



**Olympic Performance, Inc.**

## **OMF 2010 Customer Service Survey Results**

An OMF customer satisfaction survey was posted on the Internet June 3, 2010 through June 28, 2010, 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.

This survey is the fifth survey completed for OMF to evaluate customer service. The first survey was conducted in 2005. In 2006, response to the survey was very low and thus the result questionable. In 2007 only interviews were completed. The survey was completed in total with strong response in 2008, 2009 and this year.

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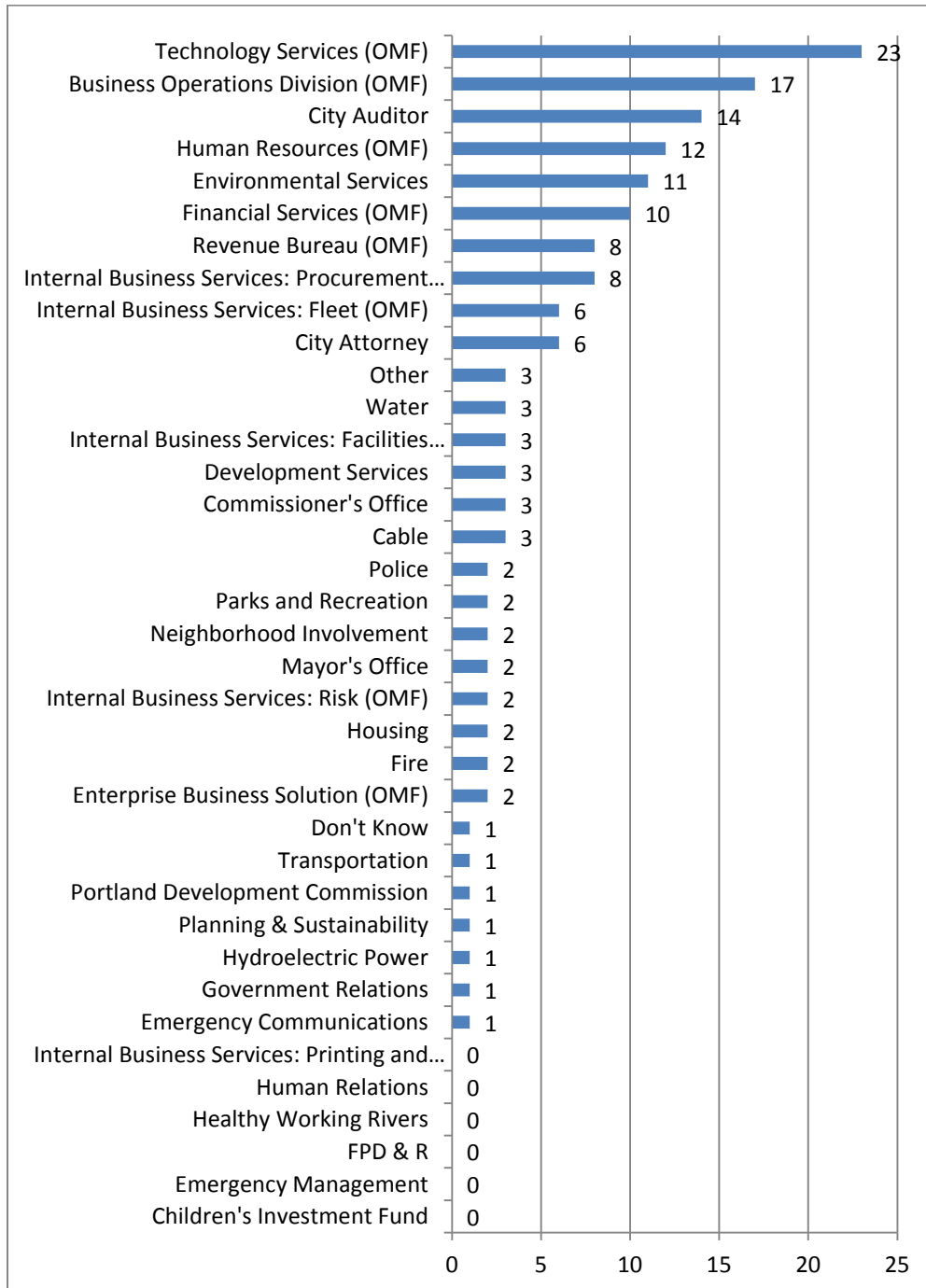
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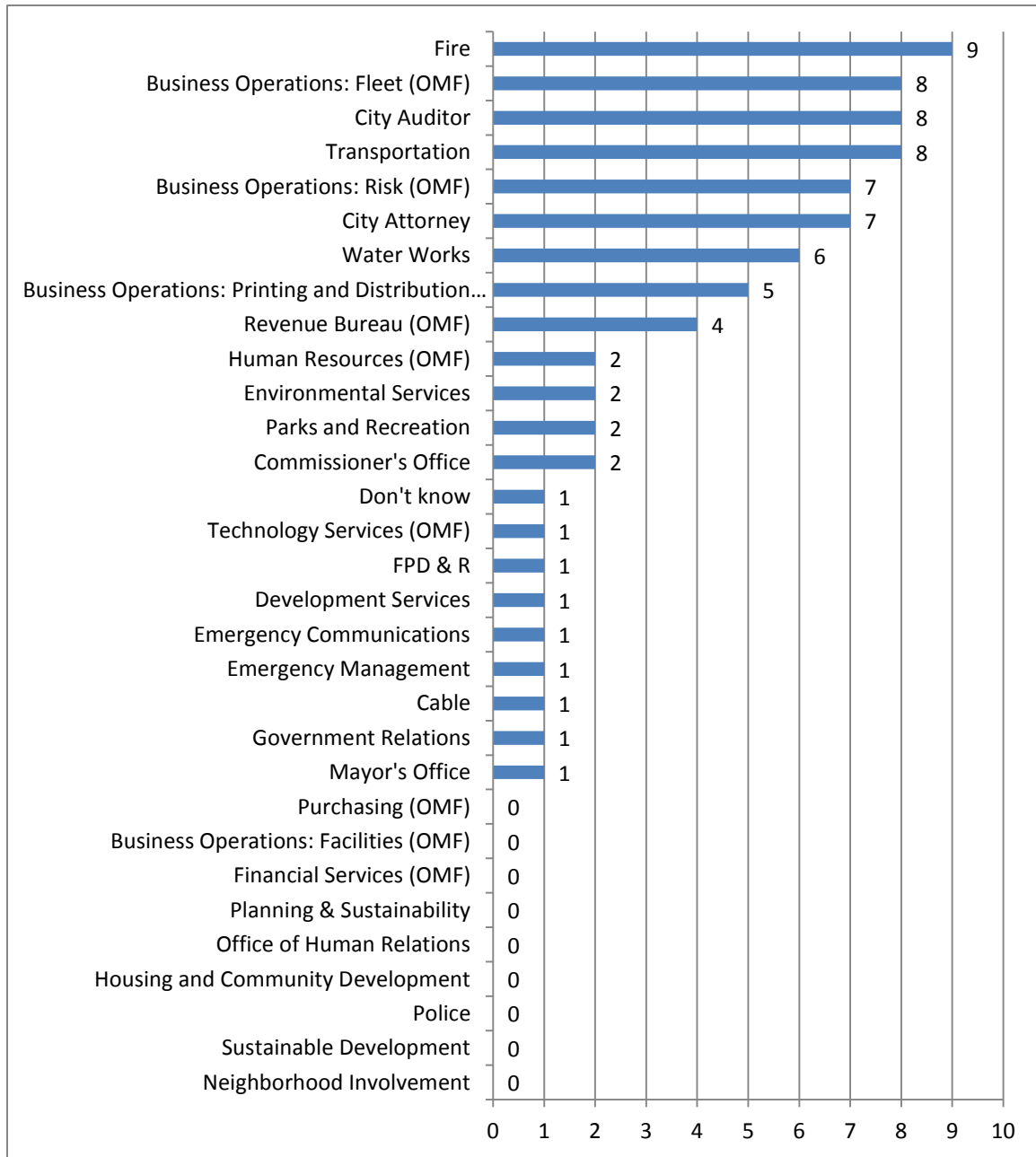
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## Participation

156 employees completed the survey (compared to 91 in 2009 and 157 in 2008). The following table identifies how many filled out the survey from each City Bureau/Office:



By comparison, the graph below shows participation from 2009.



Twelve interviews (thirteen in 2009 and ten in 2008) were completed this year for this survey. Comments from the interviews and from the open ended question within the survey are included below.

## Survey Results

### Pareto Analysis

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

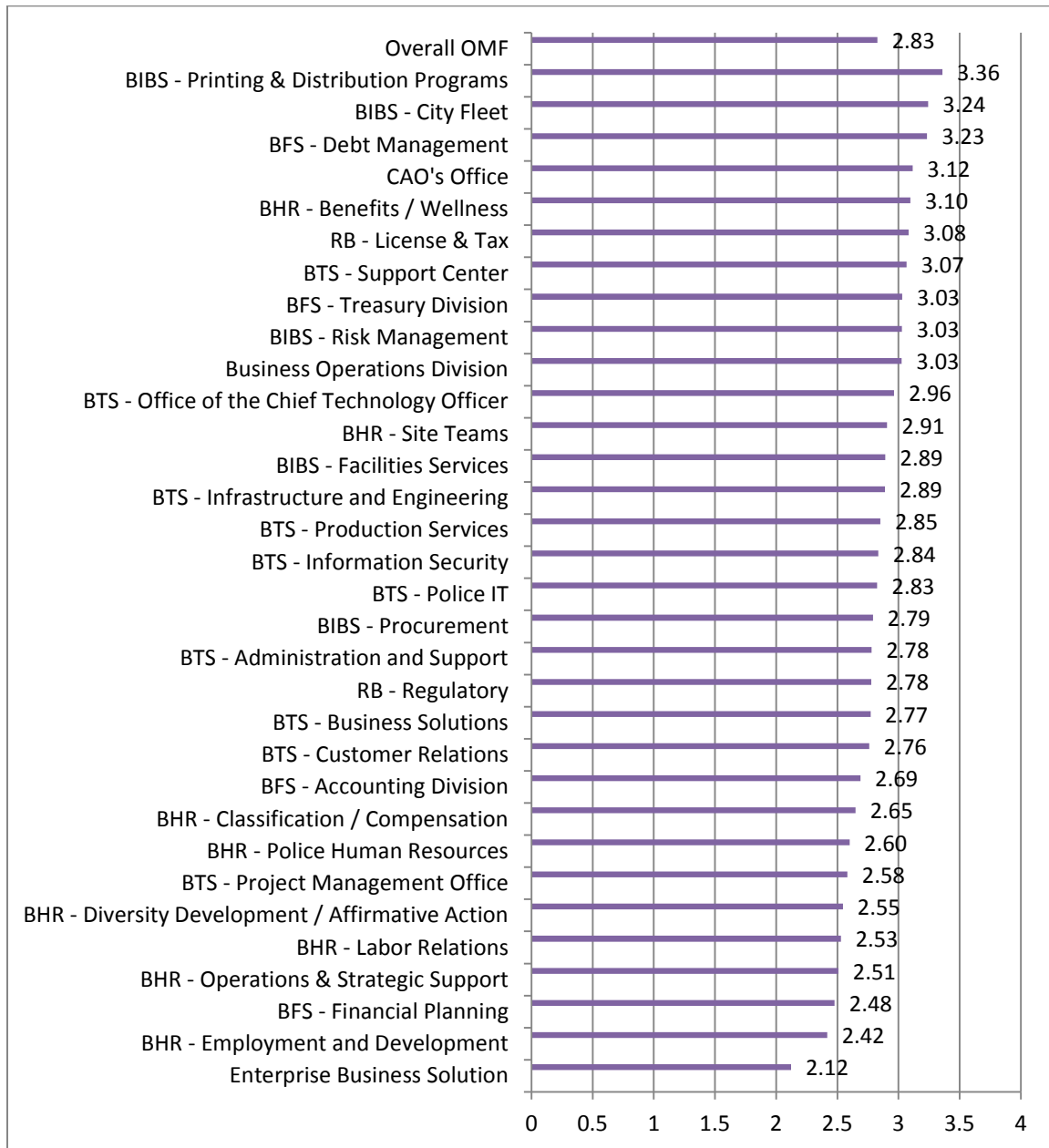
- Excellent (4)
- Good (3)

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.

This year the overall OMF service score is 2.83. Last year the overall service score was 2.78.

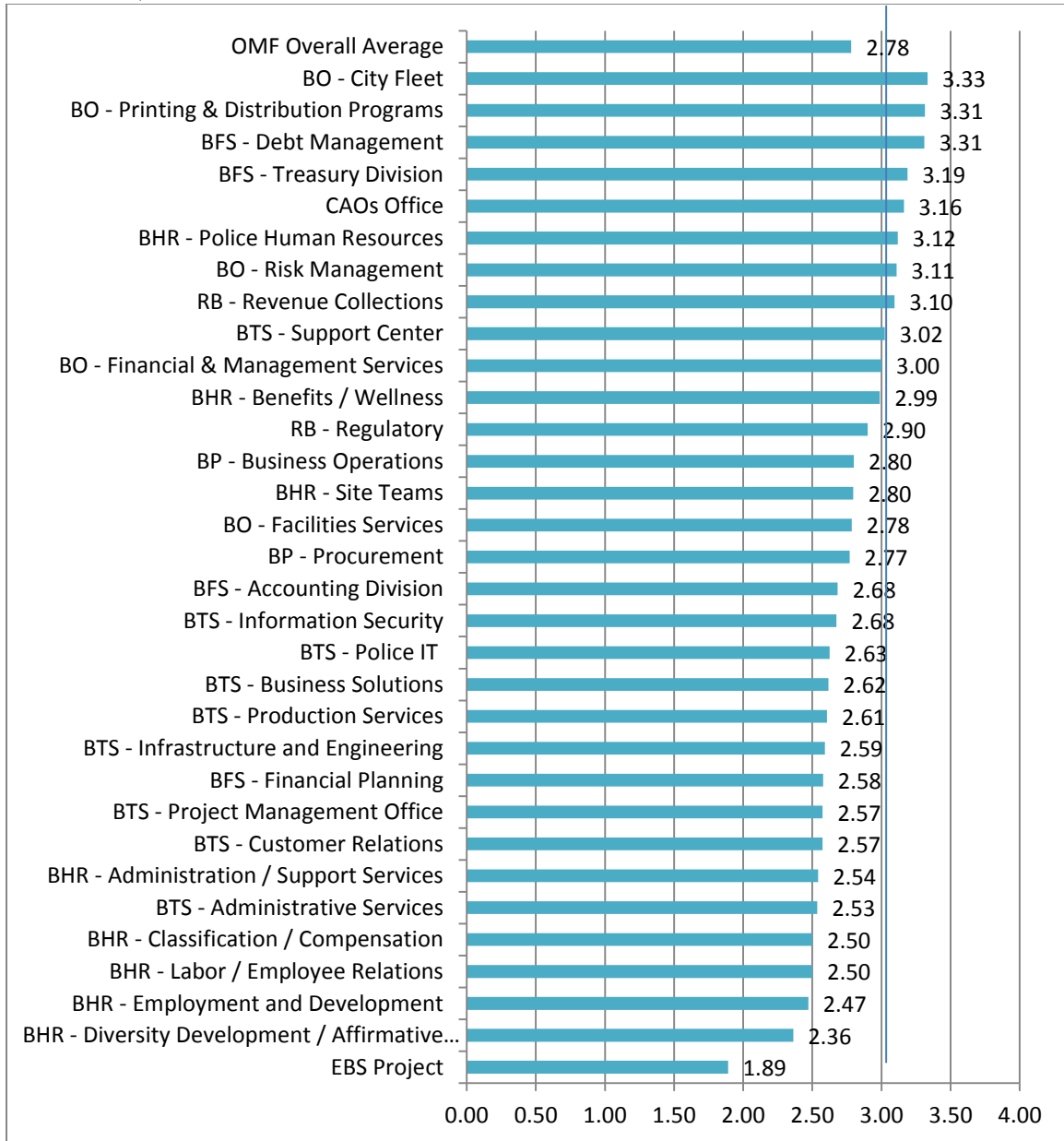
This year, an average of 31 Non-OMF department employees responded to each question and rated OMF at 2.78. An average of 47 OMF employees responded to each question and rated OMF just slightly higher at 2.86.



The relative position of most departments has not changed much. The largest shifts are:

- BHR – Benefits / Wellness from 11<sup>th</sup> to 5<sup>th</sup> on the list (3.10 in 2010; 2.99 in 2009)
- BTS – Infrastructure and Engineering from 22<sup>nd</sup> to 14<sup>th</sup> (2.89 in 2010; 2.59 in 2009)
- BTS – Production Services from 21<sup>st</sup> to 15<sup>th</sup> (2.85 in 2010; 2.61 in 2009)
- RB – Regulatory from 12<sup>th</sup> to 20<sup>th</sup> (2.78 in 2010; 2.90 in 2009)
- BFS – Accounting Division from 17<sup>th</sup> to 23<sup>rd</sup> (2.69 in 2010; 2.68 in 2009...nearly no change)
- BHR – Police Human Resources from 19<sup>th</sup> to 25<sup>th</sup> (2.60 in 2010; 3.12 in 2009)
- BFS – Financial Planning from 23<sup>rd</sup> to 30<sup>th</sup> (2.48 in 2010; 2.58 in 2009)

For reference, below is the result from 2009.

