



Olympic Performance, Inc.

OMF 2006 Customer Service Top Level Issues

Below are top level issues identified from the OMF 2006 on-line survey (26 non-OMF responses) and X interviews, including all of the chiefs of staffs, two of the Commissioners, and several Bureau leaders.

On-line Survey Response

- **Low survey response**
 - Only twenty-six non-OMF employees responded to the questionnaire, and only three OMF employees responded (all statistics reported below exclude these three OMF employees).
- Could be a good reflection on overall OMF customer satisfaction. The low turn-out might be a message by itself: no news is usually an indication of a lack of passion, which translates into either a belief that nothing will change regardless of feedback provided or that the potential responders are satisfied enough with how things are that they don't feel a need to make a statement.
- All mean scores reported below are based on a scale of 1 is Very Low and 5 is Very High
- **Labor / Employee Relations experiencing some decline from last year and a low level of satisfaction.**
 - Labor / Employee Relations had 2 of 10 (20%) report Some Decline in customer service over the last year
 - 2 out of 6 (30%) reported Low or Very Low satisfaction. This area of service received the lowest mean of all OMF services at **2.67**.
- **Technology Services: Applications / GIS considered poor at providing customer service and declining since last year, although less so than Technology Services: Desktop / Network.**
 - 4 of 17 (24%) responses indicating Strong Decline or Some Decline in customer service since a year ago.
 - 6 of 15 (40%) responses indicated a Low or Very Low level of satisfaction with their customer service, while 4 of 15 (27%) indicated High or Very High satisfaction. This area of service rated the second lowest of all the OMF services in satisfaction with a mean of **2.73**.
 - This is the sixth highest frequency of use of all OMF Services, with 7 of 20 (35%) responses indicating Very High or High frequency of use.
- **Technology Services: Desktop / Network customer service considered poor and getting worse.**
 - 10 of 22 (45%) responses indicating Strong Decline or Some Decline in customer service since a year ago.
 - 12 of 24 (50%) responses indicated a Low or Very Low level of satisfaction with their customer service. On the other hand, 7 of 24 (29%) responses indicated a High or Very

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High level of satisfaction. Overall, this area of service rated among the lowest of all the OMF services in satisfaction, however, with a **2.79** mean.

- This is also the OMF service with the highest frequency of use, with 15 of 25 (60%) responses indicating Very High or High.
- **HR Site Teams customer service declining since last year but received a strong vote of satisfaction.**
 - HR Site Teams had 3 of 12 (25%) responses report Strong Decline or Some Decline from last year.
 - However, 9 of **14** (64%) reported High or Very High satisfaction, making this the third highest area of OMF service satisfaction, with an overall mean of **3.79**.
- **Several OMF services received indications of strong customer service satisfaction.** None of OMF services listed below received any votes of Low or Very Low levels of satisfaction.
 - **Treasury** received 11 of **13** (85%) as Very High or High satisfaction. Overall mean of **4.00**
 - **Risk Management** received 10 of **16** (62%) as Very High or High satisfaction. Overall mean of **3.94**
 - **HR Site Teams** received 9 of **14** (64%) as Very High or High satisfaction. Overall mean of **3.79**
 - **Accounting** received 7 of 13 (54%) as Very High or High satisfaction. Overall mean of **3.77**
 - **Assessments and Liens Collections** received 4 of **7** (57%) as Very High or High satisfaction. Overall mean of **3.71**
 - **Financial Planning** received 5 of **10** (50%) as Very High or High satisfaction. Overall mean of **3.70**
 - **Debt Management** received 2 of **3** (75%) as Very High or High satisfaction. Overall mean of **3.67**
 - **Technology Services: Phones / Radio** received 6 of **12** (50%) as Very High or High satisfaction. Overall mean of **3.67**
 - **Printing and Distribution** received 7 of **18** (39%) as Very High or High satisfaction. Overall mean of **3.61**
 - **Utility Billing** received 2 of **5** (40%) as Very High or High satisfaction. Overall mean of **3.60**
 - **Management and Financial Services** received 3 of **7** as Very High or High satisfaction. Overall mean of **3.57**

Interview Response

- **Generally more “calm” interviews, with the exception of comments relating to BTS**
 - *Very few strong messages in the interviews; far less emotion displayed except when computers and technology was discussed.*
 - **OMF in general** ranged from warnings to avoid politics to compliments of improvement

