Excellent). The service with the highest overall satisfaction feedback is located at the top of the list. The satisfaction factors surveyed are: timeliness, accuracy, helpfulness, expertise, availability of information, and overall services.



As noted above, one of the satisfaction factors evaluated was ‘overall services.’ The Pareto chart below compares only that dimension as a test against the overall average chart shown above.



With very few exceptions, the overall services and the average of all satisfaction factors closely match.

### Satisfaction Factors Analysis

Below is an analysis of each service factor for each of the OMF services as compared to the average feedback for all departments in OMF. (The scale is: 1=Poor, 2=Fair, 3=Good, 4=Excellent), along with example comments from the survey and interviews.

## ***OMF (General)***

### Comments:

- I think customer service is excellent, everyone is very helpful.
- Communications within OMF could be improved.
- I think we need to raise the bar on expectations. Some areas and staff excel above others and that should be recognized in a way to encourage those who may need a little nudge
- Ensuring that consistent customer service and professionalism is a priority of OMF employees at every level from managers to line staff needs improvement. The quality of customer service and professionalism varies dramatically between various units and sometimes between individual employees.
- All services have been excellent.
- Intra-bureau cooperation needs substantial improvement.
- Inter-bureau communications and marketing of services seem to be limited to portlandonline, which can often be hard to navigate for needed information
- Before making decisions that effect an area talk with the people who do the job and are on the front lines. They will have an accurate feel if something will or will not work.
- OMF - Project Management has some poor project managers that are not working to their ability.
- I would prefer not to receive all of the e-mails for citywide training. Give option to unsubscribe.
- Timeliness of response from some divisions. Most is related to the poor reporting and slow availability of CARS and IBIS reports. Much will be addressed by SAP, when that project is eventually implemented.
- OMF does not listen to its bureau customers. OMF issues directives and orders, but seldom works collaboratively (only a few exceptions, such as Debt Management). OMF would benefit from a major overhaul in its culture to alter this aspect of how it does its work.
- Are we going to implement SAP, or not?
- Quality of information and accuracy of data provided is positive.
- Linda and Sharon are GREAT on the front desk. Very pleasant and always helpful.
- In general, timely responses to inquiries; good effort to be helpful.
- Jan Clow in payroll is very good.
- Despite the comments above, generally it seems to me that everywhere I touch OMF, the level of technical expertise is A+, and the willingness to listen, define and solve problems, is also very high.
- In general, I think OMF exhibits a desire to give good service, and to improve its service over time.
- Hires knowledgeable individuals.
- Employees across the board seem to be particularly willing to assist others when asked.
- Fleet pool cars are great. P&D, payroll, accounting, BHR, project management and financial planning provide good service.

- Follow-up is good.
- Consider current employees for promotion or restoration back to higher level due to budget cuts or reorganization. Training and Career development for employees, not only on their current positions, but for future positions to help them for promotion. Avoid the practice of 'Cronysm' and 'favoritism' when it comes on job appointment, which makes the job announcement to be just for formality to avoid legal law suits.
- There is great interaction between the different groups of OMF. I see people open up to different ideas and a respect for those ideas even if different from their own.
- Legislative tracking system programmers did a great job for us during a very busy time for them.
- Don DePiero worked very hard to get our office hybrid cars for the special legislative session.
- It is a joy working with Casey Short, Steve Manton and Drew Barden on legislative matters. They are prompt and thorough in their responses.
- Despite the lack of available information in real-time, the most OMF FTE do try to get information immediately
- Room requests are always dealt with very quickly.
- Unlike how it often interacts with bureaus, OMF appears to provide good customer service to the Council.
- Classification and Compensation, Benefits, Financial Planning/Budgeting, Employee Relations are positive.
- Leadership in the city's administrative functions is positive.
- Overall financial management for the City is positive.
- Overall very good!
- “Ken is making good progress. The challenge from any call OMF receives is that the underlying theme is ‘help me.’ Describing pitfalls is helpful but not enough. Getting to the goal is critical. OMF is doing this pretty well.” *Tom Miller*
- “Overall OMF is doing a better job than they used to. Some people in the Water Bureau felt Tim was trying to build an empire and more or less become the City Manager. Those same people don’t have that impression about Ken.” *David Shaff*
- “Ken has brought recognition to the right problems. You always feel he gives straight information. He inspires confidence. He tries to do the right things and is getting the operations to respond. His honesty around the enterprise information system was great. He called it as it really is. We have confidence that it is being done right. We are no longer thinking of ways to break up the department. The culture shifting in OMF is toward credibility and a focus on the needs of the bureaus.” *Ty Kovatch*
- “I like Ken very much; I have learned a lot from him. Where we have problems now and then is at the worker level, running into bureaucracy. Some employees cripple us by believing that their primary function is regulatory, not problem solving. There is also way too much paper and far too little technology, especially in BHR.” *Brian Martinak*
- “I feel that I have a positive relationship with Ken. I could call him if needed.” *Jack Graham*
- “This form of government is very difficult on the central bureau, but Ken is extremely capable.” *Gil Kelly, Bob Glasscock and Celia Heron*

- "As a client of Government Relations, OMF is fantastic. They give advice and support. They are thoughtful and responsive, and that seems to go down into the organization. In the world of lobbying, they are a client you love to have. Even in odd situations they still are responsive and politic.

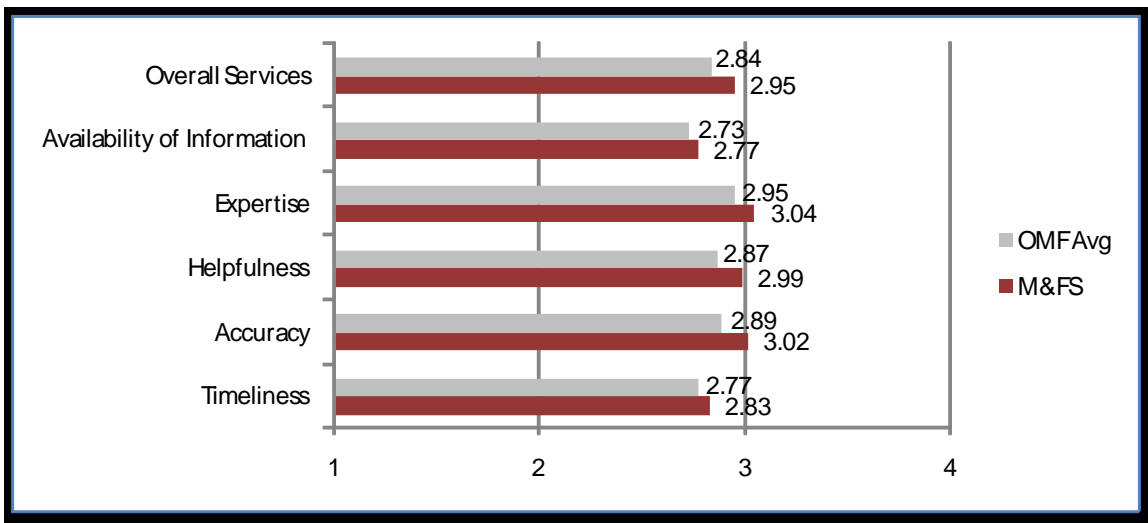
There are a few occasions that OMF acts in an environment that they should know has political consequences but fail to inform Government Relations. By and large they are good about this, however.

As a service provider, OMF sometimes forgets that smaller bureaus cannot handle things the same way larger bureaus can. SAP conversion is an example. We need more flexibility. We need a proactive approach. We felt like we are being pushed to an unworkable set of solutions; shoehorned into what works for others. The travel policy is another example. No one talked to us until it was almost too late. Response was good at the end of the day, but awkward and frustrating to get there. We had to scream to be heard.

Overall, however, OMF is fantastic. They have a lot of talent and heart.” *Dan Bates*

- “The OMF is a very important function of the City government which significantly impacts the service delivery of bureaus such as mine. We have appreciated the OMF leadership's efforts to continually seek to improve their customer service. And improvements have been made over the years.” *Zari Santner*

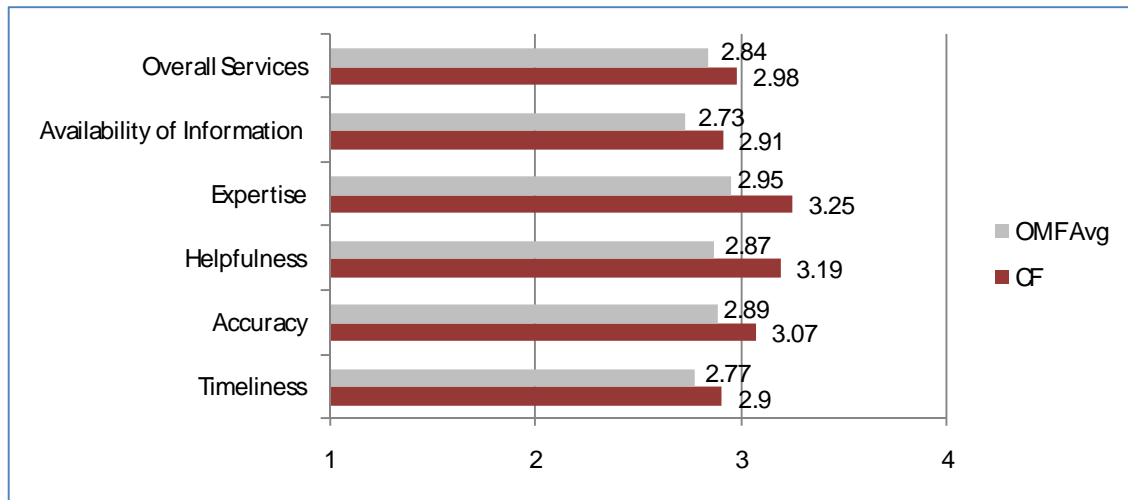
### ***Business Operations Management and Financial Services***



Comments:

- OMF Business Operations staff are generally courteous, accurate, efficient, and pleasant to work with.
- Public policy (Braaten, Tuttle, and Manton) is very strong. Laurel Butman's and her interns' customer service delivery is excellent.

## City Fleet



### Note:

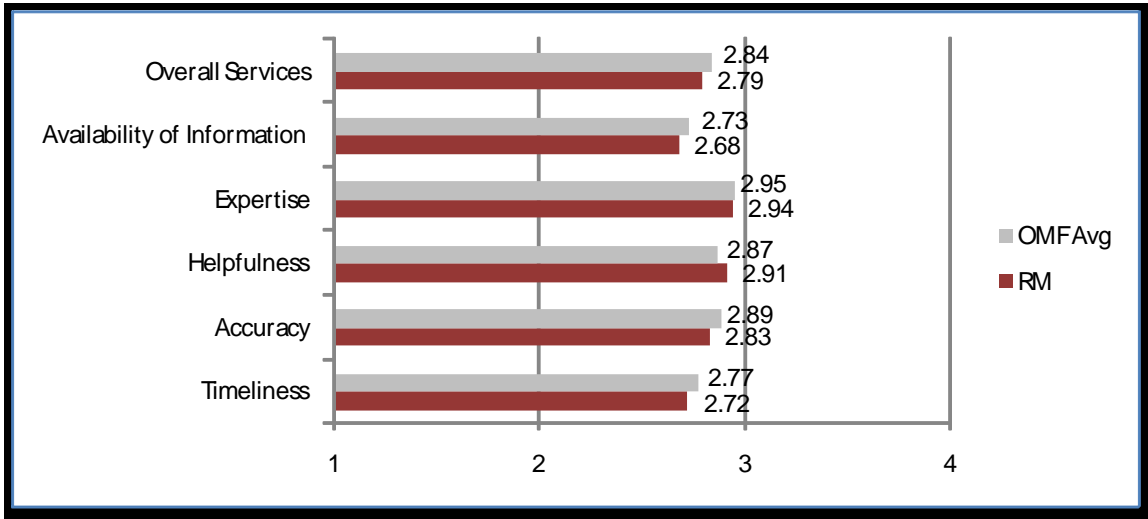
- Over 50% of the respondents were not able to answer questions related to fleet (over 60 respondents answered for each service factor).