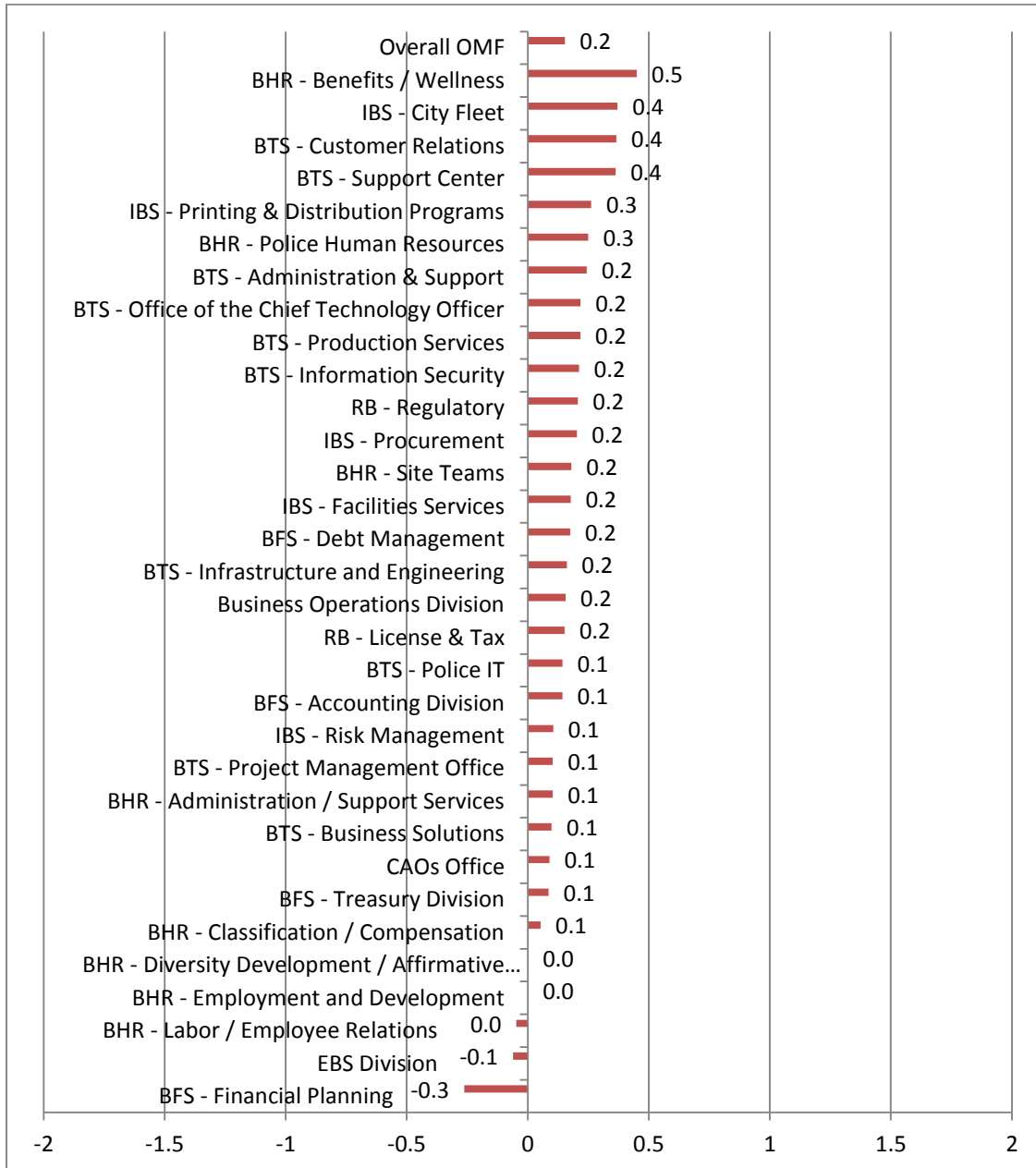


## Hindsight Analysis

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)

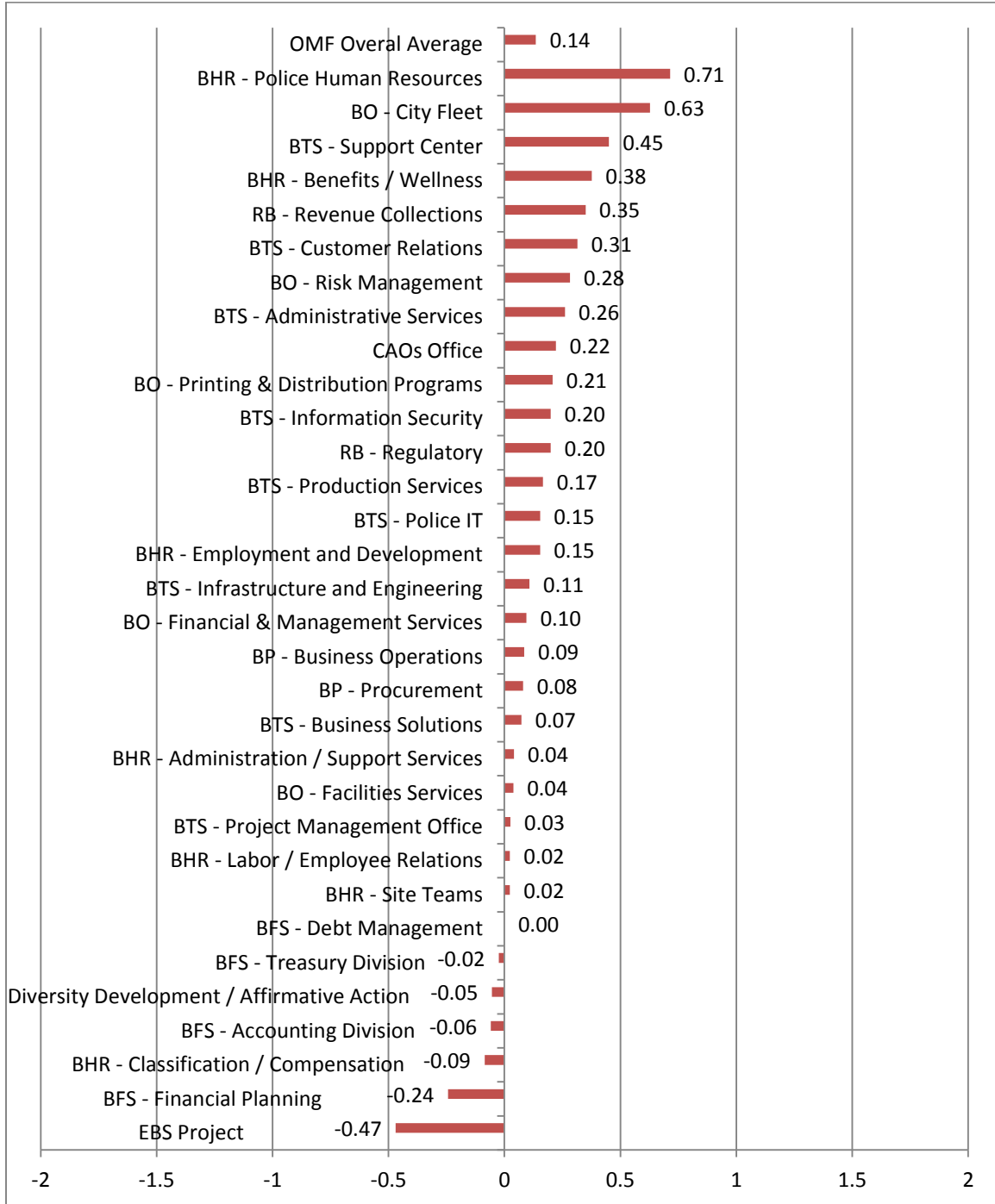
The graph below compares OMF services based on this hindsight analysis.



There is not much change noted for any service. Employees overall believe OMF improved just .2 (effectively no change considering the scale of Strong Decline at -2, Some Decline at -1, No Change at 0, Some Improvement at +1, and Strong Improvement at +2).

An average of 23 NonOMF department employees responded to each hindsight question (fewer than answered the general OMF performance questions and rated OMF change at +.1. An average of 41 OMF employees responded to each question and rated OMF change at +.2.

For reference, below is the 2009 hindsight result.



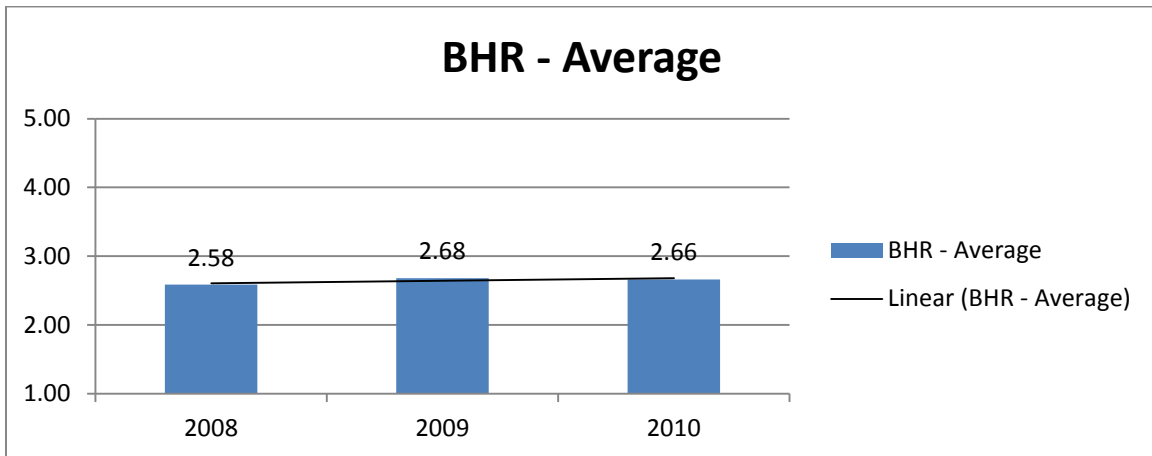
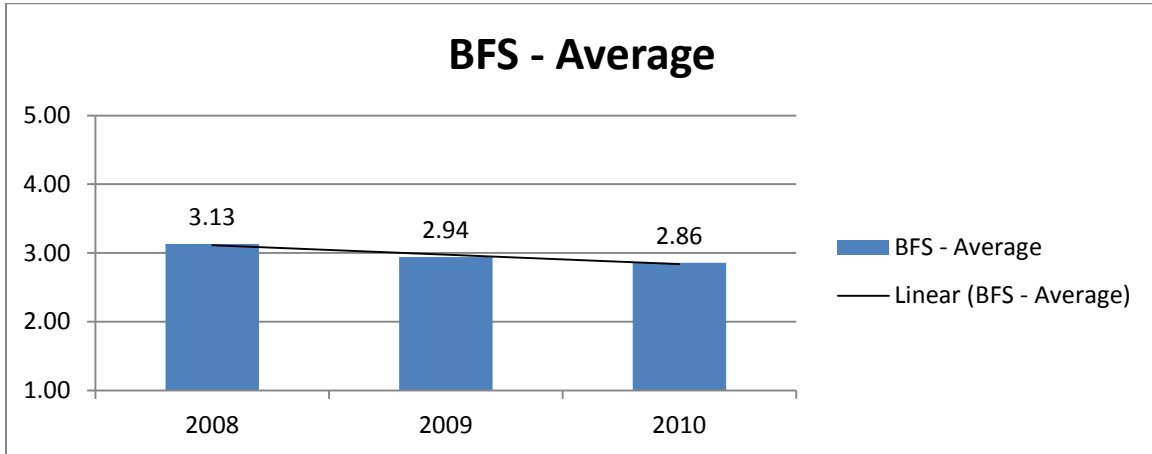


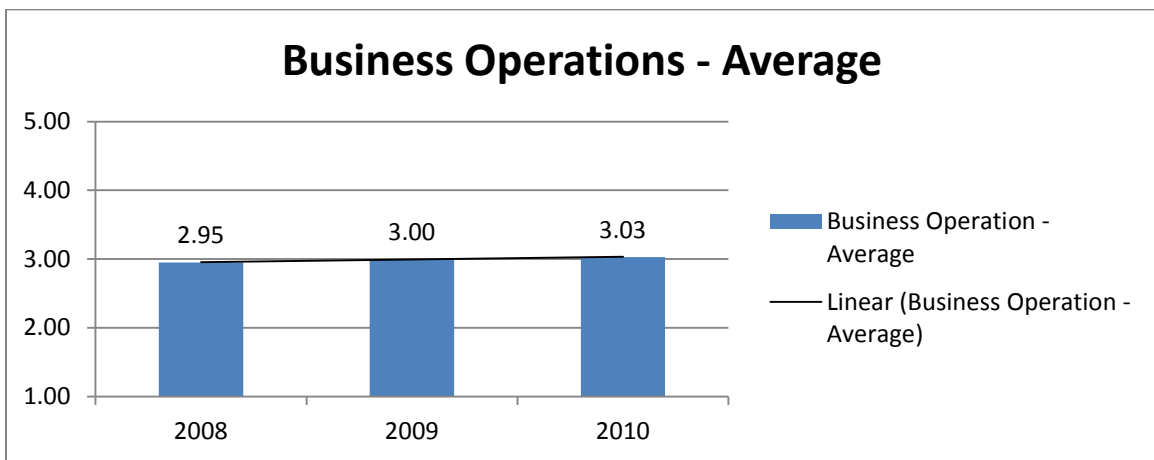
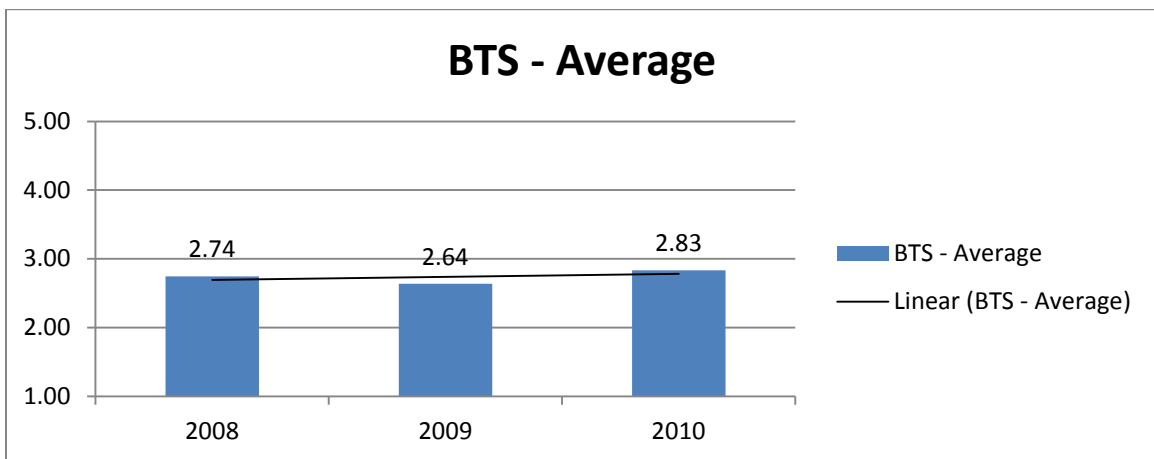
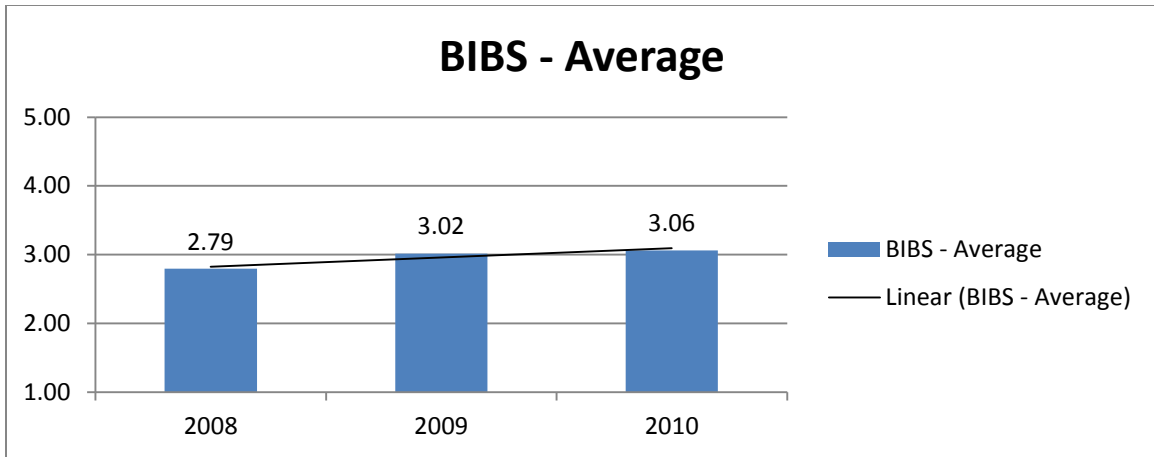
## Actual Historical Trends