- “Avoid politics! Communicate and do your homework. Work on the collective behalf of the City.”
- “How is visioning integrated into OMF? What is the result of all the strategic planning money spent? Where is the work plan, and what is the product? Manage our expectations.”
- “Last year we didn’t understand the overhead model, but that is changing. Cost of services is becoming more clear. Perhaps this is a function of getting past the impact of centralization. My job is an inch deep and a mile wide. OMF helps provide the depth.”
- **HR** *was referred to far more favorably than last year, but there were some requests for improvement and continued concern about slow response from recruitment.*
 - “HR improved a lot. They appear to be using a cooperative approach. Pursuit of wellness too slow, but a good person was hired to help get this done.”
 - “Extraordinary service from HR, even though recruitment is still too loose and not proactive enough. Perhaps they are overworked. Classification and Compensation are bending over backward for us.”
 - “80 to 90% of the policies are applied well. Too slow, but okay and with good intention.”
 - “Policies are sometimes too generic to address specific issues, and help to get those specific issues is sometimes difficult to obtain, but there is an effort to help us now.”
 - “What is the status on affirmative action? We haven’t had an update in the last two years that I can remember. I’d really like an update.”
 - “I have learned how to ‘work’ the hiring process, so it is not as much in the way as it used to be.”
 - “Hiring is slow and cumbersome.”
 - “Recruitment process is slow – needs to speed-up.”
 - “HR site teams strongly declined in service since last year.”
 - “HR Feels like something you want to avoid until you really know how to navigate the system.”
- **BTS** *continues to be a primary area of dissatisfaction.*
 - “Hard to work with”
 - “BTS doesn’t inform customers of changes in timing or delays. We need more collaboration and alternative plans if things must change.”
 - “Defensive. They tell us why we misunderstood or why something won’t work rather than how to get the problem solved or the need resolved.”
 - “Institutional and arrogant”
 - “Very slow when compared to services I can get on my own.”
 - “IT can’t keep up with the pace of technology.”

- “Not as responsive to requests as we need. No sense of working with the client to get better solutions. Just a mechanical response. Ordering a computer takes 3 to 4 months! Same problem, but less so, from Facilities and HR.”
 - “We have decided we will not work with IT except where we absolutely have to. For example, the world is moving more toward video content. We aren’t even thinking of going to IT for help.”
 - “Portland web site is better than many cities, but expectations here are high. It needs to be better than it is.”
 - “Why aren’t they using open source? Here we are in Portland, the center of open source. We need to pioneer open source. I want a work plan that describes how and when the City will migrate to open source.”
 - “Used to have a dedicated rep, but not so now. We have a pool of IT people. They aren’t as familiar with us and our problems, and we often have to start all over with someone else. At least (we were) promised no more personnel changes in the help desk for awhile.”
 - The high level of spam and the inability to access email from outside the system came up in *most* interviews.
 - A desire to hear long-term IT plans came up in nearly half of the interviews. “We are in the dark. We can’t plan since we haven’t seen a roadmap or plan.”
 - PDA’s and smart phones came up several times.
 - “We bought our own since they wouldn’t even entertain the idea.”
 - “The 2 or 3 pda’s listed on the website are so out of date they are worthless.”
- **Procurement** *in general received some comments regarding slow speed, but far less than last year.*
- “We like Jeff B. We are frustrated sometimes with process or timing.”
 - “Jeff is very responsive. They work their tails off.”
 - “We know there are other ways to procure than those presented to us. Get more creative, especially on very visible, big-ticket items.”
- **City Fleet** *comments were typically positive, with most focus on Bio-diesel and Flexcar*
- “Fleet has changed for the better. Quicker resolution. Good results with individuals – most of staff. Some procedures get in the way. Needs to tell us what they are going to do in advance, however.”
 - “...has improved...got us the diesel we needed.”
 - “Bio-diesel took way too long.”
 - Flexcar was appreciated but also criticized. “It works great to run to a meeting, but if you have a meeting that lasts beyond hours (say in Salem), taking a Flexcar home really gets expensive.”
- **Budgeting** *received positive comments except a worry by the commissioners about too much allegiance with the mayor’s office.*
- “Budget was very responsive. Can’t tell if the improvement was systematic change or the result of good individuals, but they worked hard to build

expectations. The accounting audit was handled good, as well. Marty, Scott and the 'other lady' were helpful and handled it in a nice, diplomatic fashion. Communications about one time funds was not handled well in the budget process, however, but it appears to be better for the future. Expectations being handled better."

- "Their work is respected and it is known that their intentions are good."
 - "They seemed to be the spokespersons for the mayor's office."
 - "Give complete information to all commissioners at the same time."
 - "Budgeting, and especially Ken, should spend more time with council members. Tim spent more time, and it made a difference in trust and understanding."
- "**Accounting** goes the extra mile to explain and Financial Planning really does their homework."
 - **Facilities** received few comments, most coupled with positive statements about other areas of OMF. We heard one story illustrating inflexibility. "We had a chair handle that was loose. It could have easily been glued and we would have been happy. We were told that was not acceptable, and someone from Facilities took the chair away. We still don't have it back after several weeks, and we don't know when we will get it back."
 - The new **security procedures** in City Hall and the Portland Building were questioned. "We are going to have to pay for someone standing around greeting everyone. What good are all those people, since they don't actually protect anything?"
 - **Tom Feely** was mentioned in every commissioner and chief of staff interview. He was mentioned far more often than anyone else except perhaps Ken. Typically he was described "as a positive person that understands the politics."