### Comments:

- Fleet services are good, very helpful people.
- Fleet. Overall coordination with users is lacking.
- Fleet - Takes WAY too long from the day a vehicle's need is recognized and requested, to the day it actually shows up on the lot.
- Fleet services are substandard. The accountings of fleet services are suspect, to say the least.
- Rubber hits the road service is slow at Fleet and GIS.
- Zipcar/flexcar has proven to be more expensive and more convenient than CityFleet which we no longer use.
- Don DePiero in Fleet is extremely helpful and does a great job.
- Fleet especially the body shop has been very helpful. Would be good if they could speed up the procurement process for purchasing new vehicles.
- City Fleet is excellent
- “High Fleet costs are a problem for the Water Bureau. We have cut costs from our budget for Fleet, against John’s objections, and are telling employees not to take pieces of equipment in except one time per year unless there is a safety issue. We are also asking for a narrower scope of repairs. John is doing well and Fleet has improved, but the cost is still too high. We are paying a lot more for Fleet than we used to and we aren’t getting better service. Our sense is that we are paying too much and we have to exercise control.” *David Shaff*
- There has been a huge turn around with Fleet. Better replacement schedules saved a lot. Preventative maintenance improved; better parts stocking policy. *Sue Keil*
- “We use Fleet cars; no problem. Flex car is not real helpful since we typically don’t know how long we will need it.” *Linda Meng*

- “City Fleet is a success. We used to have an old Dotson as our only vehicle. The Zip/Flexcar really works well for the Bureau. We use it a lot for the Smart Reading program and away meetings.” *Gil Kelly, Bob Glasscock and Celia Heron*
- “Great job from City Fleet. They are innovative. We had a long term lease for legislative session and they made this work. They were creative and got answers and results.” *Dan Bates*

### ***Risk Management***

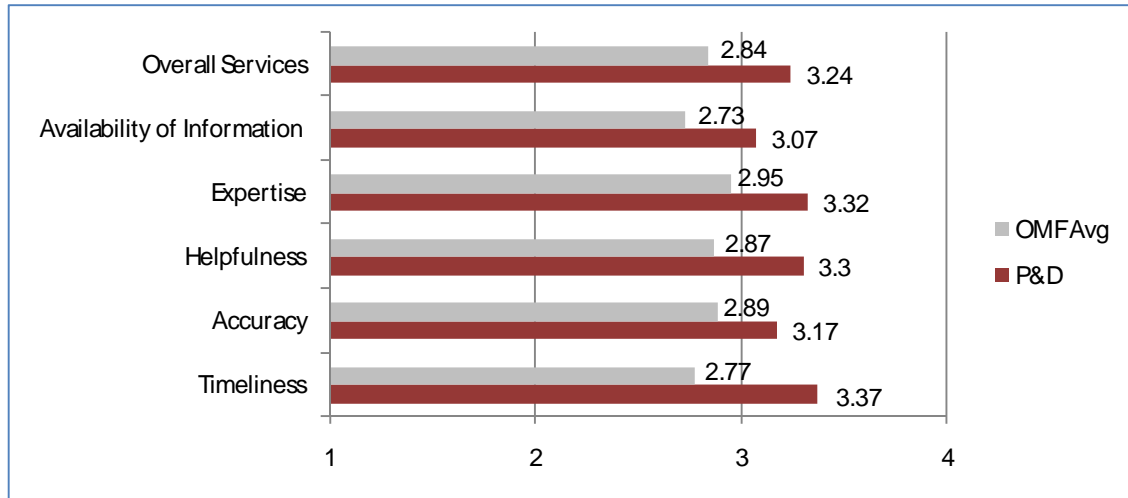


#### Comments:

- The people in the worker's comp part of Risk do a good job.
- Risk Services is very good.
- Risk management does an excellent job.
- Risk Management is customer service oriented - providing answers and offering alternative solutions to problems.
- “Recent work they did for us was grand.” *David Shaff*
- “Kate from Risk is great. We are really happy to have her work with us. Doug does a really good job, as well.” *Linda Meng*



## Printing and Distribution



### Comments:

- Printing and Distribution continues to be a shining star for OMF functions. We are very happy with the service we get from them, and the production quality is excellent.
- I love P & D
- Printing and Distribution is so helpful, timely and always manage to find ways to get our print jobs done on time and within our budget, even with very short timelines!
- P&D is a great example of a city bureau that offers valuable internal services to other city bureaus at a very modest cost. P&D is focused on the customer. P&D services are value priced, easy to access, and high quality. They also meet their established delivery times – they’re a city service you can count on.
  - I admire the fact that P&D is flexible - they can adapt to the needs of a wide variety of requests/projects - which is a valuable quality/service in itself. P&D employees have a great, “we can help get it done” attitude – they’re friendly and they have a great customer service/help desk. I’ve found P&D employees to be very knowledgeable and very willing to share their knowledge, ideas, problem-solving solutions and assistance. I know I can count on them when I need help.
  - I also really like their open house - I’ve worked for the city a long time and I still learn something new about P&D every time I attend – it’s a great idea and the event is always well done. It’s a great way to share inform.
- “We never have issues with P&D.” *David Shaff*
- “We tend to use outside services that specialize in the legal work. We have been encouraged to use them, but it seems like more work.” *Linda Meng*

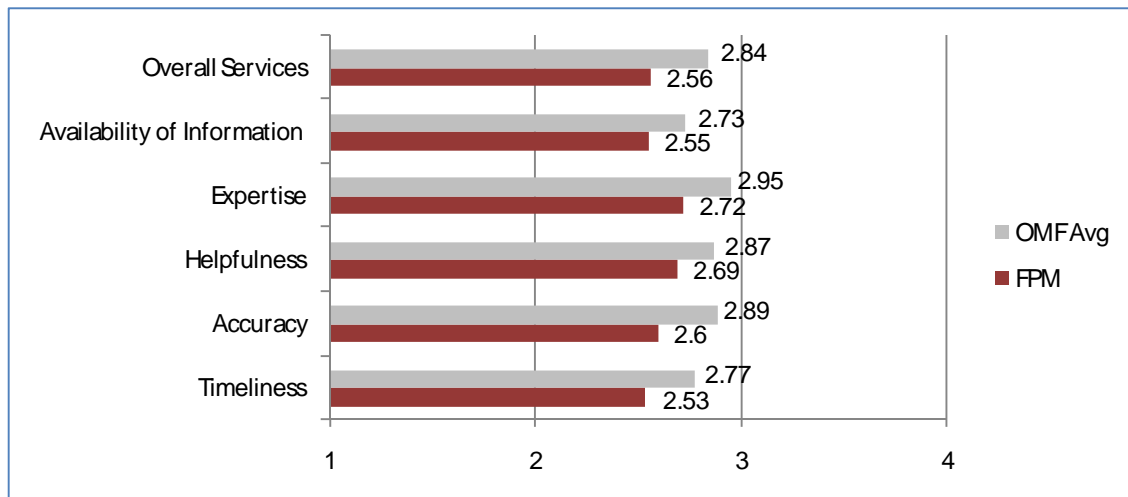
## Facilities (General)

### Comments:

- Facilities doesn’t seem to respond or be consistent in posting stuff in elevators, or they seem put out.
- Facilities seem to be getting more bureaucratic and less interested in customer service at their lower levels.

- Generally, Facilities does not meet expectations - either with timeliness or accuracy of work performed. I find their billable hourly rate atrocious and the time it takes them to do work inefficient. I have used outside vendors on occasion to do work in the office at a much lower hourly rate, and find they are much more efficient with their time.
- Facilities is under staffed and we often have to wait for work to be done.
- Facilities (12th floor) seems in a rut/not very interested or responsive
- “Facilities tends to be expensive. For example, asking Facilities to hang pictures or tightening wobbly tables is just really expensive. They have good services, but are expensive compared to alternatives. This isn’t a ‘big deal’ but since you asked...they also do a crappy job of maintaining this building.” *David Shaff*
- “Our biggest issue is space. They know this and are working on it, but we are just jammed. The building is fairly well operated and Facilities is responsive when we call. I’m not sure security really helps or is just more of a hassle.” *Linda Meng*
- “We are embarking on the Portland Plan. OMF Facilities could add a capacity to look at what central services needs will be in the future. The current Facilities plan only looks at current conditions and what it will take to sustain current facilities. There is not much attention to forward looking thinking about future facilities needs. We recognize they will need additional capacity to do this work or will need to get more consulting time than in the past, but it is important for planning.” *Gil Kelly, Bob Glasscock and Celia Heron*

### ***Facilities Maintenance and Operations***

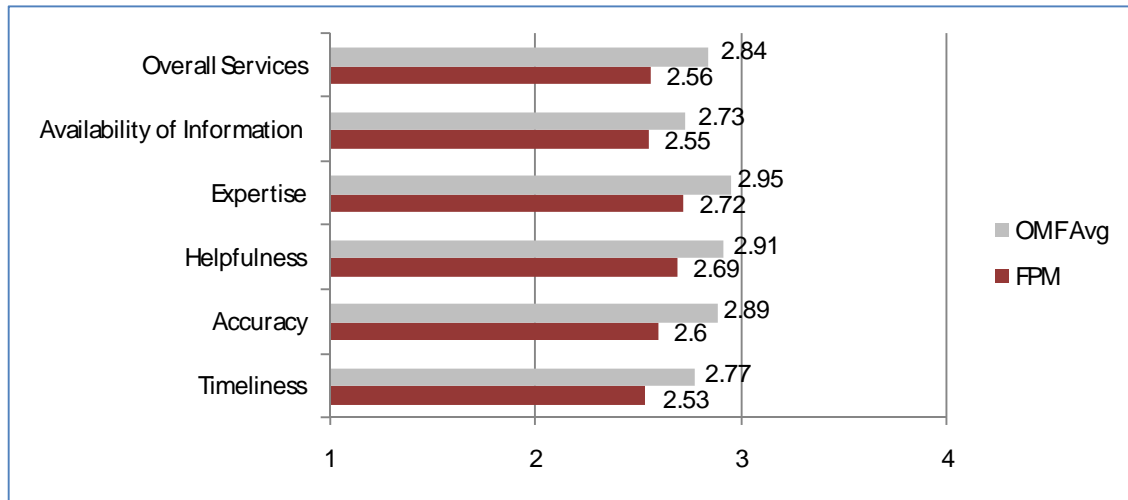


**Comments:**

- Facilities maintenance mechanics are slow, expensive, and rarely complete the job satisfactorily on the first visit.
- Facilities maintenance has improved - they finally listened to our requests of better support and have allowed the technician to provide the necessary support.
- “Janitorial maintenance in the building gets better when we meet with them but soon atrophy’s. They need to be more consistently good and certainly more responsive. They at minimum need to give us dates as to when things will be completed. It feels like they treat our needs as ‘do it when

we can' rather than in an organized approach. Overall they are good, but these are issues that need to be addressed." *Denise Kleim*