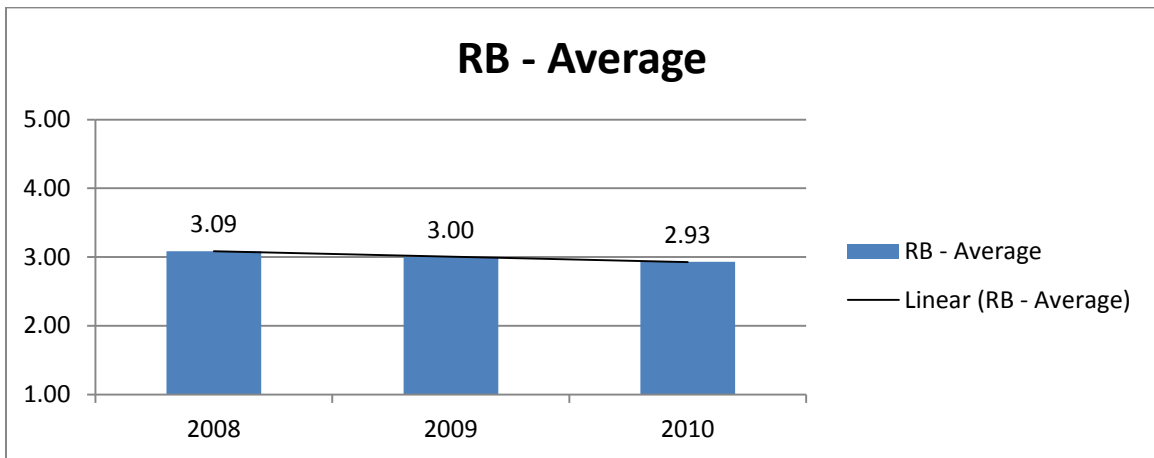
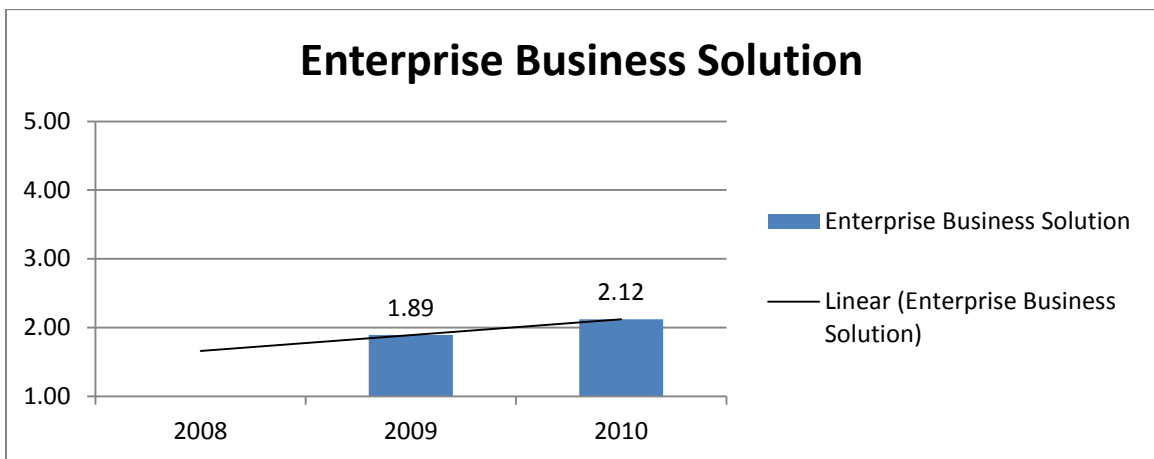
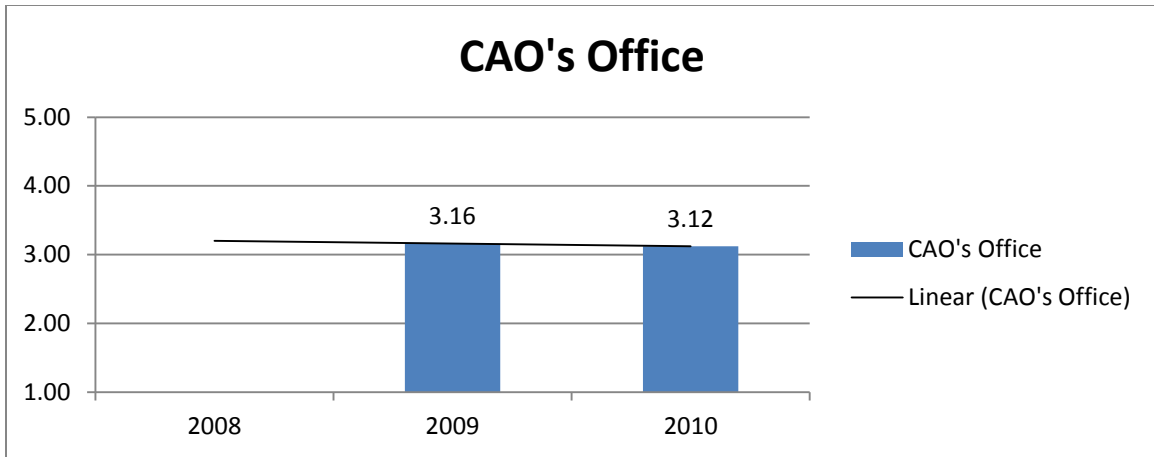
The following graphs show the average ratings for each of the Bureaus and for OMF overall for each of the surveys completed in the past three years (since 2008). The scale was changed from a five point scale to a four point scale after the 2006 survey, thus making comparisons unreliable. A linear trend line has been added to illustrate the direction of change in performance.

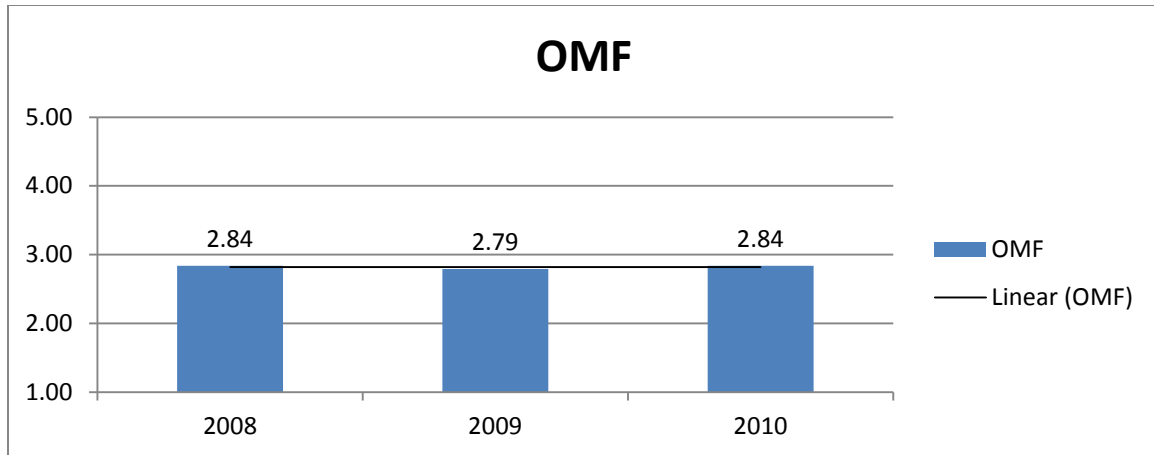
Response participation was for the three years shown in the graphs is as follows:

2008 – 157  
2009 – 91  
2010 -156









## ***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:

- In general I have found all OMF individuals accessible and helpful.
- I've had great service from most areas of OMF.
- Timeliness is not good.
- All of the bureaus and divisions within OMF need to help us get our work done in a timely, efficient and effective manner. There are times that bureaucracy appears to be more important. This creates an 'us against them' culture that is passed down to newer employees.
- City (with OMF leading with information) is not explaining the budget and revenue situation to the public very well. At a time like this, that is more important than in good times.
- Holding OMF managers accountable for delivery will be helpful.
- The biggest issue for our bureau is the glacial pace at which things proceed (fleet & IT in particular). Procurement is another, but we recognize much of that may be the rules that the Council adopts.
- OMF Business Operations charges too much for what they are delivering. OMF should review the cost effectiveness of this division with an eye to either improving efficiency/effectiveness or dissolving this group. It seems an extremely costly and inefficient way to provide mediocre services.
- Overall, OMF does a good job, providing good service. We are happy to work with them. They are very responsive and customer oriented. (Linda Meng)
- I have not been drawn much into OMF issues, which is probably a good indicator that most is going well. (Zari Santer)
- Good customer service and empathy by OMF. They help guide us through our needs. (Ty Kovatch)

- We have positive interactions with the OMF leadership team. Andrew Scott, for instance, is managing through a complex budget process, translating the Mayor's vision into something tangible. The team is good at managing accountabilities and balancing politics. There are challenges getting due diligence accuracy and having the right data at the right time, but these are being worked on.

Overall, OMF is the "most professional shop in town," and is a pleasure to work with. They are professional, well managed, and rich with talent. (Tom Miller)

- On par, OMF is doing good. I feel I could call any of the Directors with any big issue and get appropriate attention and response. (Jack Graham)
- I would appreciate more opportunities to learn about OMF services, perhaps through an annual visit from involved departments during the summer or fall as we prepare for budgeting. Alternatively, perhaps watching a short (10-15 minute) video on OMF web sites about their services would suffice. This same approach, meeting and/or videos, might be helpful for Bureau directors, as well, and even the general public. This could be an opportunity for the departments to explain what they do, brag a little, and build a relationship. On the website, it would be nice to have a picture of who to contact as well as a name and phone number to personalize an invitation for contact.

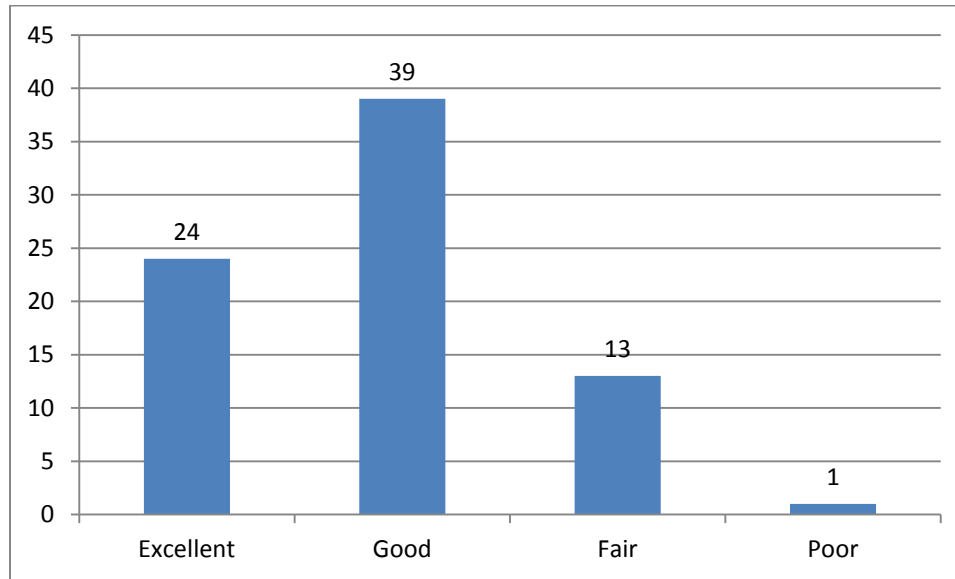
Most in OMF are very good at alerting us if something is coming up that we should be aware of so we can study, such as the recent issues around Taxi regulations. I really appreciate this and invite more of it. I want to establish a culture where asking questions and being informed is considered a positive act of helping and doing the right things.

I also believe we continue to need to focus on increasing our diversity in hiring and contracting, as well as finding ways to better retaining a diverse employee population that better reflects the Portland demographics. This is not just an OMF issue, but anything OMF can do to help this along would be appreciated. (Amanda Fritz)

#### OMF Employee Comments:

- It would be nice if OMF succession planning included people from within the organization. That rarely seems to be the case.
- I think everyone does the best they can and individually are very helpful.
- Most people in OMF office wide are very helpful.
- The BTS Helpdesk has continued to impress me with their quick responses to a variety of issues and with their friendly service. In sharp contrast are groups like OMF Accounting and some areas in HR, where it is difficult to get a response to emails or phone calls or you get the run-around and there seems to be no accountability.
- It seems that OMF departments do not effectively work together. For example, when BTS sets equipment standards, do they consult other bureaus that are affected by those decisions, such as Facilities or the customers that end up paying the electricity bills? My impression is that this sort of integrated thinking is not routinely practiced within OMF.
- This is a worthless survey. If a person is not working directly with any of these separate divisions, he/she would not know how to respond except 'Don't know'. Obviously, there is little or no communication between these workgroups except that which is necessary, and there doesn't have to be any more communication than necessary.
- When you do not have anything nice to say, best to not say anything at all.
- Thanks!

## CAO's Office



Average 3.12 from 77 responses. 56 (42%) marked "Don't know" (excluded from average)

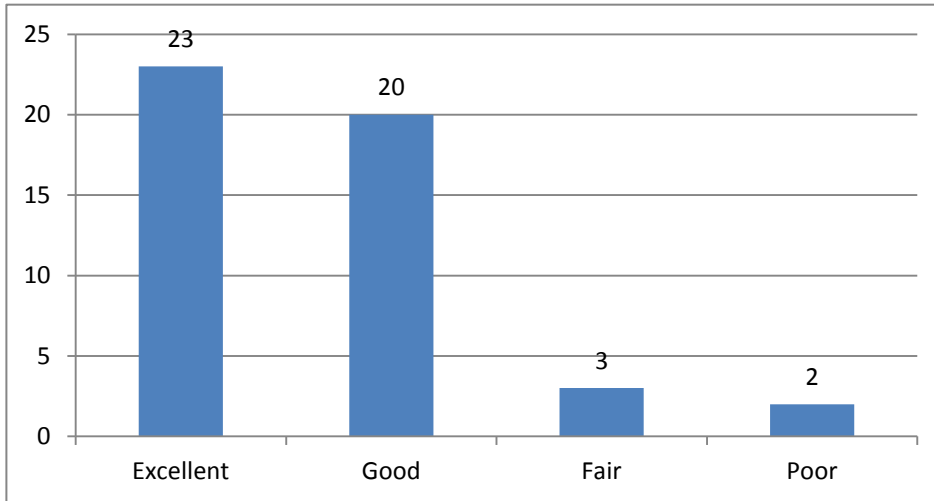
### Comments:

- I have a lot of respect for Ken. He tries to keep the City financially healthy. (Diane Betcher)
- I have a lot of respect for Ken. He is knowledgeable, politically astute, and knows how to handle really difficult situations. (Carmen Merlo)
- Ken has managed OMF properly, placing it in a position of helping and making a difference. We look at OMF as a spoke on the wheel with us, whereas it could be positioned as a hub, which would likely cause problems.