#### Facilities Project Management



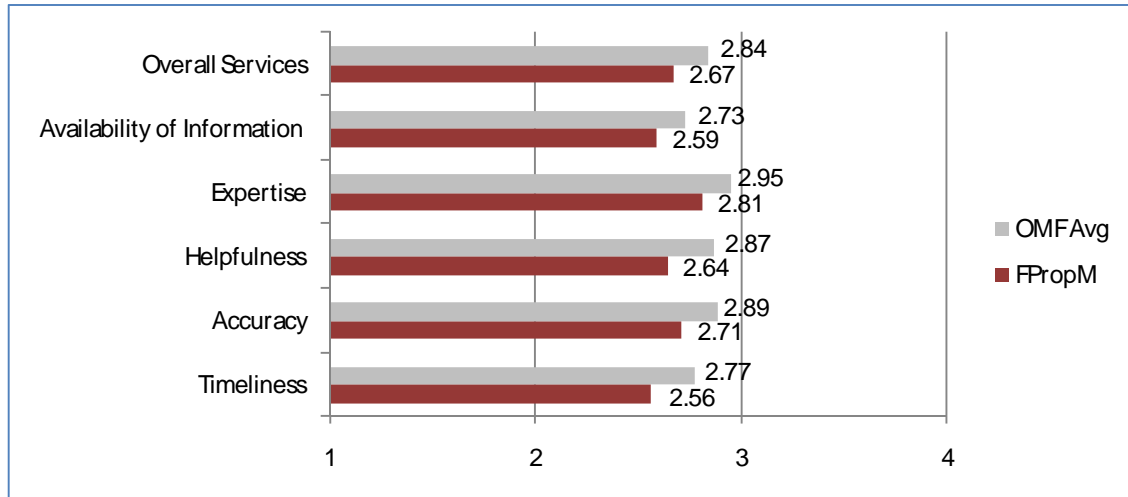
Note:

- Over 52% of the respondents were not able to answer questions related to Facilities Project Management (over 55 respondents answered for each service factor)

Comments:

- Facilities project management needs more in-hours understanding rather than rely solely on the architects to design and manage the construction projects. Some Facilities PM's are good, some are not.
- Facilities Project management is doing particularly well.
- It is difficult to obtain timely information from Facilities Property Management, and the person providing the feedback presents a hostile and demeaning attitude when asked questions.
- "They are okay but should take on a stronger role. We had a large move where we ended up doing a lot of the project management ourselves. There are some advantages to that, but we probably did too much. In addition, some projects seem to wait in the wings until I call. That shouldn't be the case." *Denise Kleim*

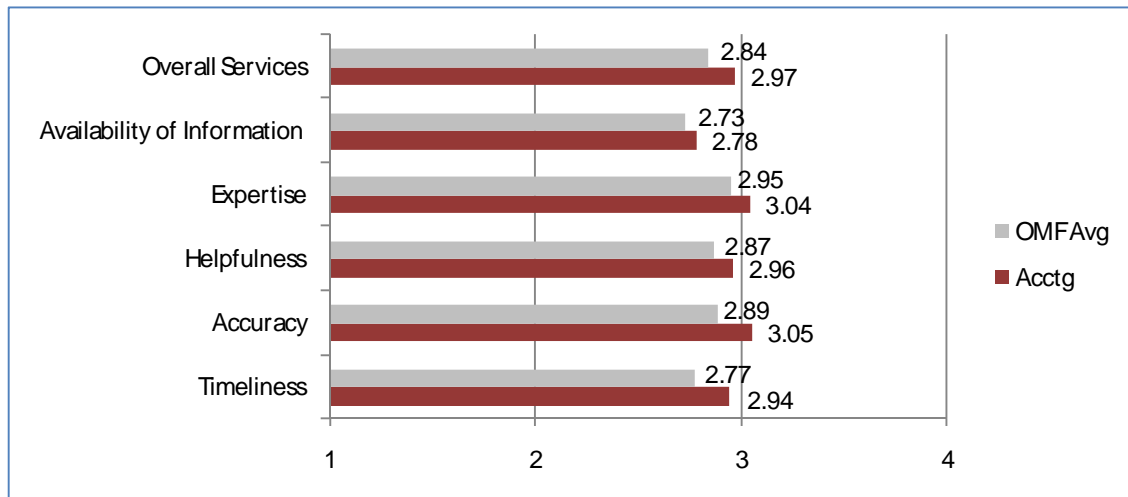
### Facilities Property Management



Note:

- Over 59% of the respondents were not able to answer questions related to Facilities Property Management (over 45 respondents answered for each service factor)

### Accounting

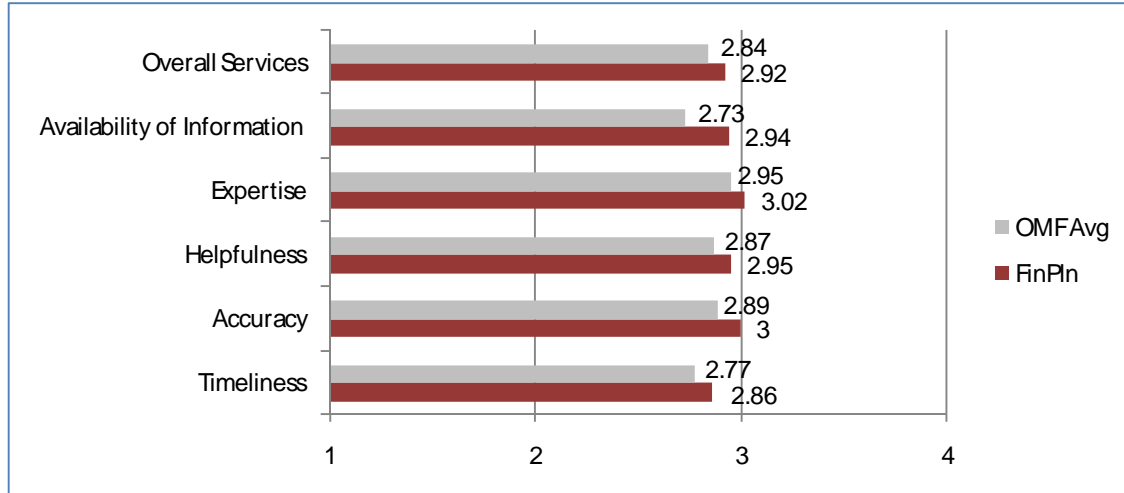


Comments:

- Payroll and other parts of Central Accounting do particularly well.
- Two of my reimbursements submitted to accounting were lost - had to resubmit. New employee does a much better job than previous.
- Accounts payable has dramatically improved.
- “Accounting is okay. Dan Green is extremely responsive, helpful, and clear. There is some lack of clarity in the City as to things like what can be purchased for employee meals, for example. It

would help if the documents were written so there is less ambiguity – or if ambiguity is okay, written so we know that. It makes us, administration, look like the ‘bad guy’ when we interpret the rules as we think they are but other administrators interpret those same rules less stringently.”  
*Denise Kleim*

### ***Financial Planning***

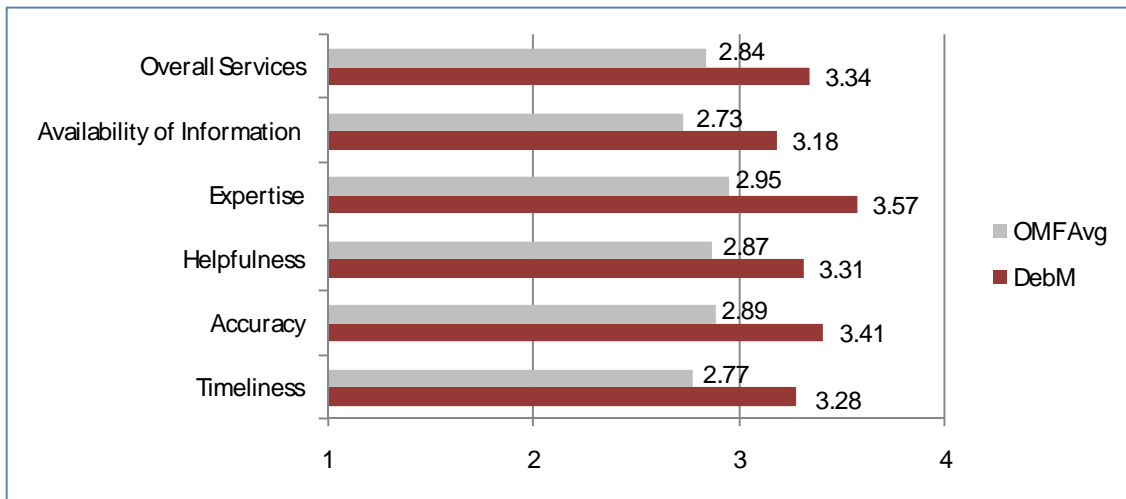


. Comments:

- The Financial Planning Division needs to improve its communication with City budget personnel. It's not unusual for issues that impact all bureaus to be brought to their attention, but information related to resolution of those issues isn't disseminated to all budget/financial analysts.
- Financial planning support around the BMP periods is very good.
- Your Financial Planning personnel are top notch.
- Budget is very good.
- Increase transparency in the budget documentation. Line items get consolidated and entered into BRASS without notification let alone agreement.
- The folks that work with us on our budget do a great job.
- Financial Expertise is evident throughout BFS. “They don't surprise us, which is good, and our working relationships are very good.” *Sue Keil*
- “Financial analysts, which are also policy analysts, do not act as policy analysts. Instead they act as business analysts. They tend to second guess the business rather than work with us to get the right results. We tried to work with them as a team, but they would not participate, saying they needed to remain objective.” *Brian Martinak*
- “We have a good liaison right now. Jeremy comes to the meetings and investigates the issues. However, we are frustrated that it feels like the ‘rules of the game’ change too often. Can OMF stabilize the Mayor's process more? It would be helpful.” *Gil Kelly, Bob Glasscock and Celia Heron*
- “Budget analysts are fantastic.” *Dan Bates*

- “Financial Planning improved direction for the budget process. We now know what is required for what step. It is very clear. I really appreciated working with Financial Planning for the SAP implementation to submit the budget early, plus flexibility around the Financial Plan.” *Denise Kleim*
- “Each bureau is assigned a budget analyst who reviews bureau's budget requests or revisions during the annual budget process or the BUMP process. Often, the analyst's lack of comprehension of the bureau's operation or business practices leads to endless hours of discussions and back and forth haggling over the need for or the importance of a bureau requested budget item or revision. Is it possible for the analyst to be more engaged with the bureau's financial and operating managers, outside of the budget process/time, to gain a better understanding of bureau's business practices?” *Zari Santner*

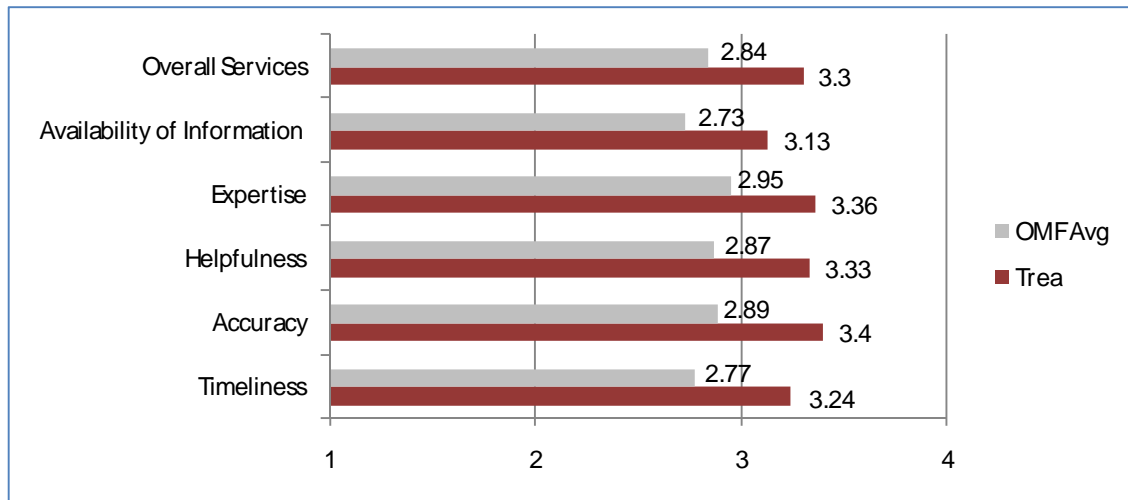
### ***Debt Management***



Note:

- Over 74% of the respondents were not able to answer questions related to Debt Management (a maximum of 25 respondents answered for each service factor).
- Debt management, Eric Johansen has been great to work with.

## Treasury



### Comments:

- Treasury is excellent in all aspects.
- Treasury/Deferred Comp is positive.
- “Treasury is very helpful and supportive. For example, the Director was very helpful a couple of months ago. His staff made him aware of a concern and he called. The good advice he gave was helpful having to do with the process of closing out a trust fund.” *Denise Kleim*

### **BHR (General)**

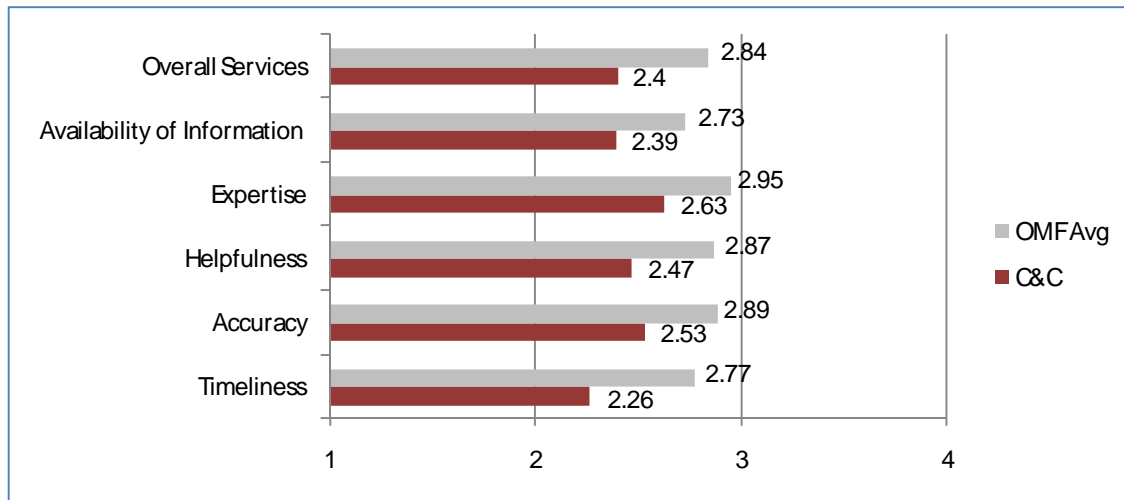
- BHR continues to be poorly managed with inexperienced personnel. It does not model good HR practices.
- HR - need to look outside the box. People skills need improving.
- HR abuses their responsibility by using it as power rather than assistance in hiring or reclassifying a position.
- HR Related business especially hiring is weak; the benefits side of the group is good; wellness is very dysfunctional and it should be a priority.
- We had a Worker's Comp claim - information received from Worker's Comp was not timely or complete. We had to ask a timekeeper in another bureau to help us in recording time on the payroll.
- Human Resources - It seems to depend on who you ask what answer you will get. It varies greatly.
- HR is trying too hard to fit all pegs into the same hole.
- The Bureau would like to see improvement in the strategic responsiveness of HR to management needs - we'd like to see more problem-solving rather than rule-reading, and more consistency in interpreting and applying rules citywide.
  - Would like them to be more responsive to bureau needs than to the independent SAP project - so that the end result is a system that meets bureau and City needs. The project is a means to an end, not the end itself.

- BHR continues to improve flexibility and customer service.
- “There are far too many complicated forms and procedures when working on HR issues, such as getting new positions or managing positions. We had to learn to do these forms ourselves due to turnover in their staff. Stability of their staff seems to be an issue. However, Jo Duran is always very helpful. Since we always seem to get someone new, we tend to call Jo.” *Linda Meng*
- “BHR consistently has been difficult but has improved. They have some trouble due to turnover leading to a lack of knowledge, but they are working hard to fix it. We and they have made good strides in our working relationships. They are supporting us and giving advice.” *Ty Kovatch*
- “We work well with Anna and Yvonne, but there seems to be lower level managers and positions with lots of control over systems that impact the Police – and causes problems. Hopefully SAP will eliminate the need for some of these issues (e.g. PAT excessive approvals, reclassifications of positions). It feels like much of the push back we get from BHR relates to the ‘sins of the past’ – as much as ten years ago! Lack of BHR resources and competing priorities slow thing down too much, as well. Timelines, especially around recruiting, are simply unacceptable.” *Brian Martinak*
- “I enjoy working with Yvonne and Anna. Their hearts and minds are in the right place. Peggy and Ed are doing an outstanding job, as well. Excellent communications and good strategic approach.” *Jack Graham*
- “We sympathize with the need for control, but the personality of the HR organization tends to be too little help and too much control. Some is about individual personalities, but some is deeper. Our current HR rep is very good. Mature and an excellent problem solver. We feel lucky. We shouldn’t have to feel lucky. Yvonne is very strong, but perhaps not willing to change processes to address unique needs. Flex time policies are an example, and while we recognize that the bargaining contract is partially to blame, the current solutions are inadequate.” *Gil Kelly, Bob Glasscock and Celia Heron*
- “Working with BHR is frustrating. We doubled the size of the office in the last two years. BHR lacked creativity and understanding of the goals we had. They did not help us get there, leading to difficulty. We end up following the path of least resistance. They are an organization that doesn’t fully recognize the work of the Bureaus, or at least ours. The process was torture; painful. Some due to the policy, but a lot due to a lack of understanding the needs of our organization. Why was this so difficult? It feels like we have to call someone’s boss in order to get things worked out. Higher levels are great, but not the lower levels.” *Dan Bates*
- “The consolidation of the HR services a few years ago had advantages and disadvantages. The advantages were at the City-wide level, while some of the disadvantages were at the bureau level. A bureau can not direct or prioritize the work of the assigned HR staff liaison nor can a bureau hold them accountable for poor performance. In addition, there is a lack of strategic alignment between the provider of the services and the recipient bureau. The HR bureau seems to be more interested in the process rather than result or outcome. It lack’s nimbleness and, at times, its tendency towards risk aversion stymies bureaus in achieving their organizational goals. I like to see an independent audit conducted of the HR consolidation effort and its impact on bureaus. The result may surprise me or others, but it would be helpful.

The City, and its bureaus, are no longer an employer of choice and some of it is related to City’s lack of aggressive recruitment, inadequate remuneration, and opportunity for high quality training offered in the open market or by professional organization. The City is faced with a tremendous challenge/opportunity given the number of employees who would be retiring in the next 5 years. It is very important for the future of our city that the City government can attract the brightest and most talented professionals as it did in the 70’s and 80’s.” *Zari Santner*



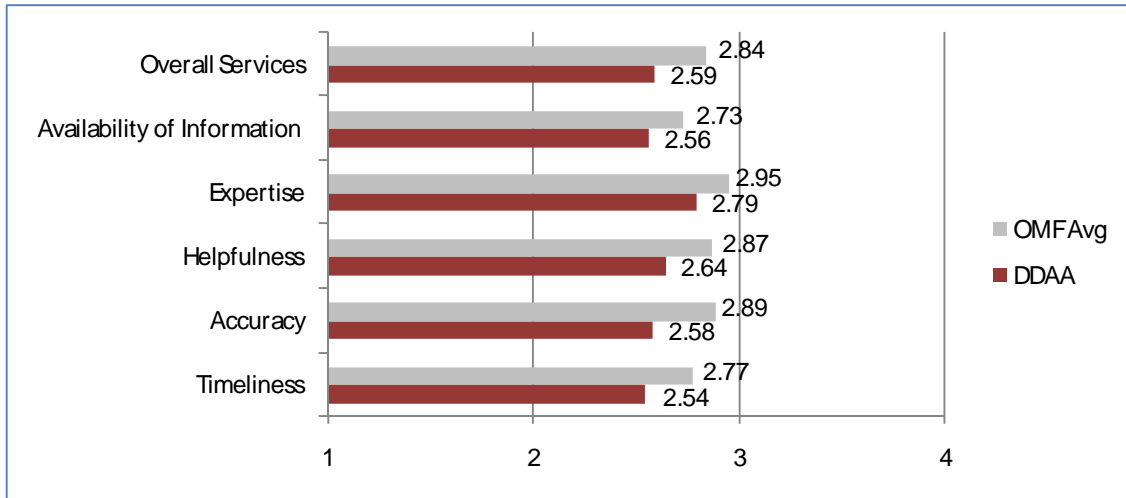
## Classification and Compensation



### Comments:

- Human Resources: the decision to not do a full classification/compensation study (as promised 8 years ago), is just wrong. This policy of studying one position at a time must be very costly, and puts the burden on the employee to request a review. HR has adjusted many manager or supervisory salary ranges, but not those not in managerial or supervisory level. Why NOT? Also in HR, the practice of recruiting for one position at a time, rather than recruiting and building eligibility lists (as used to be the practice) must also be a huge waste of time for both managers, HR, and applicants -- as people must apply and apply and apply and apply for often the same job class over and over again (because each time a vacancy comes up, a brand new recruitment is done -- even if another job in the same class was just recruited for a week earlier or even the same week). The core competencies that each job class has should be sufficient to build an eligibility list, and then managers could tailor their hiring decision.
- HRC's have shown great interest in assisting with our needs.
- "Classification and Compensation is struggling to work with the unique issues of the Water Bureau. Turnaround is the biggest problem (but don't fix this by just saying 'no' faster). We shouldn't have to push so much paper, such as to reclassify a utility worker. For big issues, we want more face to face work with someone from HR actually in the field. Sometimes we are at fault, but both sides need to work hard to get to the right results with full understanding of the issues. I recognize they have resource limitations, and they have really improved; certainly they are no longer approach us with a one-size-fits-all attitude." *David Shaff*
- "Classification and Compensation did excellent work on the Engineering pay scales. They tested rates, brought forward new pay scales to be implemented in July. Lots of reclassifications. Good job." *Sue Keil*
- "Class/comp is far too slow. I'm not sure what the problem is, but over a year without even establishing status or timelines not okay. I feel disenfranchised." *Jack Graham*
- "They were tremendously response to a critical organizational change. They moved at light speed and flexed when we needed them to. David Rhys and Anna Kanwit, especially. We had another tricky class consolidation issues that we felt strongly about and they helped facilitate a quick evaluation and resolution. The speed was remarkable – days rather than weeks." *Denise Kleim*