Ken has a great reputation and respect. He always is seen as working for what is best for the City; no power positioning. His steady, unwavering approach creates credibility. He also creates an environment of creativity (e.g. public systems replacement, major league baseball, budget). He is very good at giving ownership away; he has no vested protection of his or his shop's ideas. (Ty Kovatch)

- I think the world of Ken. I know he would never intentionally misrepresent anything. (Assistant Chief O'Dea)
- Ken provides good leadership. As busy as he is, he always calls back, as well. (Jack Graham)
- Ken gets over often enough and is responsive when called. (Betsy Ames)
- Ken models treating the elected officials as clients while recognizing that the Mayor is in charge. I would love to see all of OMF follow this – and somehow build it into policy so it will remain long after Ken leaves the City. (Amanda Fritz)

## Business Operations Division



Average 3.03 from 133 responses. 59 (44%) marked “Don’t know” (excluded from average)

Comments:

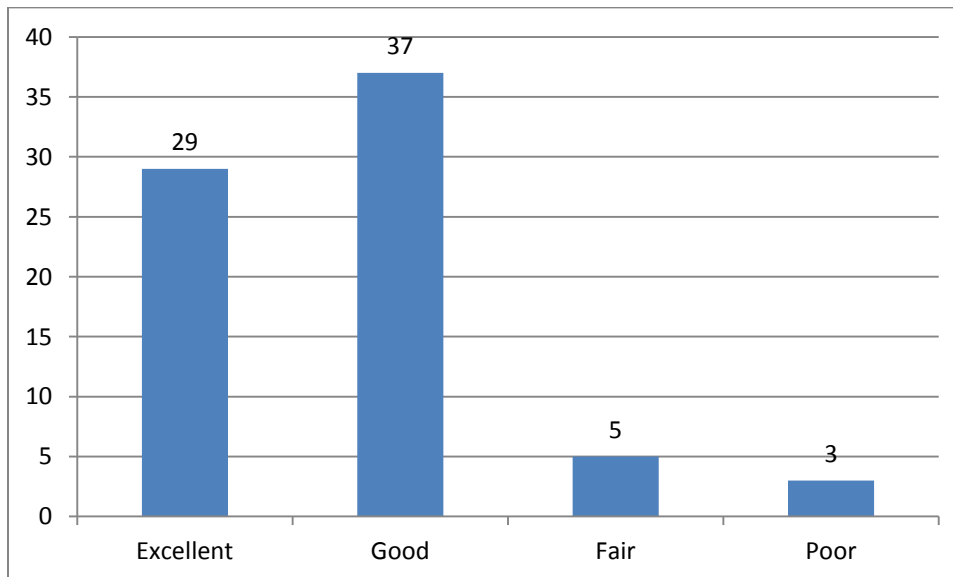
- None

## Internal Business Services (General)

Comments:

- Jeff is doing really well, providing relief valves for tough issues. Jeff always responds and will give the right answer – even if it is not what is desired. His response is critical and is well done. As a result, his organizations are doing well: “every organization reflects its leader.” (Ty Kovatch)
- Jeff is great. Solid. Steady. He has a good sense of updates needed, and avoids drama. He also has a good political sense. (Tom Miller)

## Internal Business Services – City Fleet

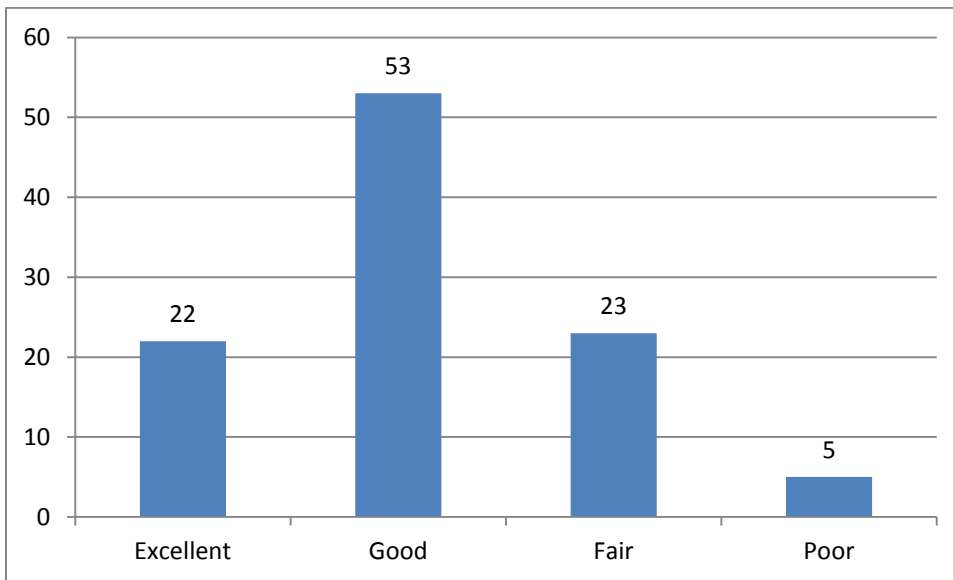


Average 3.24 from 135 responses. 61 (45%) marked “Don’t know” (excluded from average).

Comments:

- City Fleet - Individual assistance and support from City Fleet is great but the system seems to be broken. There does not seem to be consistency and transparency of information shared among City Fleet staff who work with us on the same project or task.
- Okay to work with. Still expensive. We can get the equipment we need, however, and have no complaints. (David Shaff)
- Fleet fits us like a hand in a glove. They are excellent. We have saved money through preventative maintenance thanks to John Hunt's recommendations. He is very good. Fleet responds to our needs the best way possible, such as when they went to 24 hour operations during the snow and ice storm. They are real partners. (Sue Keil)
- John does a good job. (Ty Kovatch)
- John Hunt really pushes good customer service. Working well. He asks what is needed and makes good recommendations, such as when he responded to a rapid response vehicle need. He gave ideas about low use vehicles, saving a couple hundred thousand dollars going to pool care.) (Asst. Chief O'Dea)
- Status quo...they outfit the Chief's rigs. Okay. (Jack Graham)
- Very helpful. (Amanda Fritz)

**Internal Business Services – Facilities Services**



Average 2.89 from 139 responses. 36 (26%) marked “Don’t know” (excluded from average).

Comments:

- Need to remember that customer service is about being helpful - making it easy for the customer even if that means more work for you.
- We need to have an OMF led effort to get a handle on office space. Right now there is no agreement on what should be done to make the best use of office space and how we could better utilize what we have. Commissioner Saltzman is very supportive of such a discussion.

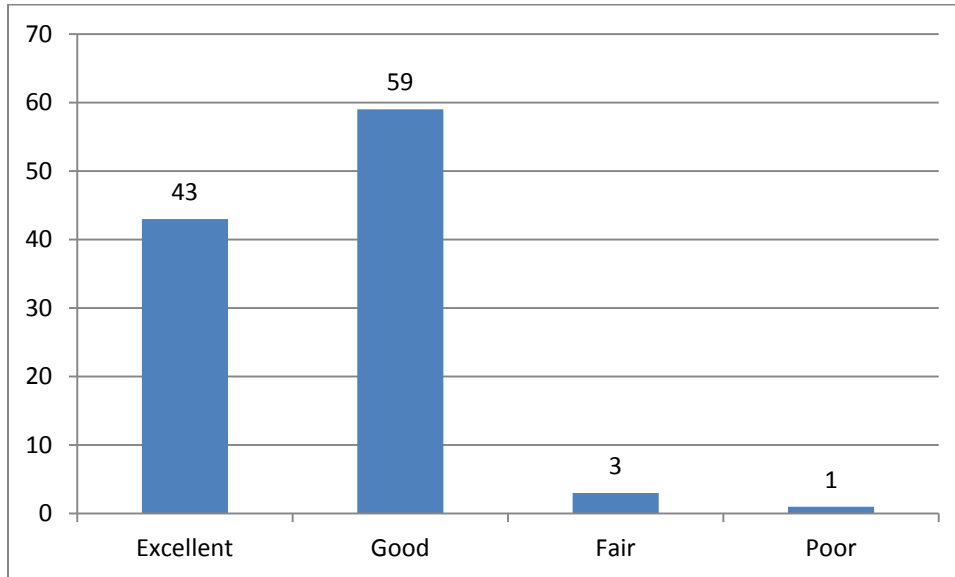


- I've worked with Jim Coker over the past few years and have only enthusiastically positive things to say about the service he's provided. In the past, my experience with the City's project managers has been spotty: some very good and others who made the process painful. However, my experience with Jim has surpassed even those very good experiences. He treated this as a partnership where my input was solicited and heeded. He spent time teaching me what I needed to know so I could fully participate in the process. He stayed in contact, met with me as needed and generally represented the city and our interests admirably. Overall, he's a great asset to the city and the bureau.
- Jim Coker is great. Great attention to detail and follow-up. (Diane Betcher)
- They are doing okay. (Sue Keil)
- Space! Jeff is not at fault, but past promises have not been kept. (Linda Meng)
- We would like a facilities plan; maybe a work session with the Mayor's office. (Betsy Ames)
- I would like to see OMF push more for what is right for the City, using the Bureau Director level to collaborate for the smartest and best use of facilities and locating people for best operating outcomes. (Anonymous)

OMF Employee Comments:

- Facilities project management and financial staff is not good about providing timely or accurate financial information or project cost estimates.

**Internal Business Services – Printing & Distribution Programs**



Average 3.36 from 141 responses. 35 (25%) marked "Don't know" (excluded from average).

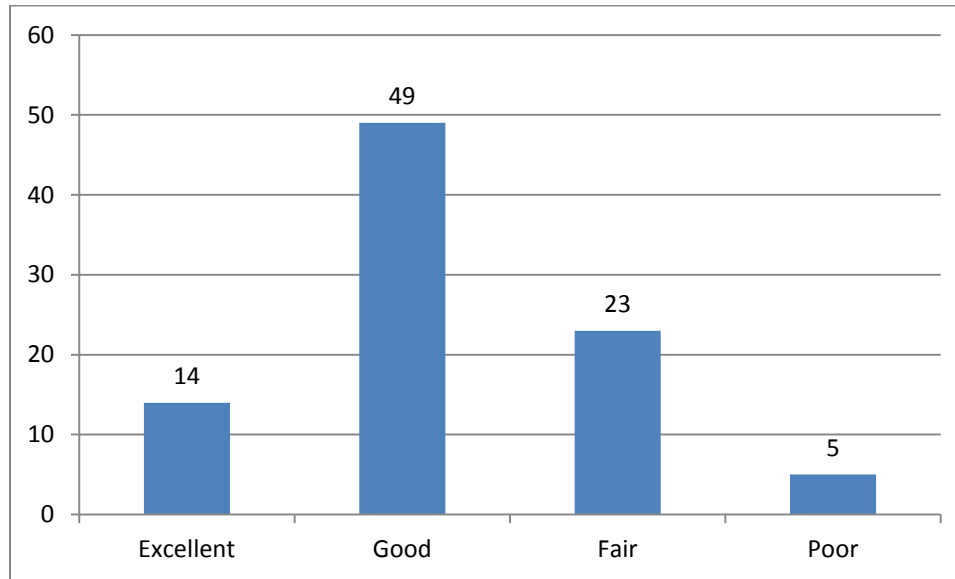
Comments:

- Very responsive (Diane Betcher)

OMF Employee Comments:

- P&D services are consistently strong - reliable services and great low cost. Staff is very willing to problem solve.

## Internal Business Services - Procurement



Average 2.79 from 135 responses. 44 (33%) marked “Don’t know” (excluded from average).

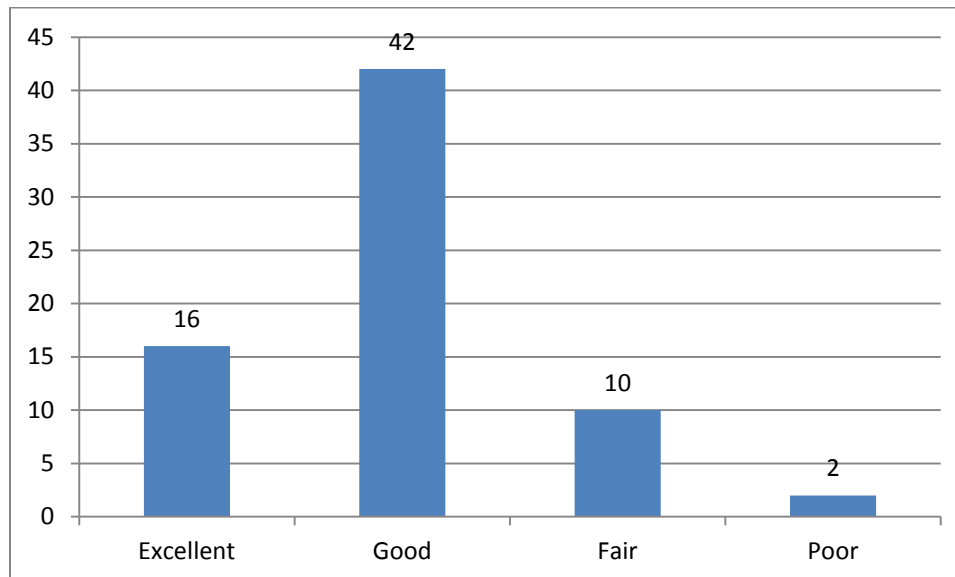
### Comments:

- Christine Moody has been great. It helps to have an assigned person on each side of purchases (i.e. procurement and business operations)
- We work well with Procurement, but it takes too long sometimes. Further, the extra requirements drive up the cost. I also spend a lot of my time waiving liability requirements when liability is obviously not an issue. OMF is the holder of these requirements, even if it really is the City Council that approved them. I hope OMF will continue to work toward creating a practical set of requirements for the Council to approve. (David Shaff)
- Purchasing requirements can be very difficult to comply with, and add both cost and time to the transactions. We need more support and more transparency as to why these requirements exist and perhaps support in removing some of them that are counterproductive. (Anonymous)
- Procurement is okay. Christine is doing well. Things are moving along. (Linda Meng)
- Improvements have been made. There are timeline issues, but these are the result of requirements imposed by City Counsel. (Zari Santer)
- Christine Moody is very responsive. The team is agile and provides great customer service. (Jack Graham)
- I have heard positive things about working with this group. We are working with Christine on a disparity study. Our Commissioner asked for an advisory group. It would be good to get a briefing as to progress. They are responsive and easy to work with, however. (Betsy Ames)

### OMF Employee Comments:

- Procurement services has good customer service for special requests.
- Purchasing seems in need of more trained personnel
- Purchasing, or procurement is without a doubt the least helpful area of the city I have ever had to deal with. They simply need to start over, lose the horrible attitude, and give actual customer service.

## Internal Business Services – Risk Management



Average 3.03 from 133 responses. 63 (47%) marked “Don’t know” (excluded from average).

### Comments:

- Their services seem okay. (Sue Keil)
- I would like to see them take a more active role for Continuity of Operations Planning (COOP). OMF did their own plan some years ago and did a good job. Other bureaus now need to do so. This isn’t just a plan for emergencies, but is a plan for unusual course of business issues, such as a strike, recession, or significant snow storm. Succession plans might fit into this, as well. (Carmen Merlo)
- We have a good partnership with Risk Management. Seems like they are having problems paying bills, however. They work closely with us on several issues (e.g. tort cases), and we appreciate their approach. (Linda Meng)
- Communications is not always the clearest, especially related to personnel issues. There is lots of repetition between what they ask for and what HR asks for. They also send information expecting the Bureau to know how to deal with it, but our involvement is too infrequent to keep aware. We are a small bureau and need more hand holding. Please don’t assume a small bureau can work like a large bureau. We would appreciate proactive verbal and written explanations. (Betsy Ames)

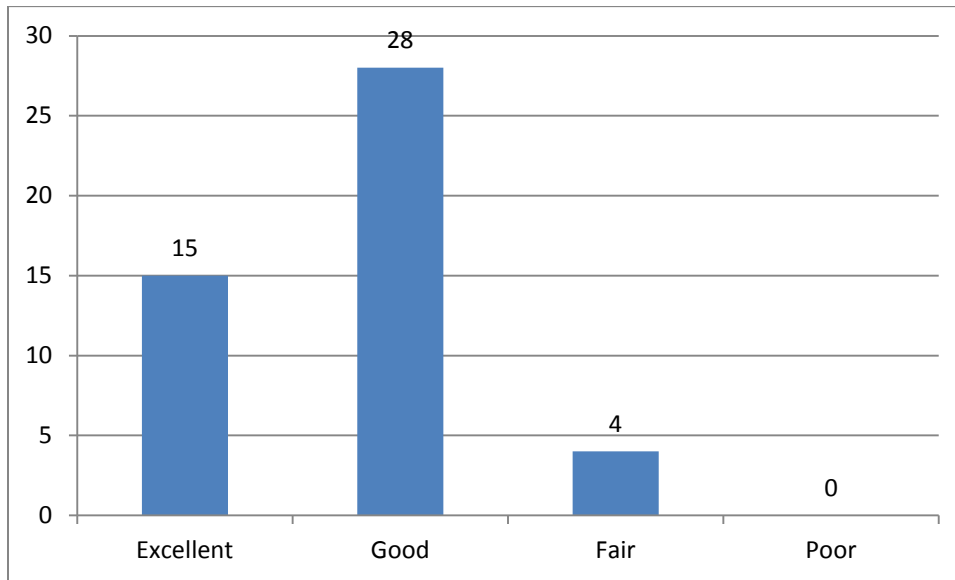
## Bureau of Financial Services (General)

### OMF Employee Comments:

- In my opinion the Bureau of Financial Services - Financial Planning division needs to make material improvements in its service delivery. Communication from the division is not timely and frequently key information is not disseminated. There seems to be an overall lack of expertise that is needed to successfully deliver the services that they are responsible for. Most of the staff in this division appear to be hard working, but there does not appear to be the urgency there once was to accomplish required tasks in a timely manner. Key information was delivered late during this past budget season.
- Bureau of Financial Services has declined in service levels since the huge increase in work load, probably due to resources focused on SAP implementation and break/fix issues. This is

compounded by the lack of financial support for adequate staffing levels, turnover, and unfilled upper management positions.