## Diversity Development / Affirmative Action

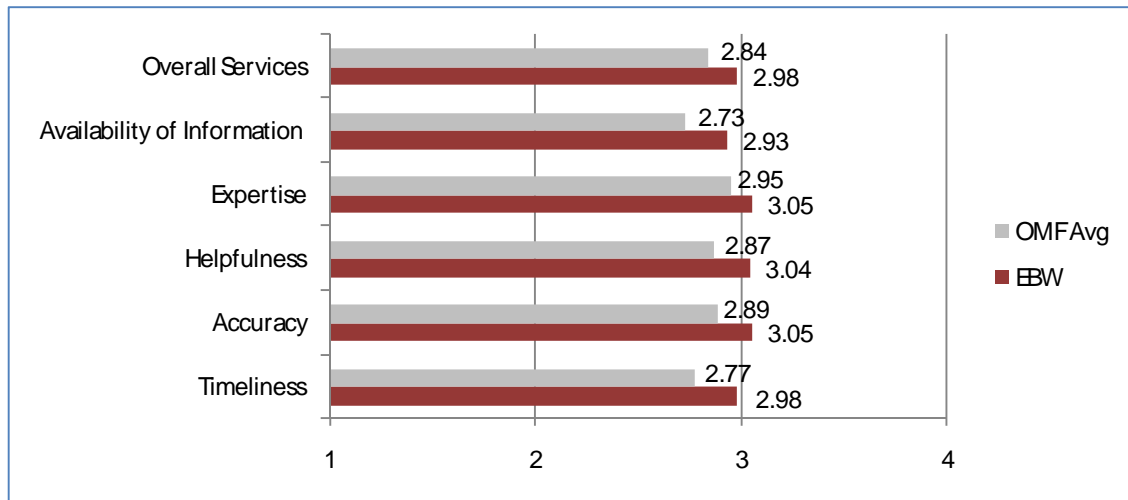


### Comments:

- DIVERSITY DEV & AFFIRMATIVE ACTION. I seem to recall that about 20 bureau HR positions were moved to central HR as part of the ASR, and bureaus were promised that the positions would retain their duties. Yet bureaus are constantly called on to backfill the duties the bureau HR folks used to do.
- CDDCC and AA/EEO have combined, separated, combined and separated so much I can't count. Would also like to see more leadership and tools coming from the top, and less of bureaus recreating the wheel when looking for solutions to serious issues.
- Need to sincerely and genuinely 'Walk the Talk' on Diversity especially on management level, instead of just for 'SHOW'
- Diversity Development - don't support bureaus enough, too self-absorbed and regulatory
- Monthly diversity presentations are very good.
- "Diversity Development is a hot concern, and they have done an okay job with the resources they have." *David Shaff*
- "I still don't think folk know where to go to get a more diverse applicant pool. Certainly individual line managers don't know. We need central to suggest solutions, not just train. Proactive recommendations are needed." *Sue Keil*
- "Good job making diversity development and affirmative action in the forefront of attention. The training was not very worthwhile for the time it took (24 hours!), but good job otherwise." *Linda Meng*
- "This is a wonderful service. They gave great training recently. I would like this group to do more work with recruitment. They help when asked and helped us get set up, but the City ought to do more, especially once SAP is in place.

Diane Avery helped with the outreach and did a good job." *Denise Kleim*

## Employee Benefits /Wellness

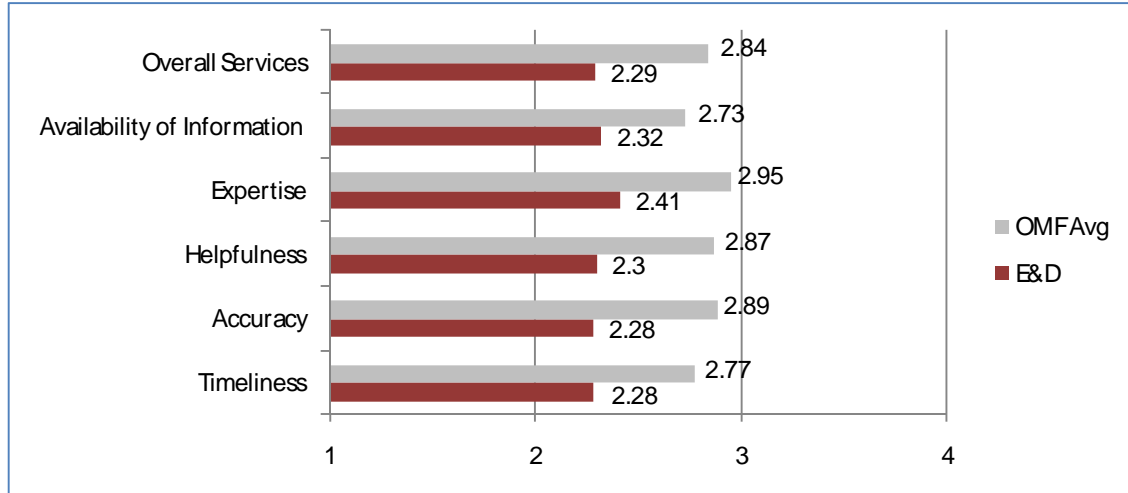


### Comments:

- The wellness information seemed to be a lot better this last year!
- I would like to see more information given on financial planning for new and existing employees. Also more retirement classes rather than wait until a few years out which may be too late.
- FMLA/OFLA application and approval process has gone from okay to intolerable. Staff persons with little or no understanding of medical conditions are arbitrarily making erroneous decisions about what to approve and for how long. I would expect that if they have concerns, measures be taken that address the specific concerns - not simply create a more time-consuming, onerous process for anyone who applies.
- Need to get the Wellness Program working properly. Clearly no commitment. Need more frequent feedback mechanisms for customers, not just an annual survey.
- Benefits needs to have more information available online in an easy to access format.
- EBS has had a noticeable impact on the quality of services delivered on a regular basis.
- Timeliness has been an issue because staff is spread so thin with the EBSP.
- Benefits programs are very good.
- The front desk and FMLA coordinator are very responsive.
- Wellness Program walking and weight loss programs are very good.
- The Benefits Wellness Team is friendly and helpful, and not at all judgmental. The new BodyFit program is an exciting addition to our benefits package.
- I LOVE the renovated wellness center in the PDX building. New wellness coordinator is doing an excellent job with programs. I feel better already!
- “It drives me crazy that every year I have to fill out the same paperwork. They are doing better; more of a customer service culture than they used to have, but they could do better.” *David Shaff*
- “Benefits does a good job.” *Linda Meng*

- “Benefits have given us good response to issues, which our employees appreciate. Wellness, however, feels like it has too much turnover that has lead to lots of starting and stopping. We appreciate the clarity and resources provided in FLMA. The new coordinator is very helpful and responsive. Nice support.” *Denise Kleim*

### ***Employment and Development***

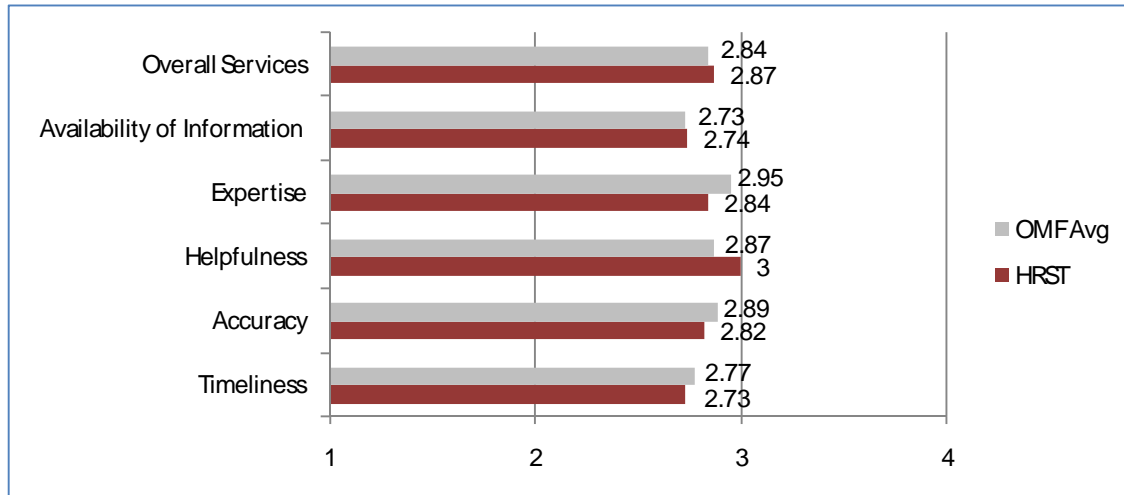


#### Comments:

- **EMPLOYMENT AND DEVELOPMENT:** Hey, 1st I want to give high marks for the continuing ed, but I do not always find Kinetic the best trainers. Gets low marks for mandating Mgmt & Supv training and Cult Comp training and assigning training schedules and threatening to send letters to bureau directors, Commissioners and personnel file if courses not taken when they say. Was also difficult as it came during budget and many people - myself included - were also on EBSP.
- Employment and Development our experience with both the line and management in developing and the hiring process was awful. The quality of the work was sub-standard, as was the helpfulness of the employees. Everything was a struggle and it seemed that they didn't want to do any work and what they did do was wrong. As a city we are trying to hire the best people. This dept. did everything it could to make sure that didn't happen. From the beginning to the end.
- E&D has an attitude of 'can't do' but doesn't explain why. The processes are confusing and the answers are inconsistent.
- HR - class/comp and hiring options. Provide more information on the decisions they make, help managers to prepare documents fully. Explain what they need to make class/comp decisions. In hiring help managers diversify their workforce using and suggesting applicable outreach methods.
- HR recruitment still needs improvement
- Employment/Development - timelines are confusing and way too long, more emphasis on control than on customer education and service
- “Succession is a problem coming soon. Cumbersome hiring adds to the difficulty. We need a more nimble approach to hiring. We receive one year project funding and then take a significant portion of the year trying to hire staff for the project. It just doesn't work.” *Gil Kelly, Bob Glasscock and Celia Heron*
- “BDS tends to take more ownership on recruitment and announcements. We are trying to coordinate on timelines, but they are so busy that this can be difficult. There is some frustration at

the staff level trying to work with some HR. They get told ‘no’ if outside the box. But if higher management calls, we tend to get cooperation and perhaps a ‘yes.’ This could be due to communications capabilities and background knowledge at the different levels, but it should not have to happen. It feels like BHR tends to dismiss staff level requests. Overall there has been an improvement, however. There is a lot more willingness for them to work with us, in spite of us being pushy!” *Denise Kleim*

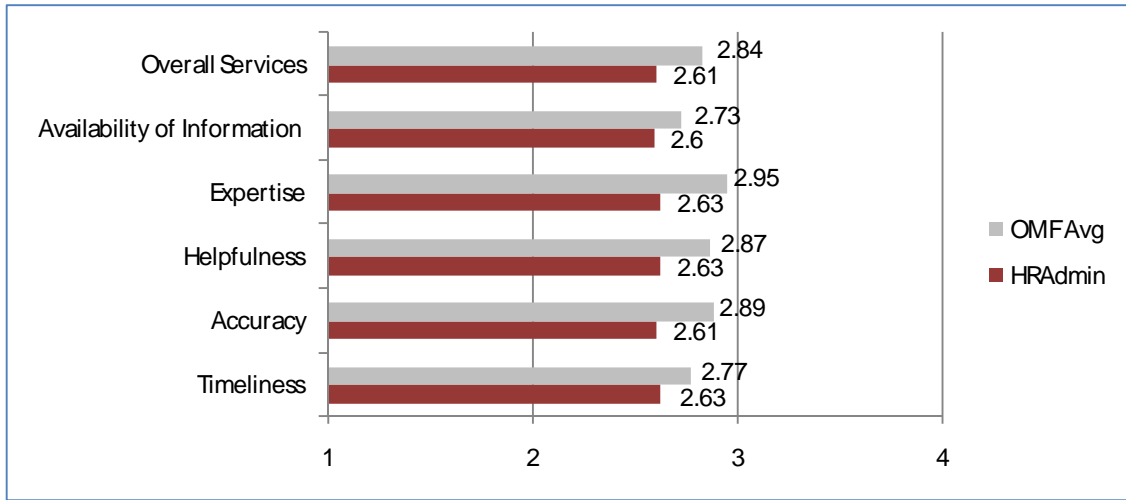
### ***HR Site Teams***



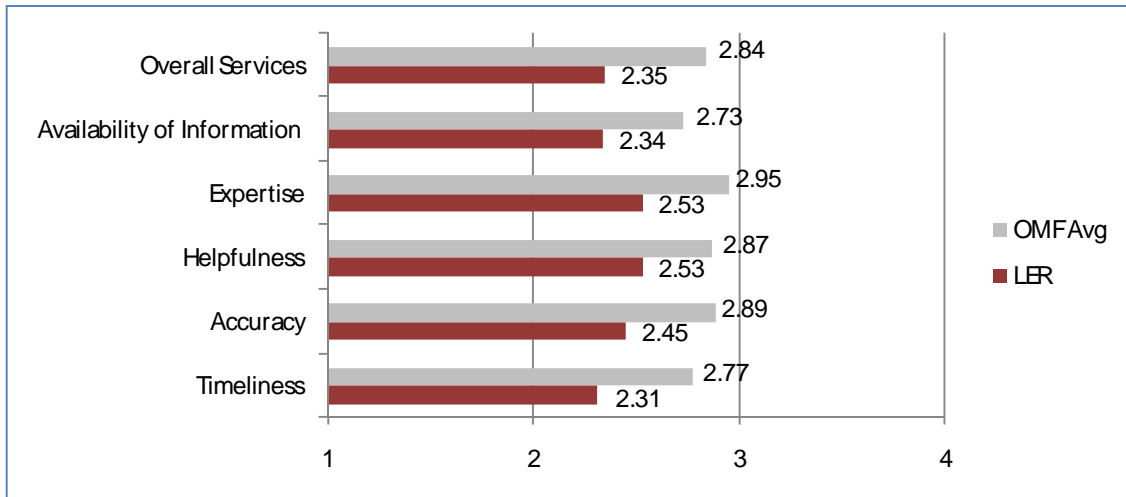
Comments:

- HR Site team is outstanding. Great attitude, great expertise.
- Our HR Site person is evasive and when asked questions, in addition, he seems to delay providing an answer to questions in hopes that the person asking for guidance will forget they asked the question.
- My site team HR has dramatically improved.
- HR Site teams are very good.
- Love our HR site team
- “We get great support from our Site Team. We would be hard pressed without Elizabeth Lopez. Her manager, Dawn, is also really good.” *David Shaff*
- “Dina is awesome. She is too busy, but awesome.” *Denise Kleim*

***HR Admin / support (including Position Management, Records, EPANS)***



***Labor /Employee Relations***



Note:

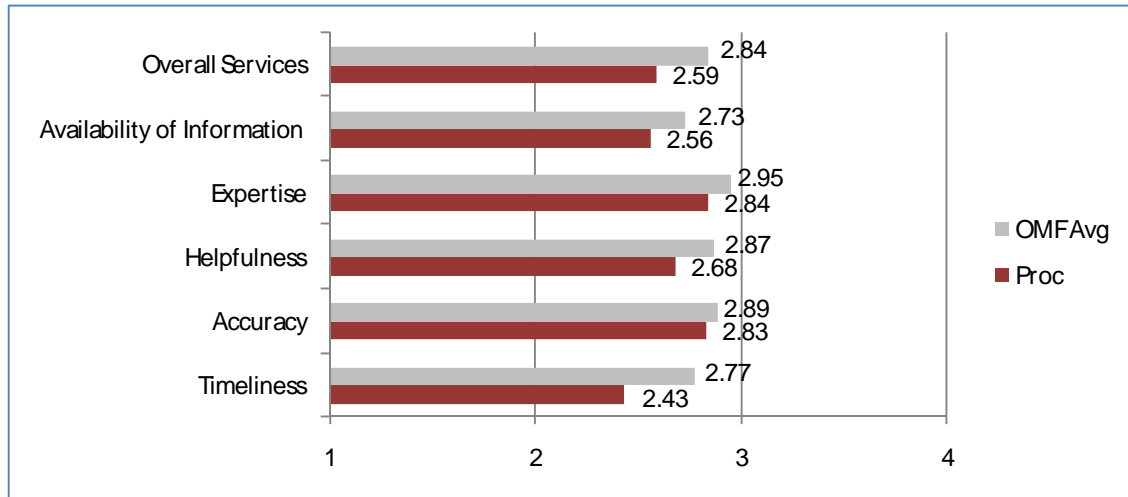
- Over 52% of the respondents were not able to answer questions related to Labor / Employee Relations (over 55 respondents answered for each service factor, however)

Comments:

- “Their work relative to the interpretation of contracts relating to commercial driver’s license and medical testing, and how to work with people out of compliance was very good. Also, their work on emergency response – call out and return to work in maintenance was good.” *Sue Keil*
- “We need more support here. We have 1400 people supported by one person in labor relations. Yvonne and Anna are working hard to fix this, and we are past ‘no, you can’t do that’ attitudes. Also, the Police is slow to change, as well. Some progress has been made, but it needs to continue to be a focus.” *Brian Martinak*

- “There is a timeliness and responsiveness problem with labor Relations. For example, the bargaining unit over a year ago had an issue that has had multiple people involved but missed promises along the way. They are also too rigid and not accepting of management recommendations. Bad things seem to have to happen before their attention and action will take place.” *Jack Graham*
- “We have had good experiences with Employee Relations. They give good advice. There is an issue with institutional knowledge missing in some areas, however. We and they need a better way to get that knowledge to that group from people that have it (e.g. DCG contract).” *Denise Kleim*

## Procurement



### Comments:

- Contracting and procurement are unacceptably slow with no clear cut procedures to follow and clueless contract staff.
- Purchasing should delegate more to the Bureaus so they are not holding up the operations of the City.
- Purchasing Goods and Service was not very responsive in the Customer Service area although their Open House was very informative and may have helped.
- Purchasing is so bereft of capability as to have almost caused Water to lose its contracts for treatment chemicals.
- Contracting process is very drawn out. Even after there is agreement between the City and the vendor, the signature process (w/o any need for Council review) still takes several weeks.
- Procurement. When you have an urgent need, they are there in a flash to help, but the day-to-day operations is lacking. I'm asked to track my requisitions in 'Track-it', but I find the data placed in 'Track-it' incomplete and inconsistent. Some days it will take three or four days before my requisition info is placed in 'Track-it.' Also, the status is not always maintained, so I end up calling buyers for status reports, which takes them away. Other times I find the buyer is asking for info that has been supplied, other times they are in need of something, but no communication has been sent letting me know something is lacking, which could be something supplied or something I just didn't provide.

- The EEO certification is another story altogether. The file is not maintained timely. I will receive an e-mail from the buyer, stating that the EEO is not current, when I ask the vendor, they supply me with the form that showed they were compliant the week prior.
- Purchasing has been a huge help with our purchasing contracts.
- Purchasing. When the timing of staff from my own bureau is lacking and I need to get a PO issued within a day or two, the Purchasing staff makes it happen. I make a phone call and ask for 'special' consideration and they give it to me and they move mountains, and are very accommodating and responsive. This makes it hard to explain why to bureau personnel when something is in self-inflicted crisis, Purchasing performs above and beyond, but day-to-day suffers, so more last minute purchasing is done, and planned purchasing isn't always a good idea.
- Purchasing is right out there.
- Purchasing has one of the best web sites in the City - very helpful.
- Purchasing is much more responsive even though systems seem to be getting more burdensome (probably all the new Council requirements)
- "Procurement has really improved. What has not improved is often limited by the City." *David Shaff*
- "Lots of good work from Procurement, including the overall of the asphalt contracts. They also had the guts to say no when there was a wrong approach (sole source requests). *Sue Keil*
- "Procurement is working pretty well. No big issues." *Linda Meng*
- "Purchasing is more timely and solution oriented. We really like Jeff B.; he inspires confidence." *Ty Kovatch*
- "Jeff B. is outstanding. He is responsive; for instance, when we had a problem he assigned someone to the field reporting project immediately and made changes that worked. There is still a problem and misunderstanding around contracts for professional services; too many process differences and interpretations between the City and Police. Need to sort that out and get ground training. Jeff is working on it, but a long way to go – including work on the Police side." *Brian Martinak*
- "Some contracts are frustrating, such as the Professional Technical Expert contracts. It seems it is hard to get knowledge about how to do some of the steps, such as getting references during the contract evaluation stage.

We recently worked with Jeff on the Church building transitional housing. He has been very helpful to get to the goal. He knows his stuff." *Denise Kleim*

- "I am incredibly impressed with the level of improvements that has been made in the Purchasing Department in the past year with regards to customer service. They have been able to streamline many of the purchasing processes and made the previously rigid boxes of the procurement processes very malleable. They have done all of this within the parameters of achieving the Council directed goals and the State's procurement rules and regulations. Furthermore, they have trained their existing staff, and brought in new staff, to be customer friendly and to solve the customer's problems rather than become an obstacle." *Zari Santner*

### ***BTS (General)***

Comments:

- BTS services are below minimum levels leaving users to fend for themselves.
- Technology Services is routinely slow, poorly informed, and occasionally arrogant.