### Bureau of Financial Services – Debt Management

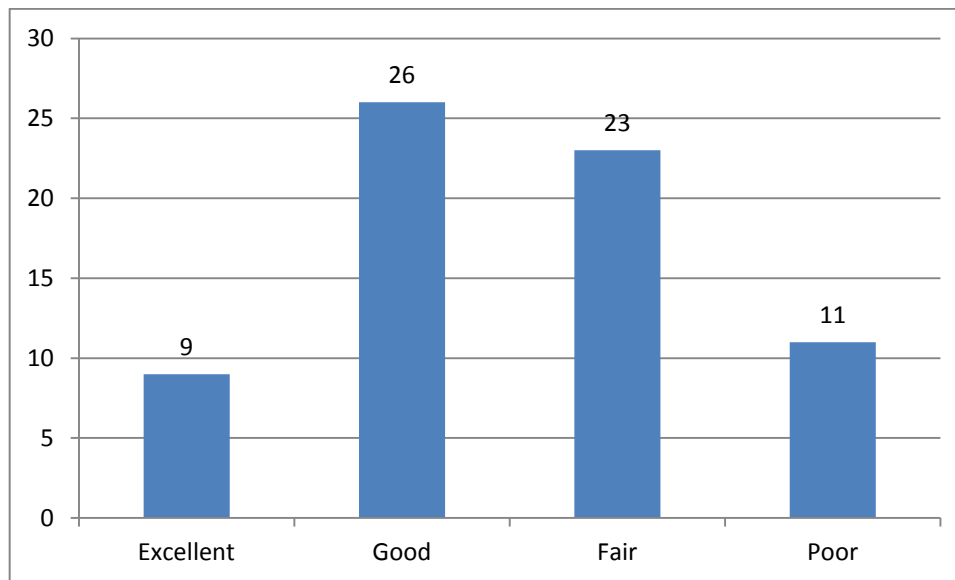


Average 3.23 from 128 responses. 81 (63%) marked “Don’t know” (excluded from average).

Comments:

- None

### Bureau of Financial Services – Financial Planning



Average 2.48 from 127 responses. 58 (46%) marked “Don’t know” (excluded from average).

Comments:

- No news here...the City budget process is broken and consumes too much time and resources. One suggestion to demonstrate this would be to provide a way for people working on complying

with the budget process to account for their time in SAP. Then we could show our elected officials just how much time is consumed.

- Andrew and his team did well in a lousy process. It would be a good idea to do a post budget process review...in depth...to learn how to make this better for next time. More than just a “how did we do?” session; conduct a lessons learned evaluation with change recommendations. (David Shaff)
- They do well. They are organized and provide good budget information. However, there have been too many changes in who our budget analyst is. While good people, it takes time for them to get up to speed. (Diane Betcher)
- We have a new budget analyst – smart, good, but needs more time to sort things out. We appreciate the independent, fresh look. We understand why there is turnover as well as the need to put strength where needed. However, an ideal assignment would be about two years minimum. (Sue Keil)
- Community forums are very difficult in some cases; too complex for limited venues. Prioritization is very limited and orientation for some members just can't be adequately completed. Could this be replaced with something else? We need community input, but it needs to be less difficult than it is now. (Sue Keil)
- We have a good analyst, but I wish the assignments didn't change so often. It takes a lot to orient someone.

The whole budget process is overly complicated, but I'm not sure what could be done to improve it. There is too much requirement for public involvement. One size does not fit all, yet that is not recognized in the requirements. (Linda Meng)

- Transition plus bad economic times has led to some immediate issues. General Fund bureaus need a long term financial feasibility analysis. We need someone with knowledge of the bureau plans and knowledgeable of sources of funding that can help us create a plan that does not lead to internal competition for the same funding. We would like the support and advice of someone at the level of Andrew or the new CFO. (Zari Santer)
- Ken and crew started us on the process of training around the budget process a couple of years ago, which has made this a lot more manageable. We appreciate it. (Ty Kovatch)
- We transitioned to a new financial planner. It went okay; learning our Bureau information well. However, there was a problem with overstatement about Police overspending of the budget that has caused some difficulty. We would appreciate the opportunity to reconcile with involved parties before public announcements. Andrew and Tess are good. They are sharp. I would like more proactive conversations with them – not public first. (Assistant Chief O'Dea)
- The general obligation bond oversight is being handled really well. Connie Johnson, Rich Altridge, and Aaron Beck are a very good team. (Jack Graham)
- We need a full picture of the budget whenever possible, as soon as possible. Unfortunately, this information is often late. There is a great group of people working on a difficult budget process; improvements are possible. (Jack Graham)
- The budget process is disjointed. I am disappointed in how information is conveyed as to what is required. Information is slow and there have been no improvements in process from the previous year. OMF needs to help the elected officials understand the impact of their decisions and this process. Framing the information for the Council seems to be missing, leading to more and more problems. (Anonymous)

- I would like to see OMF push more for what is right for the City, using the Bureau Director level to collaborate for the smartest and best use of budgets for best operating outcomes for the City as a whole. (Anonymous)
- Crystal helped prepare the budget. In housing, Fabio helped. Both are easy to work with and did a good job. We have some issues around Parks...feel free to work with the Commissioner if there are such issues in the future. Bottom line is that we want everyone to be open and to collaborate as much as possible.

The comp set aside budget approach was not good. There should have been discussion before this was decided. It has a big impact on Parks. We need to talk earlier about how future cuts will be taken; should probably be led by OMF.

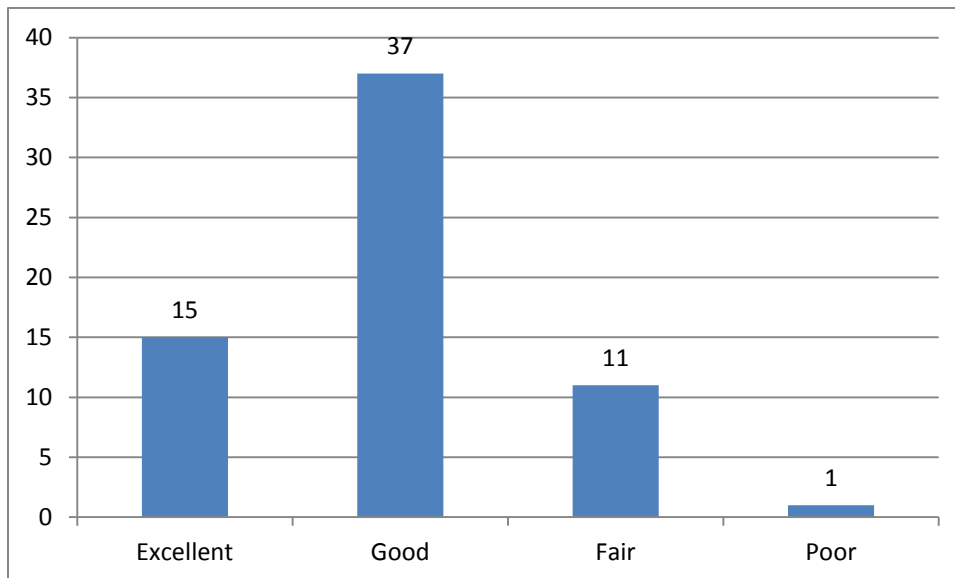
Budget presentations do not seem to be helpful. We need to get more into discussion on tradeoffs. Can OMF find a better way to handle this decision making? (Betsy Ames)

- We have received absolutely excellent service from Financial Planning. They are thoughtful, willing to try new approaches, amazingly knowledgeable, and totally available when needed. For example, when I returned from a trip with no time to study the budget before an important Council meeting, Andrew Scott was able to answer every question I asked, right down to line item knowledge. (Amanda Fritz)

OMF Employee Comments:

- Financial Planning does a poor job of communicating in general. Actions show they routinely do not communicate known information (BRASS or Publisher related information, budget related info, etc), or are extremely slow to communicate things to bureau's that would be quite helpful to know. FPD Analyst, in some instances communicate very little or nothing to their assigned bureaus.
- Financial Planning could provide more context to their communications so that bureaus can really understand the new requirements. They should also provide more lead time to bureaus to respond.

**Bureau of Financial Services – Treasury Division**

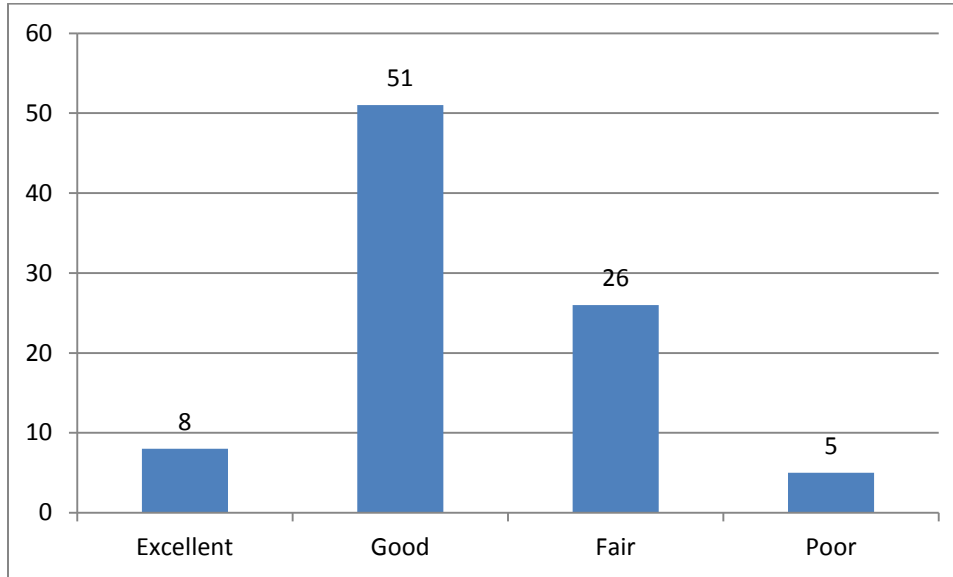


Average 3.03 from 133 responses. 69 (52%) marked “Don’t know” (excluded from average).

Comments:

- Treasury has become a very unhappy place to visit. Office morale is horrible.
- Eric is very helpful. He helped figure things out. He understands what we are trying to achieve and is helping us get there. (Betsy Ames)

### Bureau of Financial Services – Accounting Division



Average 2.69 from 135 responses. 45 (33%) marked “Don’t know” (excluded from average).

Comments:

- None

### Bureau of Human Resources (General)

Comments:

- Ben Jumbo is great (Diane Betcher)
- We are dependent on Liz Waddle but unfortunately she has been unavailable. The team is pretty good, but without Liz, there is a bottleneck. A lot has been slowed up in an important area. She is an essential team member and we rely on her judgment. Perhaps there isn’t enough coverage. (Sue Keil)
- Recruitment seems to take a very long time – even for a position with a standard classification (like Utility Worker). I know we own some of the problem, but this is an area that needs some joint attention and improvement. (Sue Keil)
- The hiring freeze has made things difficult. The process of getting even a simple exception has been far too complicated, even for something like a position funded and required through a grant. The delays are significant problems. (Anonymous)
- There has been a lot of turnover in HR that has impacted us. We end up doing more than our reasonable share of work since we know what is needed. That leads to problems of its own. Communications have been ineffective (both ways) and need attention. Everyone is busy, but attention is needed. (Linda Meng)

- I want to give glowing remarks to BHR. We have a BHR employee (Sean Murry) working in the department; doing well. Sean does an outstanding job, and I would now fight tooth and nail against every changing back. A+. Great service.

We have a good relationship with Yvonne and Anna. Everything is moving along fine. (Assistant Chief O'Dea)

- Yvonne and Anna are highly regarded. Challenging jobs. I would like to see Anna more often in the Council offices on bargaining. She has a great reputation but needs to be known more. (Tom Miller)
- Yvonne and Anna do a very good job. They are open, available, and willing to share what they know. They are an asset to the operation. (Jack Graham)
- Anna and Gayle worked very hard on the Portland Housing Bureau merge. They were very helpful. I am really appreciative of this team. (Betsy Ames)
- It would be nice to have more opportunity to discuss informally what we, the Council, want Labor Relations to do during negotiations. As it is now, it feels that HR is sometimes blamed for taking a hard stand when in fact they are acting for the Council. Making sure we are on the same page is part of it, but also making sure HR does not take heat that the Council should take is another part of it. I'm not sure how to do this and make it work, but I'd like to see it happen. Also, I'd like to see a more collegial approach, rather than the fractures we sometimes have between groups, such as labor, the Council, older citizens, younger citizens, etc. Very hard to make happen, but it is what I would like to see. (Amanda Fritz)
- BDS cuts were difficult, involving a late decision, lots of finger pointing and poor coordination. We did get very good service from Gayle B., however.

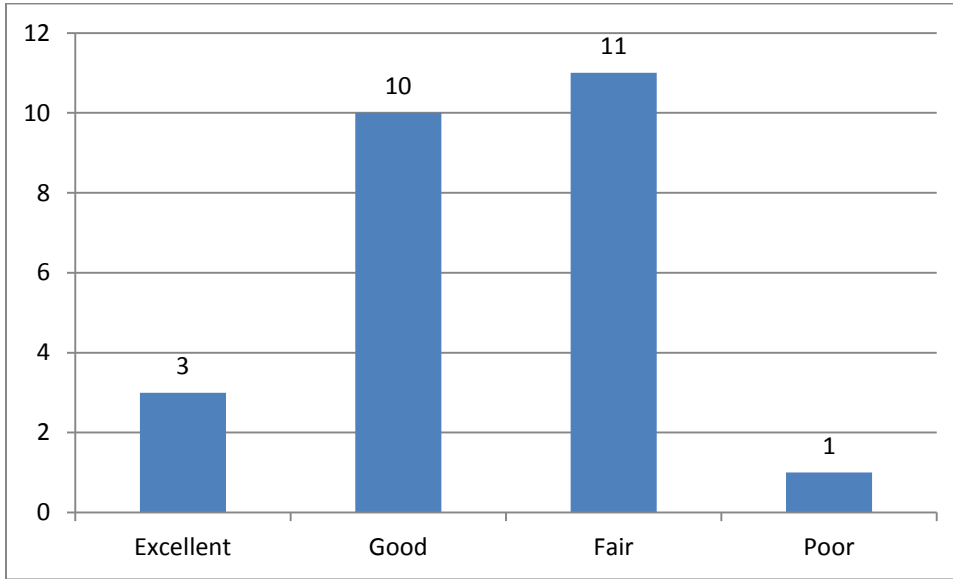
We had to figure out how to proceed basically on our own. We made some mistakes, but we didn't get the support we needed at the time. Perhaps it was beyond the capability of the HR Coordinator at the time. Lots of trying to get information to employees when HR wasn't ready. Resulted in our carrying more employees during the bumping period. More communications with HR and involved Bureaus would have been better. The focus was on BDS, not our group, even though we were highly impacted. Even some of the documents sent to employees were incorrect. This could have been avoided if managers had been involved appropriately. We also never had a debrief on this, which is disappointing. [All that said, Class Compensation is still a great group.] (Betsy Ames)

OMF Employee Comments:

- I love that HR has developed a new look and is known now as 'Knowledgeable, Helpful, and Responsive'.



### Bureau of Human Resources - Police Human Resources

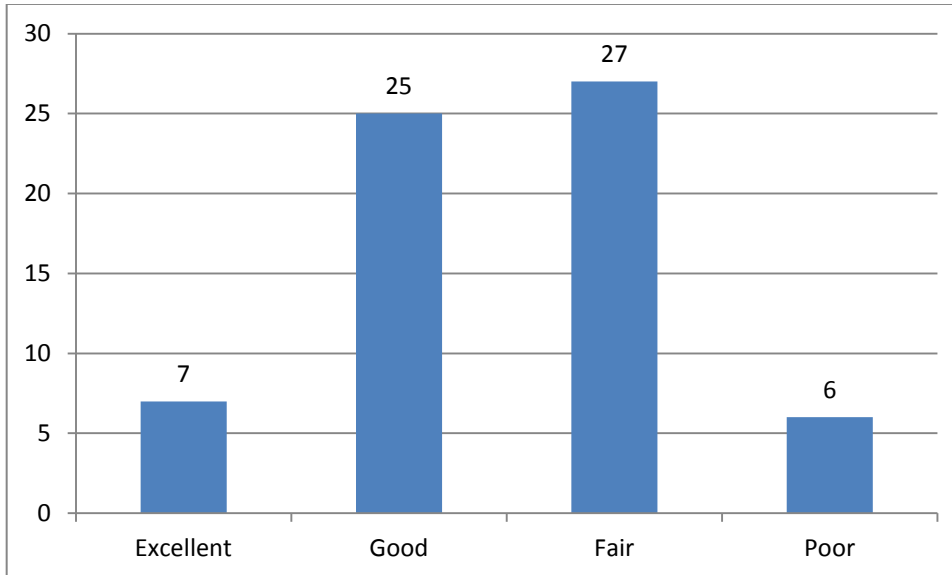


Average 2.60 from 127 responses. 102 (80%) marked “Don’t know” (excluded from average).