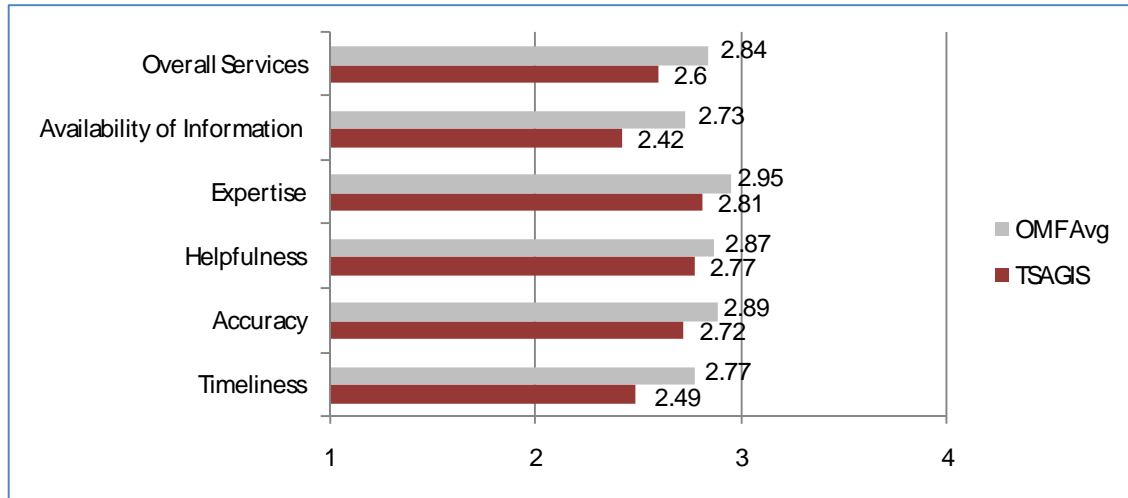


- BTS - some help desk people are much better than others.
- I find it difficult to get information from BTS staff regarding network issues and planning.
- Purchasing IT equipment, software, and contracts may take up to six months to receive. This seems to me like an exorbitant amount of time. If the software, hardware, or contract is going to take an exceptionally long time to receive, I would be impressed with the team working on the purchase, if they would be more proactive in sending me updates to the progress of my purchase. I also find 'TrackIT' to be very cumbersome and difficult to use, and the information available is not very useful.
- Management of POL is a disaster. Someone with an actual knowledge of and experience in web design and management is needed.
- The Portland Online portal should be a menu of work divisions, listing each 'Bureau'. Customers selecting a Bureau would then be sent to the specific work group they are looking for. The web page is virtually useless in its current form: way too confusing. Finding an individual employee in Outlook is horrible as well. No search mechanisms in place. The employee directory lists individuals who have not worked for the City in 4 years!
- BTS is showing signs of improvement but has a long way to go.
- BTS continues to be a problem since it is never possible to get an answer to a problem right away if the Help Desk can't correct the problem and says they have to kick it a level and you never hear from anyone again.
- BTS - process does not make sense to the customer and internal coordination is poor. Project coordination and communication to customer is so poor that it often causes additional consultant services or change orders during construction.
- Rates and billing information for BTS services. Asked for info regarding the SANS costs - BTS never returned call.
- The BTS Help Desk could do better when the person answering the phone is just planning on taking notes and passing along a service request. Usually that person misunderstands the problem and types up an incorrect statement. If I knew at the beginning of the conversation that the person was not going to help me, I would have emailed my own request instead, with a clear explanation of the problem. Emailed service requests to BTS Help Desk (whether initiated by me or someone I reach on the phone) are rarely promptly addressed.
- IT Support - Better customer involvement, more open communications between customer and BTS representatives. BTS more responsive to the customers needs.
- I believe BTS server support and your applications (programmers) are great. Some help desk people are very helpful. Your telephone people are terrific.
- BTS helpdesk services are really pretty good, considering the variety of calls they received. High makes for them.
- I am impressed with the timeliness of the help desk and changes to network accounts or changes to network shares.
- BTS Helpdesk - I think they've always responded quickly and have always provided excellent customer service (no matter whom I get on the phone).
- BTS Account Rep Scott Anderson does a great job - very helpful.
- Networked desktop PCs work great, phones work great, Portland Online and related websites are excellent.

- BTS Help Desk and deployment have improved exponentially
- BTS is overall more responsive.
- “We need a website that is not horrible / an embarrassment. Portland Online is only beat in being bad by the Oregonian web site, Oregon Live. It fails in navigation. It needs to be radically simplified. It represents the City very poorly.” *Tom Miller*
- “Mark is starting to move them in the right direction. They are still expensive, slow, and rigid, but I get great service, such as getting help to get into my e-mail. SAP project is eating a lot of BTS resources, keeping some needs from being met. The organization and style of BTS has really improved, however.” *David Shaff*
- “Mark is doing a good job with BTS. He, and now they, are anxious to satisfy customer requirement.” *Sue Keil*
- “IT services are doing well. I am concerned that the City has fallen behind in technology, however. For instance, we are getting practice management software that will have to stand alone until the City catches up, in this case with Calendaring. They are working on it, but it is an issue, especially since this staff has several early adopters that are applying more and more pressure. Mark seems open and responsive, however, and we are really happy with Scott.” *Linda Meng*
- “BTS has an old infrastructure and their span is too high. However, new leadership is responsive, answering call, and thus softening the blow of problems. There is less anger. You know they care and are trying. You feel heard. Clearly Mark gets it. He is clear, listens, and doesn’t talk down to people. Ultimately the value of the service will pay off.” *Ty Kovatch*
- “Mark is bringing a refreshing approach to things. There is a long way to go, however. We are way behind the curve in technology in Police and that is not only expensive, but dangerous. Most important, however, is that customer service needs to improve.” *Brian Martinak*
- “Mark and Carol coming on board is a positive. Positive change in tone and attention. The Customer Stakeholder group is also positive. Seems more customer service focused. We still have major issues, however. The unique needs of a safety organization do not seem to be appreciated. For instance, there are long delays between the sending and receiving of paging messages.” *Jack Graham*
- “We have great hopes for Mark. He gets it. He works with clients. We now feel partnering with BTS is possible; BTS wants to be a partner. There are a lot of issues out there that need to be addressed.” *Gil Kelly, Bob Glasscock and Celia Heron*
- “We still have a way to go with Technology Services. For instance, there is not an adequate backup plan for the Permit Tracking System server. We asked for a plan, or even a plan for a plan, but have nothing. Further, their services aren’t yet really turned to the 24X7 business we are in. They still treat BDS too much like everyone else. At the same time, they have hugely improved. They are trying. But there is a way to go.” *Denise Kleim*
- “The IT support to bureaus is not timely and affects our own customer service and revenue goals. Some of it is due to the implementation of SAP which, as important as it is, is being done at the expense of other services.

I would like to see a BTS customer service supervisor assigned and responsive to each bureau. I am very hopeful, with the appointment of the new BTS director, that we will see a better customer service and timely delivery services from this department of the OMF.” *Zari Santner*

### Technology Services: Applications / GIS

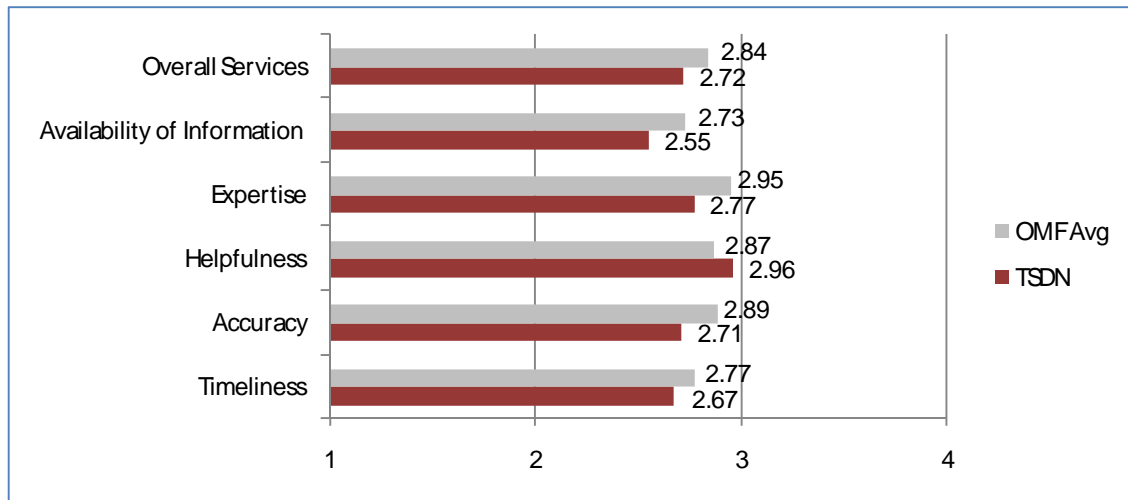


#### Comments:

- BTS does not respond adequately to the needs of other bureaus for upgrading versions or implementing new software systems.
- BTS Application development has not responded in a timely manner to our requests for an online ticketing system to manage our many large events. Except for that project, they are responsive and supportive.
- Rubber hits the road service is slow at Fleet and GIS.
- The BTS team responsible for e-commerce development and support provide excellent customer service.
- “We are looking forward to SAP and online improvements. All hiring managers will be able to launch recruitments directly in SAP and supervisors will be able to see status or even restrict the launching of recruitment. We need to be careful to not over design solutions, but we are very optimistic.

We received great assistance from Lori Bumgarter on the mobile office. Awesome job on the project. Innovative solutions and good work with the vendor” *Denise Kleim*

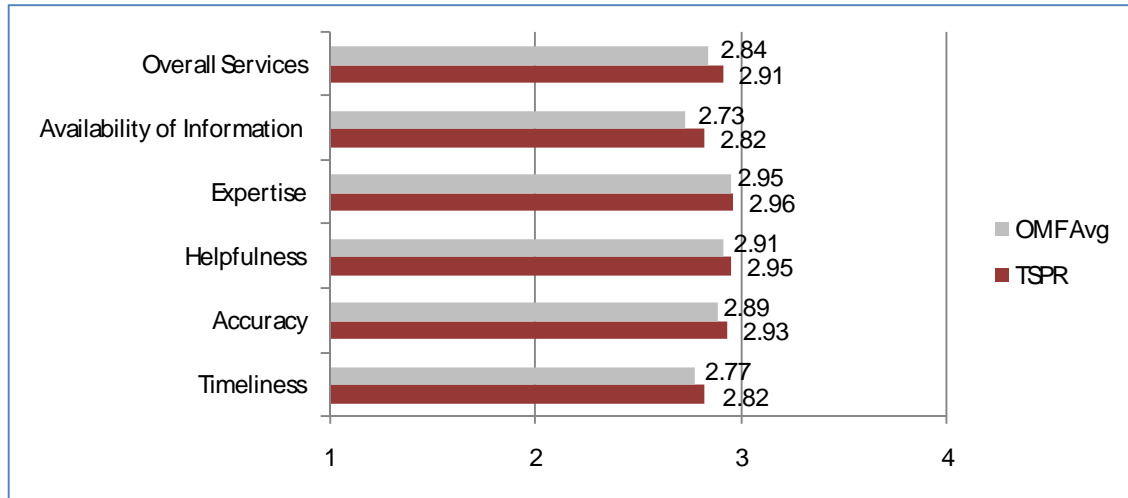
### Technology Services: Desktop/Network



#### Comments:

- The auto expiration of computer accounts with zero notification is inexcusable. I had this happen the morning of a Council meeting – bad timing indeed.
- BTS Desktop - I don't know if it's a technology problem or a personnel issue, but Outlook crashes far more often than it should.
- BTS could do a better job of posting information on their website when something is wrong with the server. If everyone in my office is having trouble with their email, and they're all asking me what's going on, the last thing I want to do is bother BTS with a phone call while they're trying to deal with the problem. If my internet is working, I'll try to check out their website, but very rarely is there any information. It would probably save them a lot of trouble if they could.
- Need assistance with PDA's, training.
- BIT desktop/network is the worst. I shudder when certain employees show up at my desk to fix the problem. Undoubtedly it's worse once they've touched it.
- BTS desktop support--no expert staff.
- Tech/network support very good.
- Desktop computer support is very timely and efficient.
- “They have made substantial progress on PC delivery speed.” *Sue Keil*
- “A replacement strategy for PCs is needed, plus better service.” *Brian Martinak*