Comments:

- None

### Bureau of Human Resources – Operations & Strategic Support

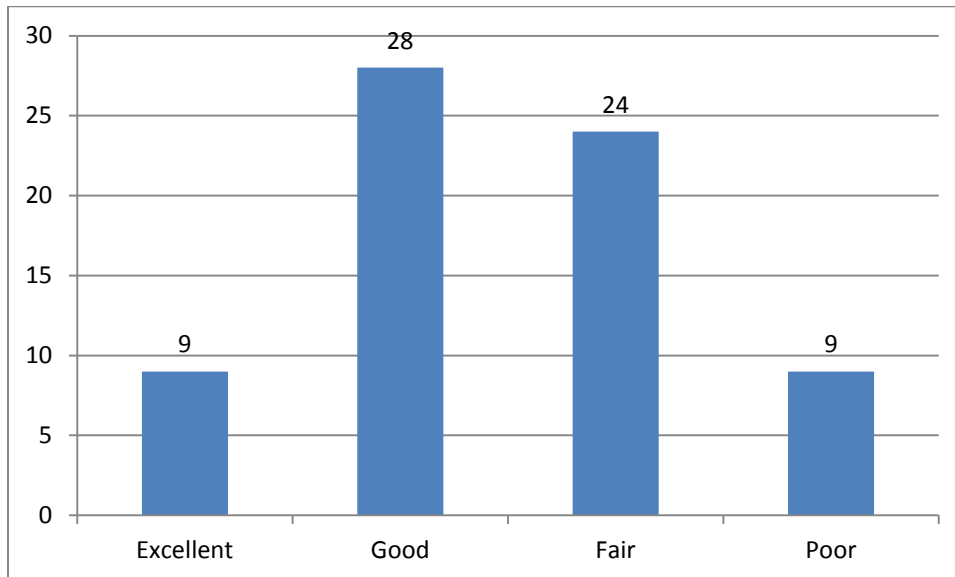


Average 2.51 from 134 responses. 695 (51%) marked “Don’t know” (excluded from average).

OMF Employee Comments:

- HR Admin/Support Services projects an arrogant attitude that makes it clear to City employees that 'they're right and you are wrong.' They are often times not helpful and not cooperative.

## Bureau of Human Resources - Labor Relations

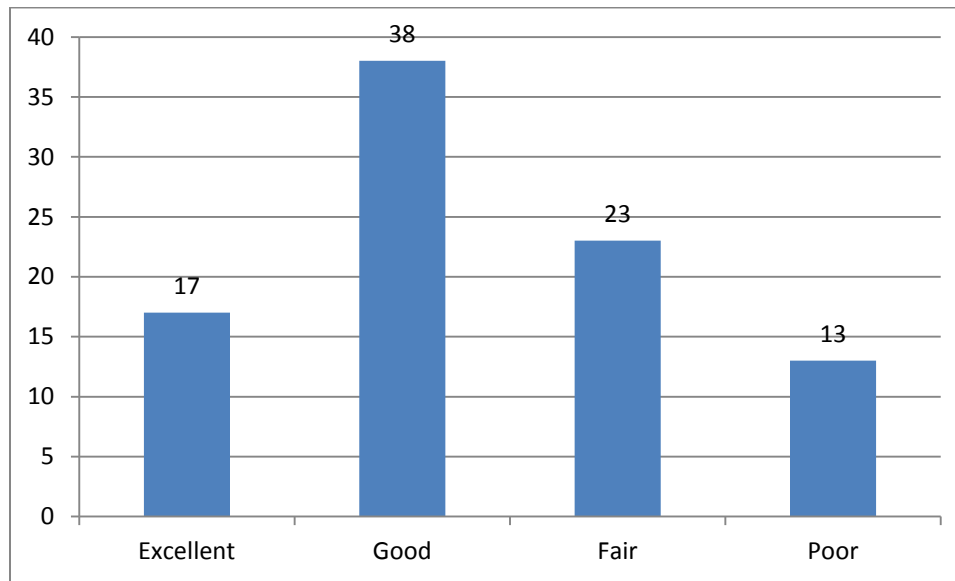


Average 2.53 from 138 responses. 68 (49%) marked “Don’t know” (excluded from average).

### Comments:

- Steve H. is doing a good job. He is very skilled in that area. (Assistant Chief O’Dea)
- We have some positive outcomes from Labor Relations. They are getting things done. (Jack Graham)
- Julie was very helpful during the BDS cuts. Sometimes we get different answers at different times from this group. It would be helpful if they worked out their interpretations, and minimize ambiguity in the contracts. (Betsy Ames)

## Bureau of Human Resources - Classification / Compensation



Average 2.65 from 138 responses. 40 (31%) marked "Don't know" (excluded from average).

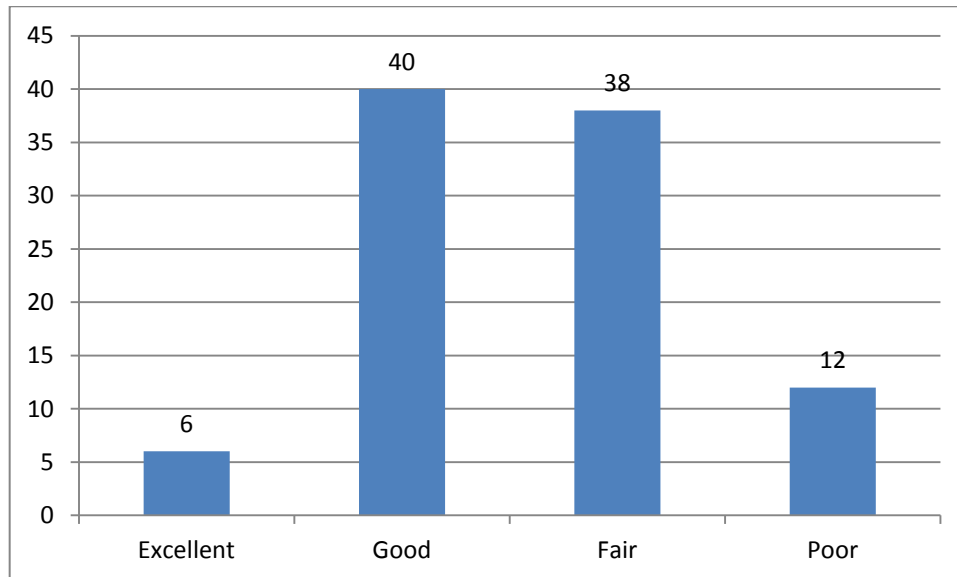
### Comments:

- I would still like to see quicker responses from HR class comp folks, and consistent answers. For example, at various times I have been told I could and could not see the entire pool of applicants, or that job descriptions could and could not be altered, etc.
- I'm not sure why, but HR has decided NOT to do regular un-requested analyses of job classifications - are they appropriately classified and compensated. Instead, they rely on requests to do this, which means those who want a change spur the effort to get the change. Many years ago when the City underwent a wholesale classification and compensation study, HR promised they would not wait so long to do this analysis the next time around. The one classification at a time and upon request only policy, however, leaves many classifications out of this consideration. In fact, it pretty much totally leaves out non-senior management positions, since those seem to be the only classes who have their salary ranges adjusted, or their classification changed. There are hundreds of classifications that appear to have no analysis done at all and no consideration of structure, or comparability between classification series seem to be conducted.
- HR Class/Comp needs to help bureaus provide equitable compensation to employees.
- They were really on top of things when there were issues. Good work. (Linda Meng)
- Class Compensation is still a great group. They provided very quick turnaround to our requests. We appreciate that a lot. Gayle is great...but an excessive amount of paperwork (e.g. the receiving Bureau during bumping has to fill out Superforms.) This is very difficult and was complicated by the forms delivered in Acrobat format. Much of the information is already in the system, but we had to manually type/copy to complete the forms. (Betsy Ames)

### OMF Employee Comments:

- Class/Comp is responsive and timely.
- Classification / Compensation does not process new employees or make corrections in a timely fashion, nor do they adequately classify employees and management in the accounting series.

## Bureau of Human Resources - Employment and Development



Average 2.42 from 135 responses. 39 (29%) marked "Don't know" (excluded from average).

### Comments:

- HR Employment and Development need to provide bureaus with resources to help the bureaus increase the diversity of the workforce, and provide opportunities for advancement, through developing existing employees.
- This group is a mixed bag. They finally changed the online application process, which was long overdue. It is now much better. However, they still have six people, some of which are more responsive and creative than others.

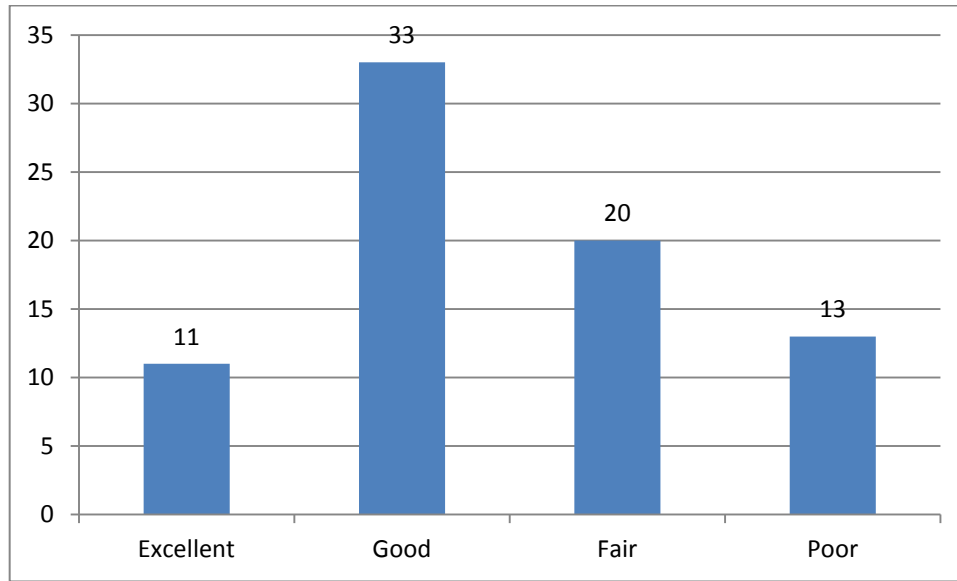
It is important for this group to get to know their customers in order to help with diversity actions. As it is, they are not very proactive or helpful. We would like them to be more helpful in figuring out how to solve the problem. BDS cuts were difficult, involving a late decision, lots of finger pointing and poor coordination. We did get very good service from Gayle B., however. (Betsy Ames)

- We have challenges with recruitments. There are too many errors and not enough communications. For example, the questions asked in an interview to hire a Fire Marshal were botched. The process needs to be ironed out and followed carefully. (Jack Graham)

### OMF Employee Comments:

- E&D is responsive and provides good customer service to deadline requests.
- Employment and Development does not process recruitments quick enough.

## Bureau of Human Resources - Diversity Development / Affirmative Action

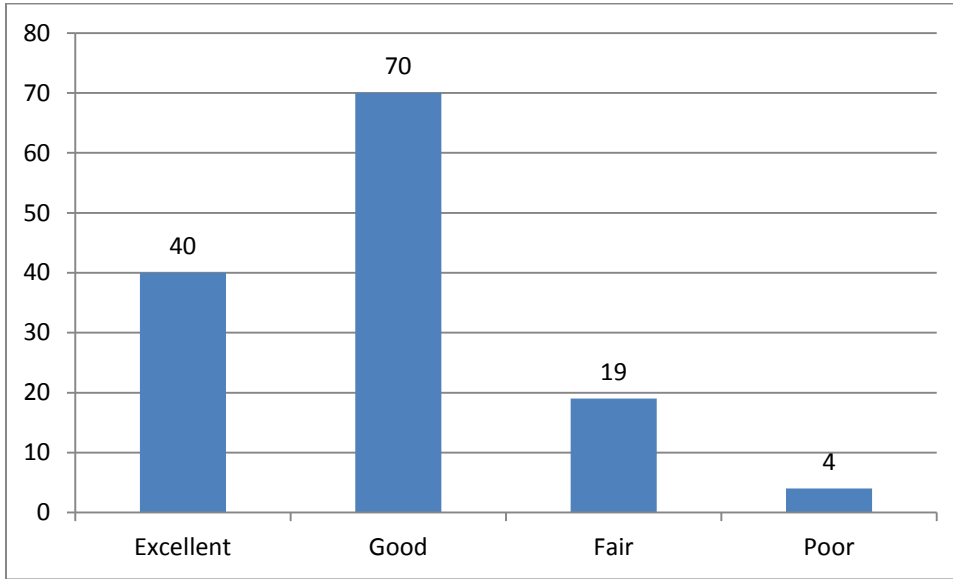


Average 2.55 from 131 responses. 54 (41%) marked "Don't know" (excluded from average).

### Comments:

- I still wonder about the logic & cost/benefit of having each very small bureau having its own EEO and Diversity plan. Its a huge amount of work.
- I would like to see the Diversity Development be given more priority and taken more seriously.
- It would be good for the Diversity Development team to have the opportunity to meet with Commissioners and Directors to discuss the work that needs to be done. I believe our leadership understands the need, but doesn't always know how to communicate or implement changes recommended by our City's diversity efforts.
- I am very disappointed with the responsiveness of the EEO office. Their response was mediocre and not timely. It cost goodwill as well as risk exposure. (Zari Santer)

### Bureau of Human Resources - Benefits / Wellness



Average 3.10 from 140 responses. 7 (5%) marked “Don’t know” (excluded from average).

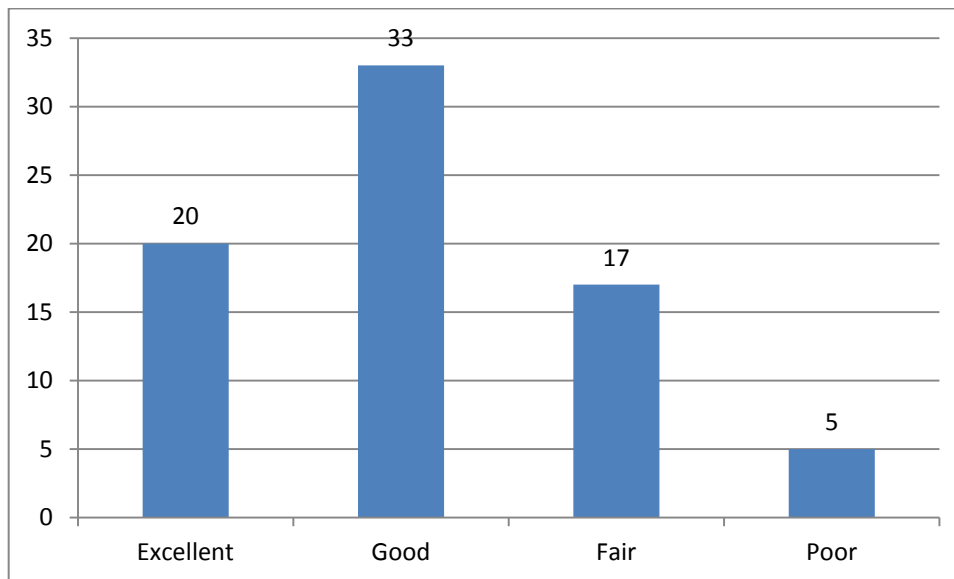
Comments:

- Kathy is doing a very good job. (Sue Keil)

OMF Employee Comments:

- Bureau of Human Resources-Benefits does not adequately perform accounting-related responsibilities
- Wellness is very improved.

### Bureau of Human Resources - Site Teams



Average 2.91 from 134 responses. 59 (44%) marked “Don’t know” (excluded from average).