## Technology Services: Phones/Radio



### Comments:

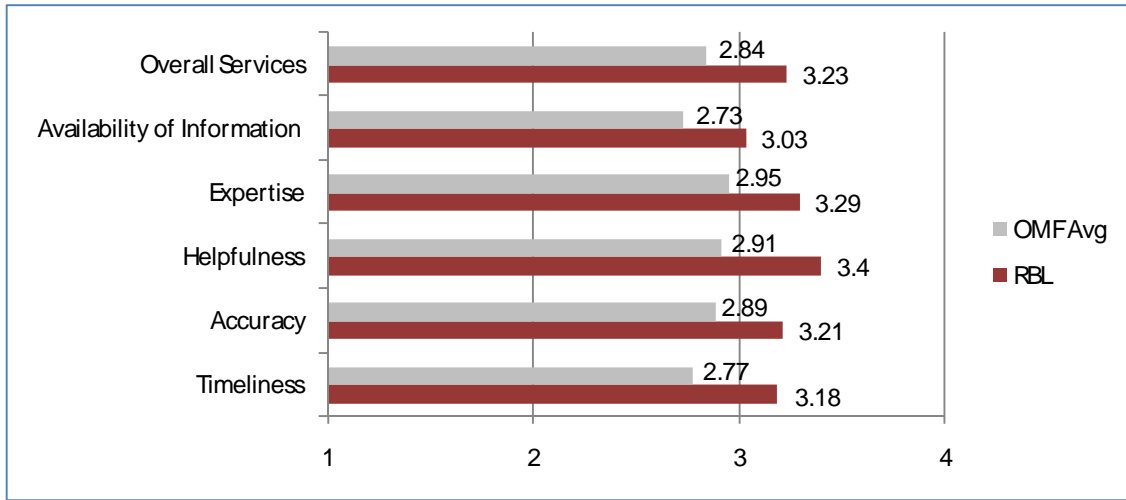
- The Witness software/call monitoring and hi-tech phones are seen by some as a waste of time and money and evidence that employees are not trusted.
- Support services for phone systems are abysmal. Routine progress reports should be sent on outstanding issues/problems. SLA's need to define timeliness and managers should be accountable to the SLA.
- Radio Shop - impossible to get a response from management
- ComNet. Very customer service oriented. Always helpful, and the customer walks away from dealing with them satisfied.
- Telecom (landlines and cell phones/pagers) is particularly user friendly, open to alternative ideas and very easy to work with. They are prompt in returning calls and a delight to work with.
- Great mobile and set top phone service. Responsive, effective desktop/network IT folks. Good phone answerers at most departments.
- "Wonderful response on our phone needs." *Denise Kleim*

## Revenue

### Comments:

- The Revenue Bureau has always treated citizens/taxpayers very well. Employees show a sincere sense of public service.
- Revenue takes customer service seriously.

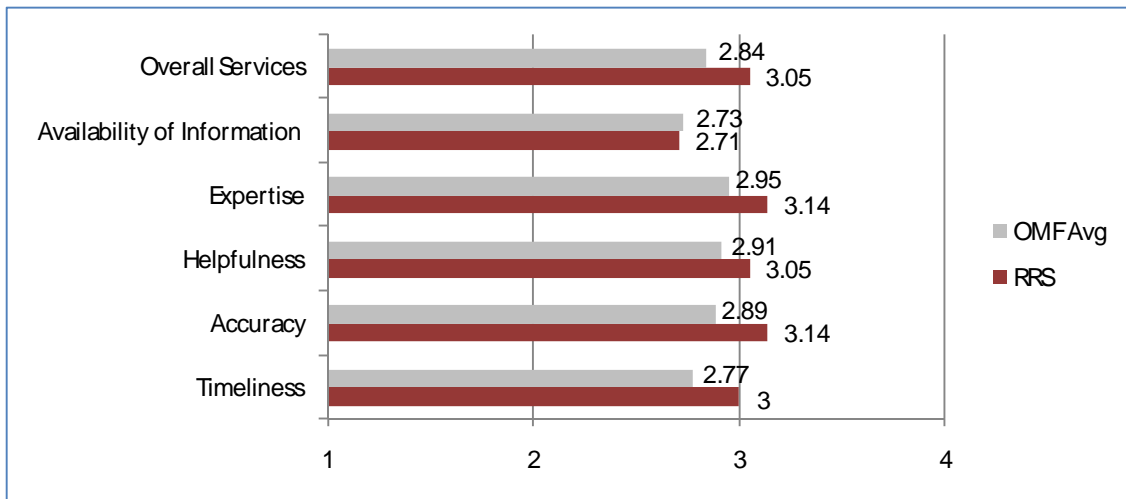
**Revenue: Business Licenses**



Note:

- Over 67% of the respondents were not able to answer questions related to Revenue: Business Licenses (an average of 35 respondents answered for each service factor).

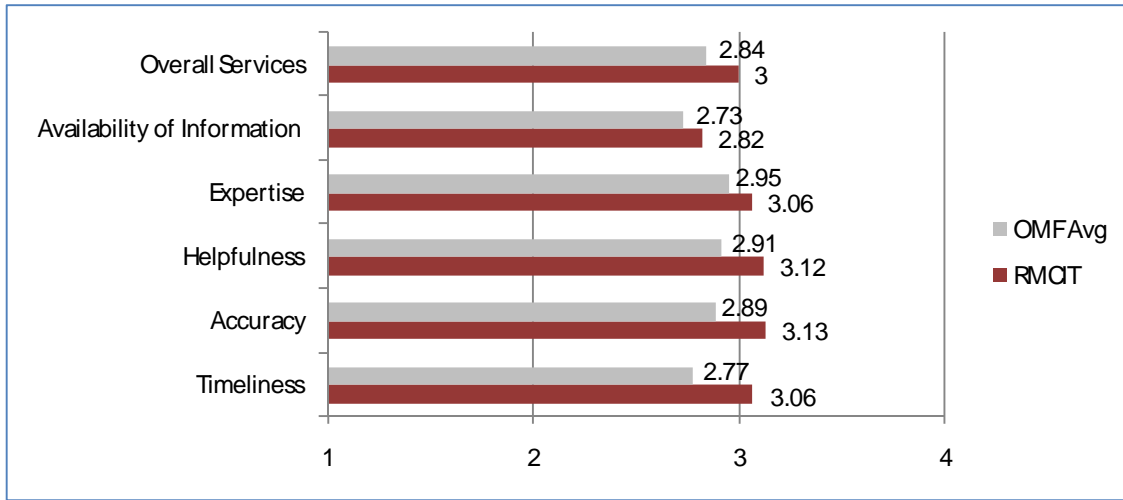
**Revenue: Regulatory Services**



Note:

- Over 79% of the respondents were not able to answer questions related to Revenue: Regulatory Services (an average of 21 respondents answered for each service factor).

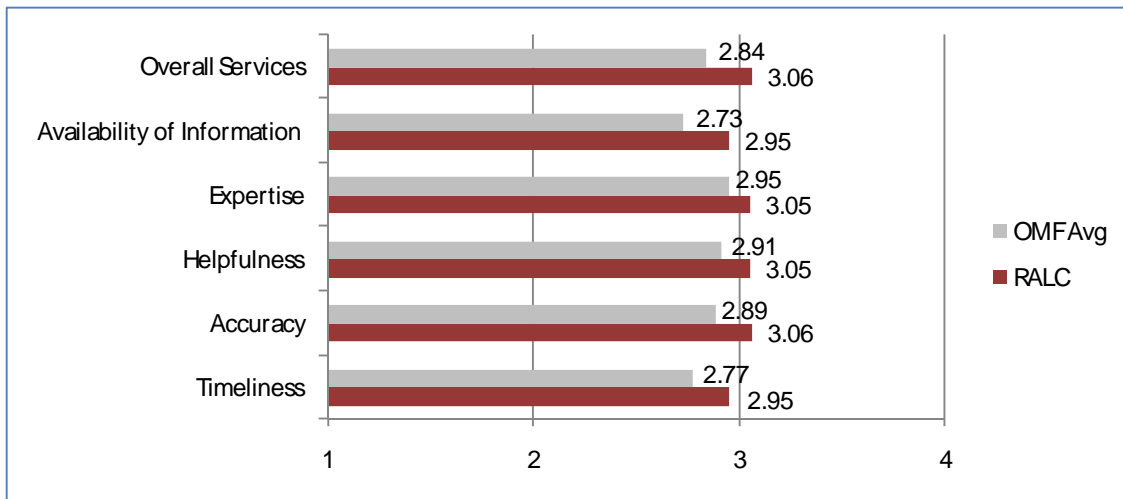
**Revenue: Multnomah County Income Tax**



Note:

- Over 83% of the respondents were not able to answer questions related to Revenue: Multnomah County Income Tax (an average of 17 respondents answered for each service factor).

**Revenue: Assessments and Liens Collections**



Note:

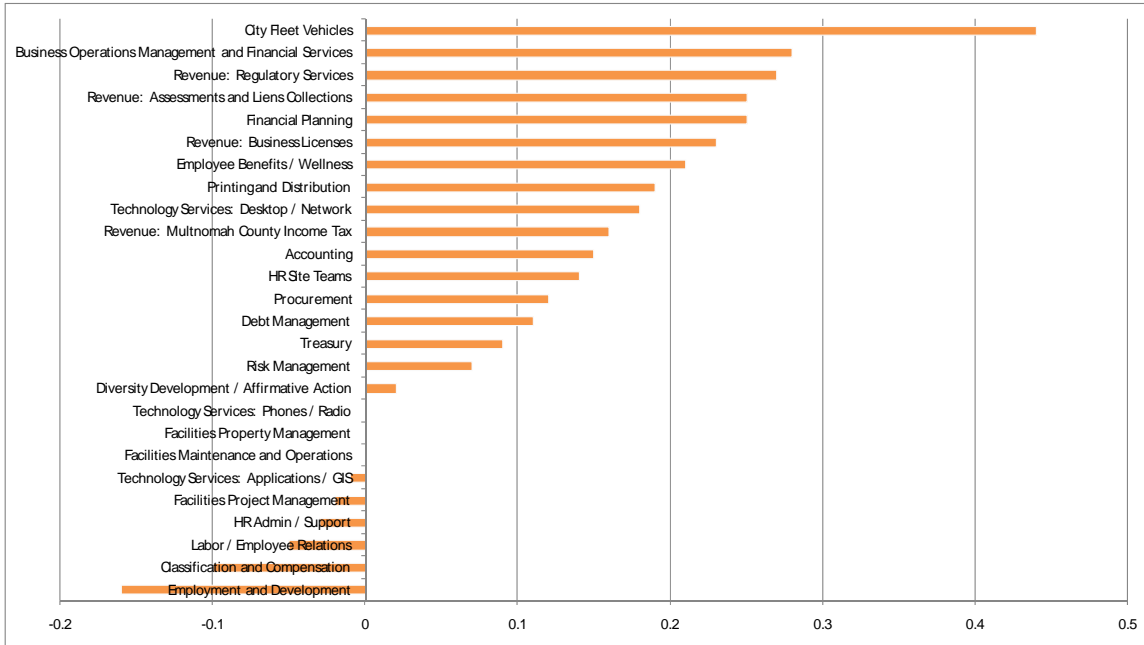
- Over 81% of the respondents were not able to answer questions related to Revenue: Multnomah County Income Tax (an average of 20 respondents answered for each service factor).

**Hindsight Analysis**

Participants were asked to evaluate how the level of customer service they have received has changed over the last year for each of the OMF services. The scale included:

- 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. Note the scale. There is not much change noted for any service.



Employment and Development (-.16), Classification and Compensation (-.10), Labor / Employ Relations (-.05), HR Admin / Support (-.03), Facilities Project Management (-.02), and Technology Services: Applications / GIS (-.01) all show minor declines in perceived service last year compared to this year.

City Fleet Vehicles (.44) showed the most improvement from last year to this year, almost doubling the second best, Business Operations Management and Financial Services (.28). Other most improved services include Revenue: Regulatory Services (.27), Revenue: Assessments and Liens Collections (.25), Financial Planning (.25), Revenue: Business Licenses (.23), Employee Benefits / Wellness (.21), Printing and Distribution (.19), Technology Services: Desktop / Network (.18), and Revenue: Multnomah County Income Tax (.16).

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