Comments:

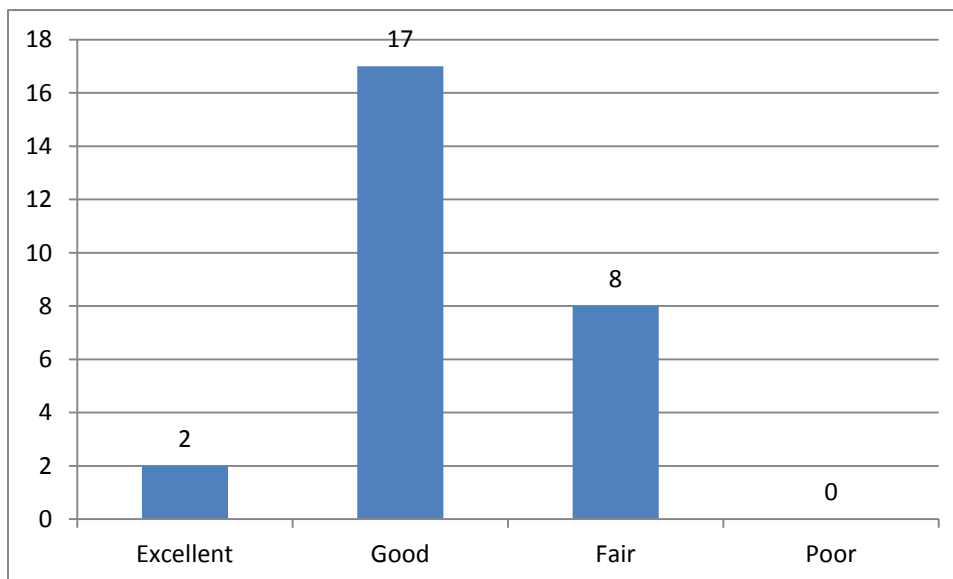
- I still worry that our real Diversity efforts lag - I have been involved and many of the meetings seem like opportunities to chat and share rather than solve problems and do something. I see more movement and candid conversation, planning, and action in the Portland Plan Equity, Civic Engagement & Quality of Life TAG than in the Diversity/EEO committees. My personal focus is on what gets accomplished, not how much time we spend on it or how hard we work on it: lets get results-oriented!
- The site team management and coordination is doing well. Good work. (Jack Graham)
- Gayle is good. Mary S. is also good. Some other individuals are too focused on details and thus miss the point. Some are not adept at solving problems. (Anonymous)

### Revenue Bureau (General)

Comments:

- Revenue Bureau / EBSP / Procurement Services - Vendor business license and EEO process is a mess. The online database of busines license info and EEO certification status for vendors that Procurement maintains is not consistent with vendor information in SAP. We don't know who updates what systems, nor do we know who to contact at times.
- The billing system for leaf collection is very responsive and decently priced. (Sue Keil)
- Great bureau director (Sue). Before the current Mayor, the Bureau led a project about cost recovery from special events. Partial recovery of cost was intended. Unfortunately, the project seems to have disappeared. Could it be resurrected, assuming the current Mayor was supportive? (Assistant Chief O'Dea)
- Sue is responsive. She has some short-timers, however, and will need to manage through that. Sometimes they get a bit ahead, such as the taxi issue. They did a good job turning around revenue numbers for the budget, however, and Terri does a good job crunching numbers. (Tom Miller)

### Revenue Bureau - Regulatory

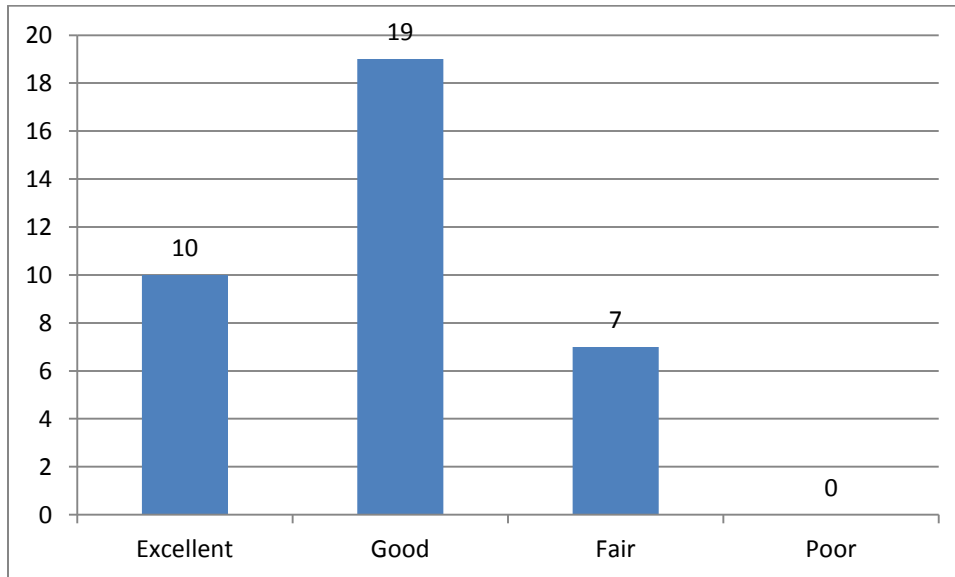


Average 2.78 from 130 responses. 103 (79%) marked "Don't know" (excluded from average).

Comments:

- Our auditors work closely with many areas in the Revenue Bureau. We are a little frustrated that they declined consideration of a process change that we felt would have made an improvement. (Diane Betcher)

### Revenue Bureau – License & Tax



Average 3.08 from 131 responses. 95 (73%) marked “Don’t know” (excluded from average).

Comments:

- None

### Bureau of Technology Services (General)

Comments:

- BTS has a long way to go regarding promptness and communication when issues are encountered.
- To be quite honest the only services I am really familiar with are those provided by BTS, and not really using all of them. I believe they are making good progress in many areas, but have way more important projects to do and have no resources to do them. In many areas, the level of service is person specific and fortunately there are many good staff members, but also a lot of staff who are either new and don't know what they are doing, or just don't care.
- Some of the policies of BTS are ridiculous. i.e., printer purchases, other non-related computer expenses.
- Mark is working hard on changes, but overall organization is still rigid and bureaucratic. For example, we might have to install Wi-Fi ourselves. We understand the security issue, but our need is now and we aren't getting support. Also, we feel we get charged for some things that we just don't get value for, such as maintenance on computers. (David Shaff).
- BTS is still a challenge. We used to have our own IT... I have a lot of respect for Mark and the effort he is giving to moving the organization forward. There is progress, but some areas are just



not there yet, such as servers, virtualization, and communications. We need better teamwork with them and they need better internal teamwork. Applications are behind (still on 2003 version, for instance). It would help if we knew what is coming and when, what the status is... a plan for how technology will be provided to the Auditor's office. (Diane Betcher)

- There is not enough transparency on how the funding models are figured out. We would like to weigh in more about the strategy. There was sticker shock on Service Level Agreements, for instance (e.g. \$20k for servers). (Anonymous)
- We receive good service from BTS. They do a good job; I have heard no complaints from anyone in the office and I know BTS is responsive. (Linda Meng)
- BTS is doing fine. Our local person is very good; communications with BTS has vastly improved. (Zari Santer)
- BTS responds even if there is an outage. They give respectful service. (Ty Kovatch)
- I asked the CTO for a better understanding of our interagency agreement. We made some progress, but that has come to a stop. Mark stated that there needed to be more context to some issues before we discussed them. Hopefully progress will continue once that homework is completed.

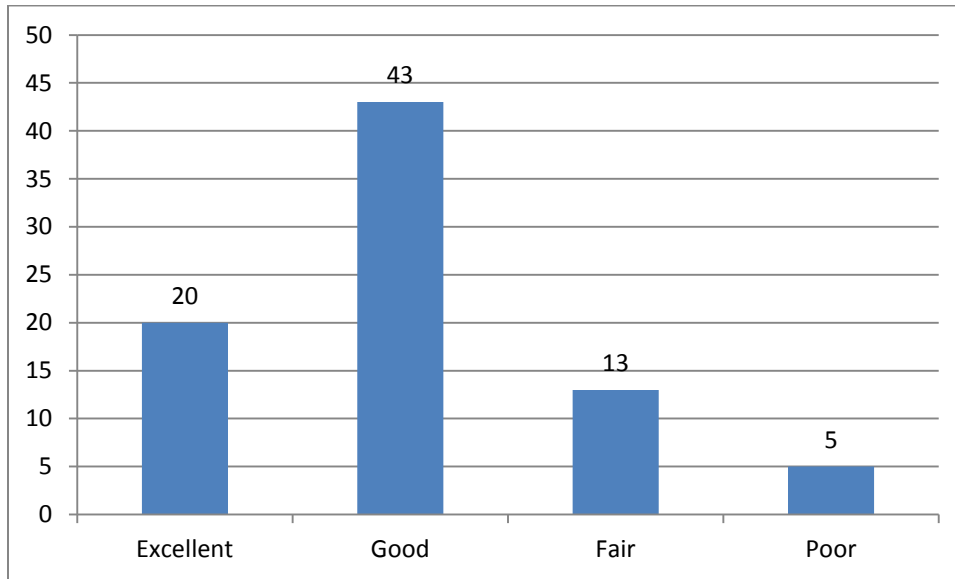
Mark is customer service oriented and is working to get that into the whole organization. It will take time, but we are seeing progress. (Assistant Chief O'Dea)

- I am pleased with BTS progress. They have a lot on their plate, but they listen and are moving in the right direction. (Jack Graham)
- BTS is responsive, but they took about six months to bill for some work they completed in October (cable drops). We are looking into this – but otherwise good. (Betsy Ames)
- I don't feel that my thoughts around the refresh to Portland Online have been properly heard or attended to. I feel pretty strongly about the need for this important view into our City to work for all visitors, and I don't believe enough attention has been given to that yet. When I have offered my advice, I have received comments such as "Thanks, but those ideas don't fit our template." While that is probably a true statement, it misses the point. (Amanda Fritz)

#### OMF Employee Comments:

- I've seen a huge positive change in the Bureau of Technology Service's service delivery since Mark Greinke was appointed as CTO.
- BTS CTO, customer relations, project management and business solutions provide consistently strong services.
- BTS is the most improved. Their customer service has been fantastic.
- I like the improvements that BTS has made over the last few years

### Bureau of Technology Services – Office of the Chief Technology Officer

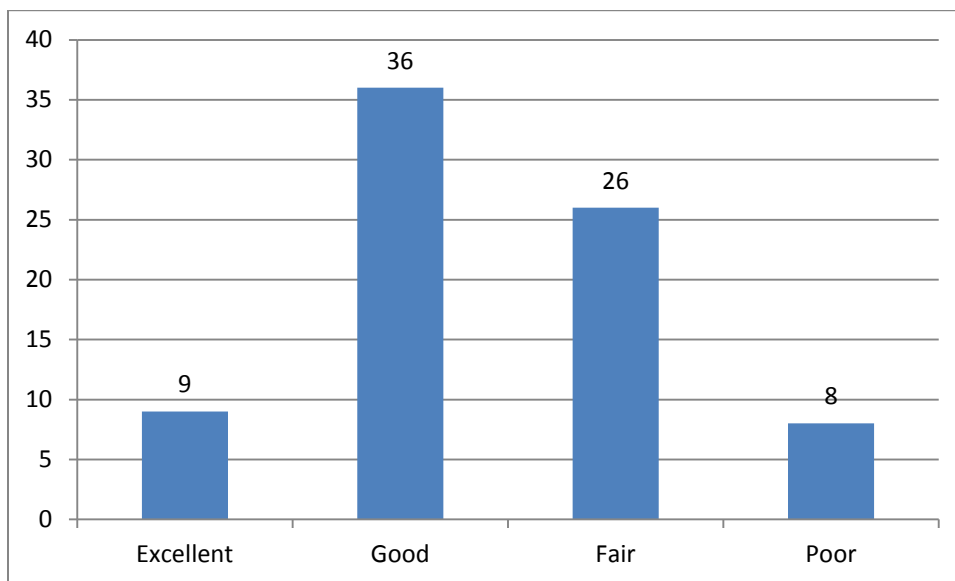


Average 2.96 from 133 responses. 52 (39%) marked “Don’t know” (excluded from average).

Comments:

- Mark is an open communicator, cares for his clients, and approaches City needs with a good style. As a result, we are okay with the IT support we are receiving. (Sue Keil)
- Mark is doing a great job and getting great results. “Worth his weight in gold.” Sea change. (Tom Miller)

### Bureau of Technology Services – Project Management Office



Average 2.58 from 138 responses. 59 (43%) marked “Don’t know” (excluded from average).

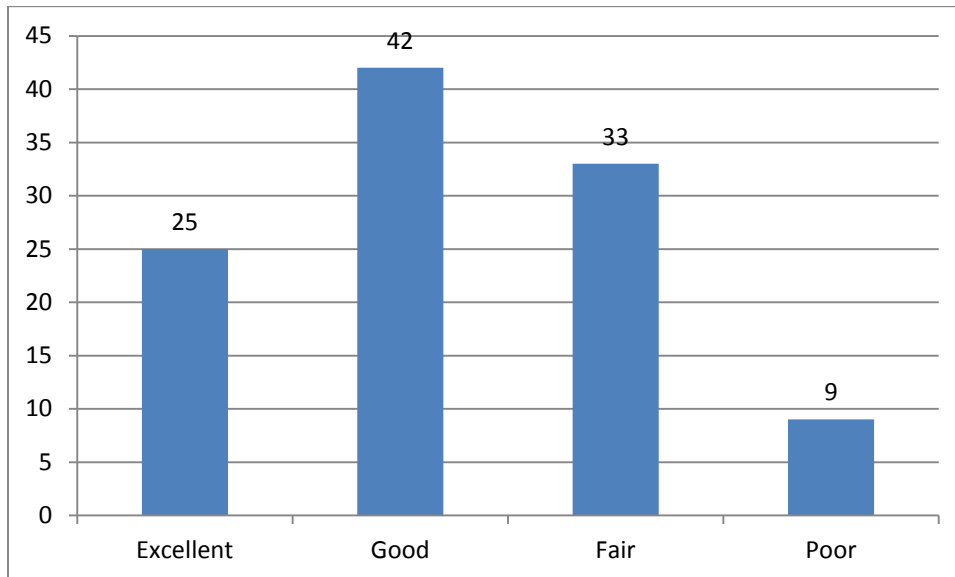
Comments:

- BTS project management continues to ignore internal customer needs.

OMF Employee Comments:

- BTS Project Management Office and Customer Relations do excellent jobs communicating and working with stake holders and customers.
- BTS project management needs to get a better handle on their project costs. In many cases, they ask us what they've spent on projects. It's very frustrating having to provide information to people who should know it themselves.

### Bureau of Technology Services - Customer Relations

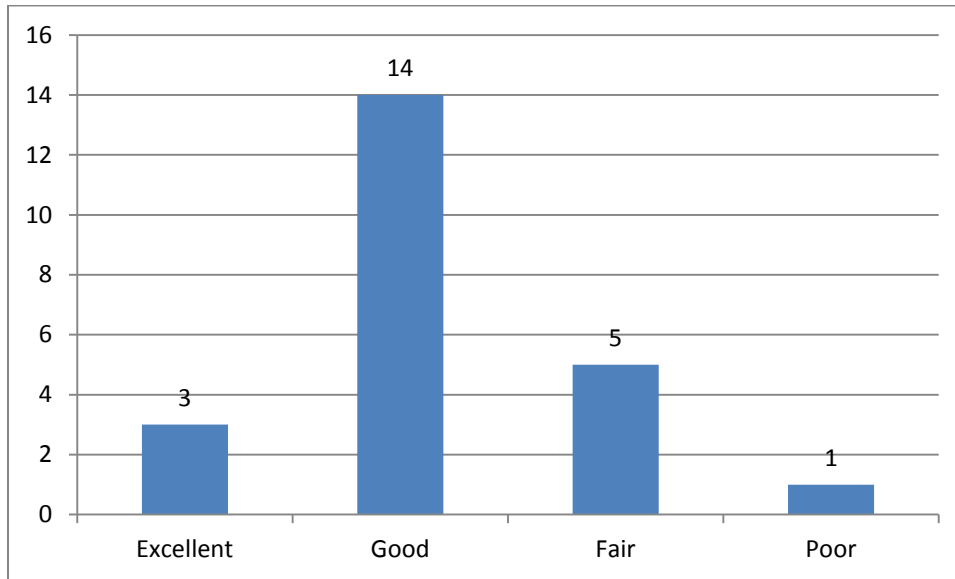


Average 2.76 from 139 responses. 30 (22%) marked "Don't know" (excluded from average)

Comments:

- Our customer service liaison is not helping that much other than acting as a single point of contact. Their added value is not very strong. We expect more engagement. (Anonymous)

### Bureau of Technology Services - Police IT

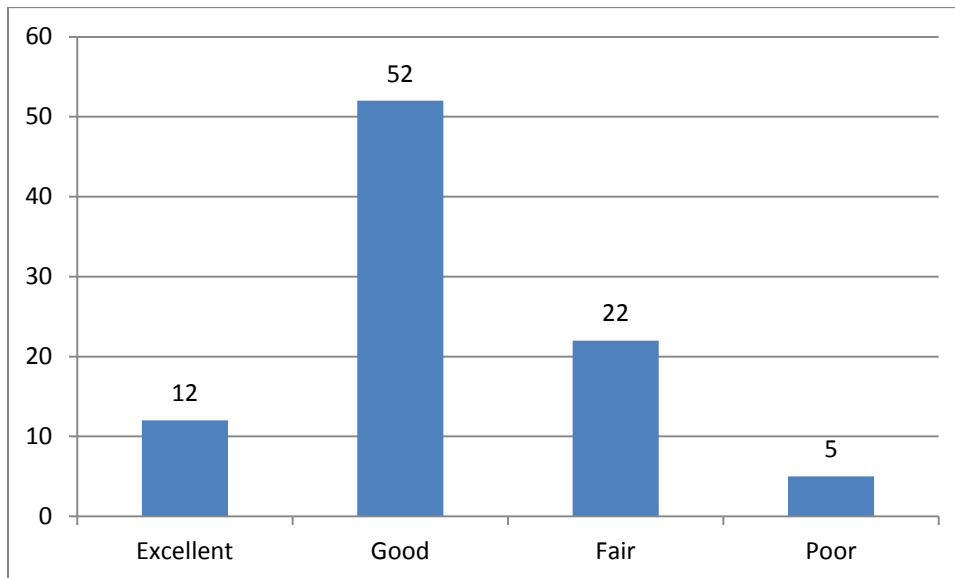


Average 2.83 from 125 responses. 102 (82%) marked “Don’t know” (excluded from average).

Comments:

- This is working well. Mark E. is a dual report and handles it well. The result is good. For example, the City’s antivirus software was defective, and we were able to get ours fixed even before the rest of the City. Within 24 hours we had 98% of our computers back online. (Assistant Chief O’Dea)

### Bureau of Technology Services - Administrative Services

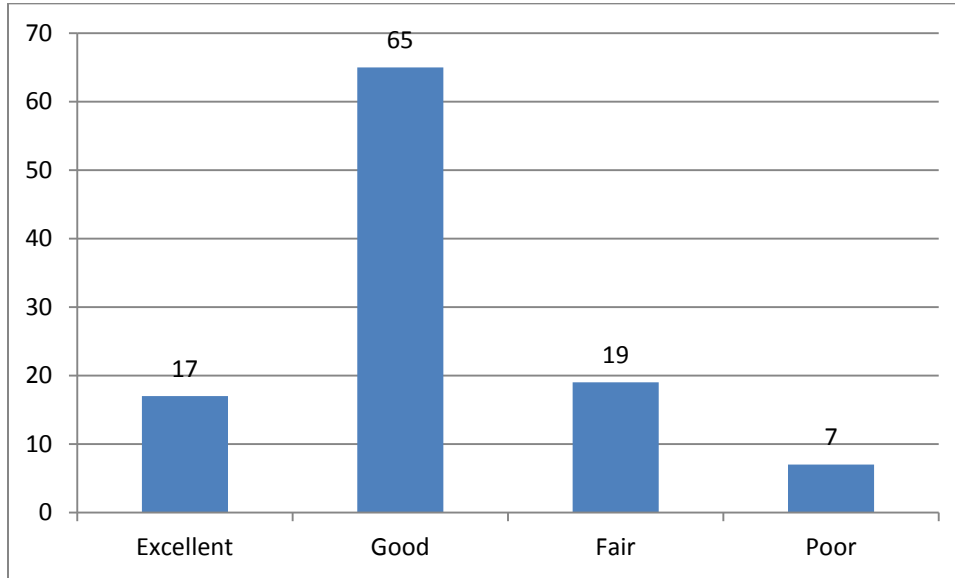


Average 2.78 from 135 responses. 44 (33%) marked “Don’t know” (excluded from average)

Comments:

- None

### Bureau of Technology Services - Production Services

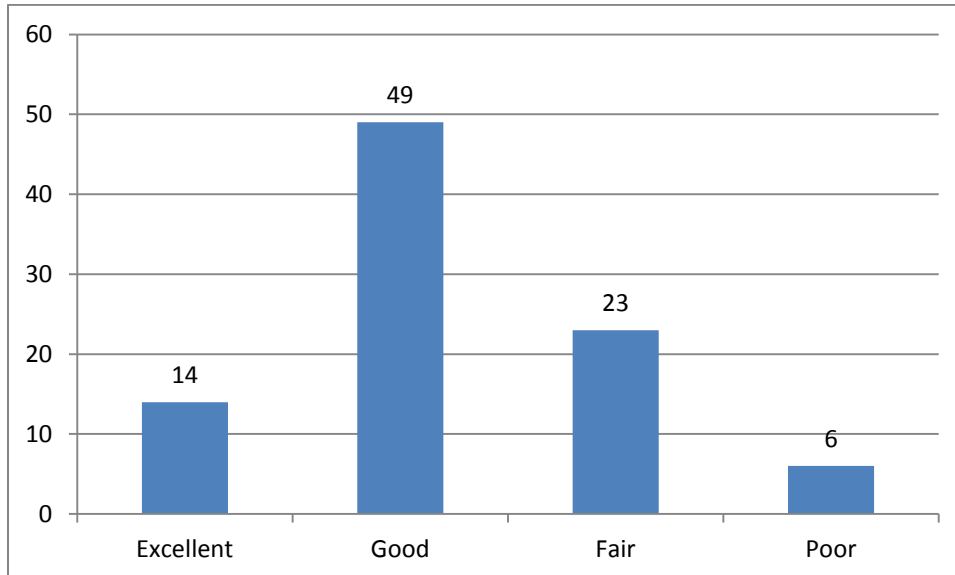


Average 2.85 from 134 responses. 26 (19%) marked “Don’t know” (excluded from average)

Comments:

- None

### Bureau of Technology Services - Business Solutions

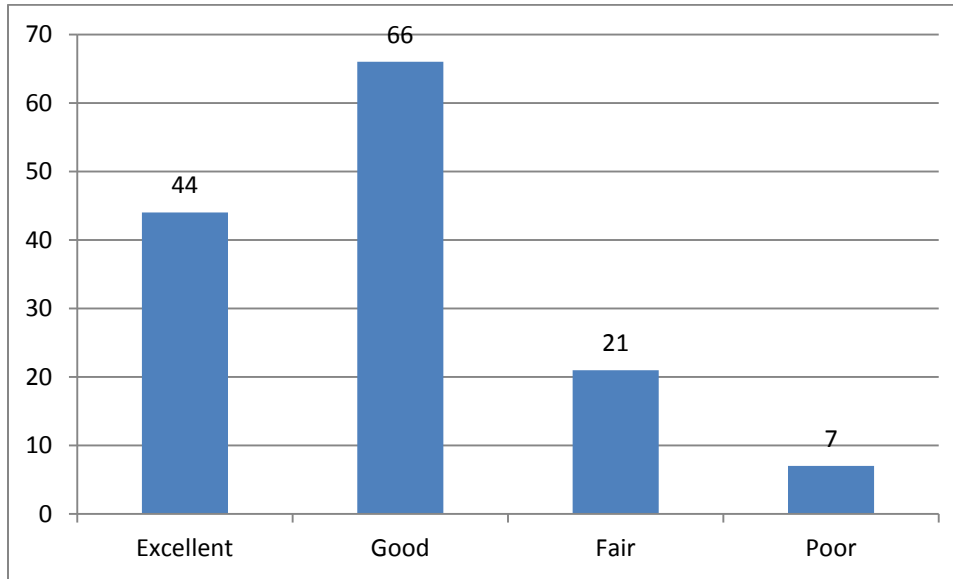


Average 2.77 from 135 responses. 43 (32%) marked “Don’t know” (excluded from average).

Comments:

- Tech. Services does a good job. Certainly the spam filter works – amazingly well. I’m interested in what they will do with Portland Online. (Betsy Ames)

### Bureau of Technology Services - Support Center



Average 3.07 from 144 responses. 6 (4%) marked “Don’t know” (excluded from average).

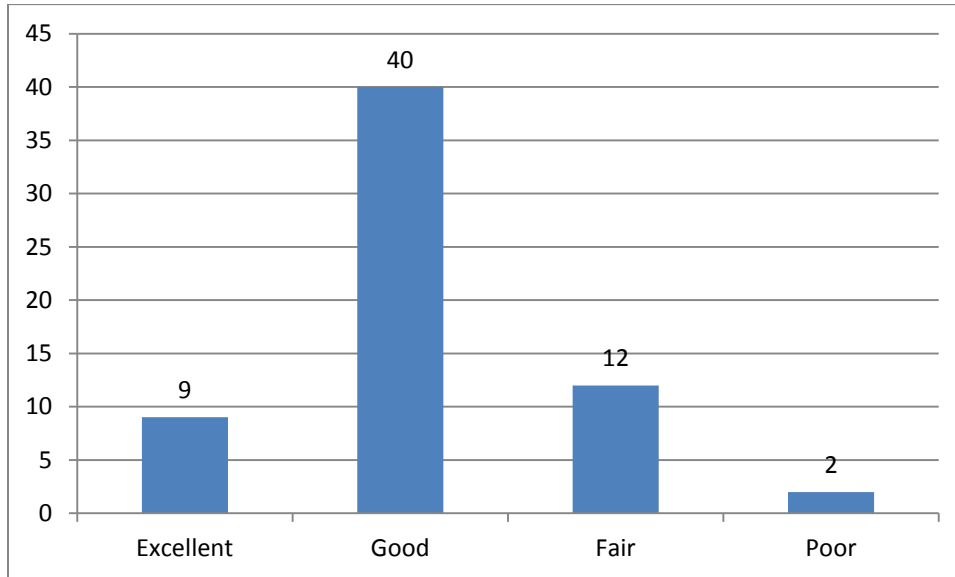
Comments:

- BTS has continued poor communication and support for the critical 4D (4th Dimension/Client Manager) application relied upon for all hearings and work-related duties in the Hearings Office. Documented requests for BTS assistance over the past 2 and 1/2 years has not resulted in improved support. Based on feedback from the Help Desk when contacted about this application being 'down' continues to raise the question from BTS staff, 'what is 4D?'. To our knowledge, Jim Fairchild and possibly Philip Holstrand are the only 2 individuals that know how to restore our program when a City update has occurred and 4D was not updated with it, or some other issue occurs. Repeatedly, we have asked that written instructions be provided to the BTS Help Desk for basic restoration of 4D in case these individuals are not available.
- I am consistently frustrated by the BTS helpdesk. More times than not I choose not to call them when I have issues. I understand not everyone at the City is computer savy but the assumption that we are so ignorant as to not turn our computers on and then off again before we call them frustrates me to know end.
- BTS help desk continues to provide good service and excellent customer relations.

OMF Employee Comments:

- The BTS Helpdesk has continued to impress me with their quick responses to a variety of issues and with their friendly service.

### Bureau of Technology Services - Infrastructure and Engineering

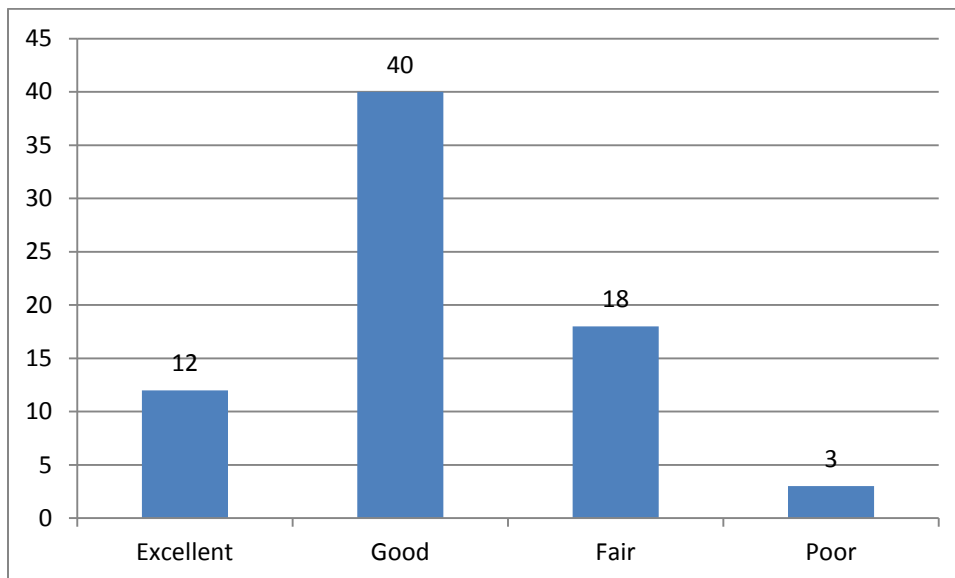


Average 2.89 from 128 responses. 65 (51%) marked "Don't know."

Comments:

- My experience with Infrastructure was complex, frustrating at times and stressful, but only because of my interaction with two individuals. Excluding the two individuals, it was a pleasure working with Phone service and Network personnel - they worked to meet our needs and were conscientious and professional.

### Bureau of Technology Services - Information

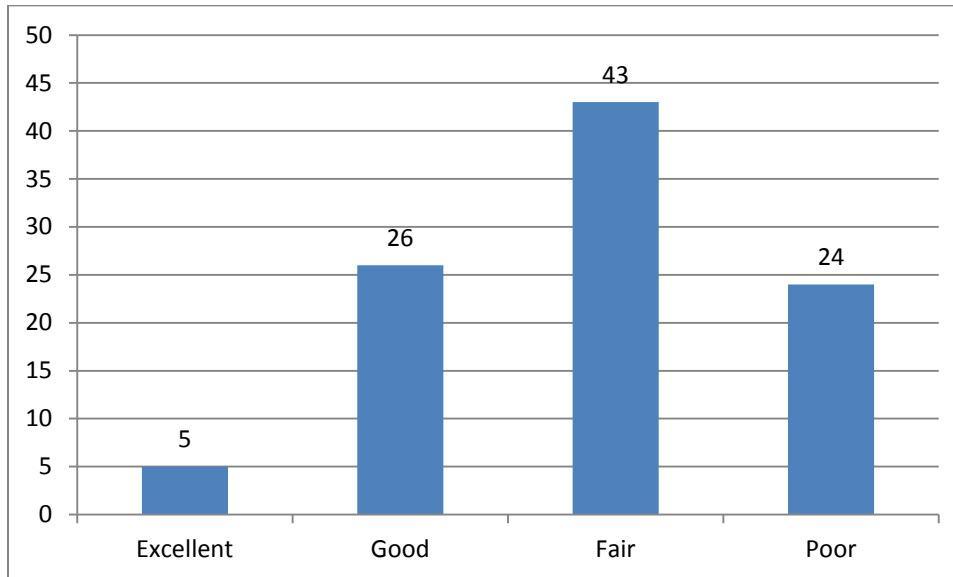


Average 2.84 from 132 responses. 59 (45%) marked "Don't know" (excluded from average)

Comments:

- None

### Enterprise Business Solution (EBS)



Average 2.12 from 138 responses. 40 (29%) marked “Don’t know” (excluded from average).

Comments:

- Folks need to be mindful that speaking in corporate, technical jargon and the processes (whether it is accounting, SAP (EBS) does not help to convey the information or create an environment of helpfulness or cohesion between different bureaus of the city (both within and outside of OMF). The inadequacy of SAP to solve all the problems that may arise means that Accounting needs to be creative and come up with new solutions within the SAP framework or to demand SAP adopt to the needs of the City bureaus.
- Accounting information seems less available with the new system.
- Since Bruce is not a Bureau Director, is he getting the feedback and the pushback that he needs?
- We want to create a good place to work for our employees. HR and SAP create rigidity of schedules that are difficult for us to overcome. Everyone is working with us as best they can, but it is still difficult. Timekeeping is also very difficult. We actually keep track of the actual times in a private system and record time for payroll purposes in SAP, due to the restrictive nature of that system. We know shadow systems are not desired, but we feel we have to do this to protect the integrity of the information. (David Shaff).
- Lots of impact from Accounts Payables / SAP on the office. Auditors are on the backend of the payroll and accounts payable processes. With the new system, all is not going as well as desired. Further, both A/P and SAP personnel tend to not be great communicators and not great partners. Audit was not brought in at times we should have been. Perhaps they don’t understand the role and thus the partnership needed. For instance, the person that distributes the payroll checks was not informed that there was a system-wide problem in December. This disconnect led to some difficulty. (Diane Betcher)



- We (Audit) deal with Procurement a lot. SAP caused some difficulty. It would be nice to improve the contract administration and purchasing flow. We have heard that might happen if another SAP module was put to use, but we aren't sure. What we do know is that security seems to be poorly implemented on SAP right now, with nearly anyone having the ability to do anything if they have the right role – and too many have high clearance roles. Seems like this should be reviewed; at least divide the roles up by Bureau. (Diane Betcher)
- Records management is not implemented in SAP, as far as the Auditors can see. It appears too many documents are being scanned into the system and is slowing it down. This should be looked at. (Diane Betcher)
- Great job on EBS transition, including changing vendors, managing the additional costs, the delays, and the complexity of change. The jury is still out on the ultimate utility of the system, and training is going to be needed to make the most appropriate use of it. (Sue Keil)
- SAP is not set up for a small agency. For instance, it requires role clarification that cannot exist when the organization is very small – a person might have five roles. We need training, as well, and some way to track grant spending better. (Anonymous)
- Contracting people are still frustrated – there is a long way to go to get the system work out. At least people are not by-passing the system anymore, however. (Linda Meng)
- EBS training wasn't adequate. We ended up creating our own training. (Zari Santer)
- EBS is going pretty well. Dorothy Elmore is our change captain. Bruce has gone out of his way to address Police concerns. (Assistant Chief O'Dea)
- We need EBS to be more proactive around keeping us informed about issues and direction. What are the fires out there? Where are we going and how will we overcome difficulties along the way? We need simple briefings that do not require in-depth backgrounds or knowledge. Use common English with a matter-of-fact approach, emphasizing the benefits as well as what is next, what has been achieved, what will be achieved, and how problems are being overcome. Draw us the picture, and then come back when the picture changes. (Tom Miller)
- Bruce and team are making positive improvements. They are handling a tough task well. They are listening and have the right attitude. (Jack Graham)
- SAP seems to be a clunky system. It illustrated the complexity of City contracts, but not all is worked out very well yet. I'm not sure what will happen when we go to self-service, as the system is not very intuitive. (Betsy Ames)
- Several bureaus have not found SAP easy to work with. They have questions that have not been answered in a timely way and needs that have not been addressed. At minimum, they would like a plan that tells them when they should expect answers and changes. (Amanda Fritz)

#### OMF Employee Comments:

- EBS has instituted many processes that are working well - training requests and online courses work very well in bringing on new employees. Change Request process is easy to understand and follow.
- EBS training and role mapping for new employees with major roles is slow and onerous. We hired a new person and it took a month before the person could start using the transaction codes for his position. That means the we are taking taxpayer money to pay someone wages and benefits for a month and they can't do their job because they don't have the transaction codes they need (for a job that is 98% usage of SAP). Also the training courses are cursory and incomplete and omit potential pitfalls or problem areas in the transaction codes.

- EBS does not respond quickly enough to problems and does not get around to resolving items on to do list.
- EBS support's answers to questions around accounting functions are convoluted and seemed to change from day to day. Hopefully this will lessen as the system matures.