

## **2013 EMPLOYEE SATISFACTION SURVEY RESULTS SUMMARY**

### **History**

The first Revenue Bureau (formerly Bureau of Licenses) employee satisfaction survey was completed in the fall of 2003. This is our 10th (mostly) consecutive year using the identical survey questions, which enables us to capture trends over time. The survey was originally designed by the City Auditor's Office as part of an audit conducted in 2003-2004 and has remained anonymous over the years.

### **Overview**

The overall trend has remained mostly positive with the average response hovering slightly above or slightly below four on a five point scale, where five is the most favorable response to every question. Generalized highlights follow.

### **Employees like working here**

The statements "I believe my job is important," "I am proud of the work I do," received an average score exceeding four out of five. "I intend to stay here for the foreseeable future," and "overall, how satisfied are you with the Bureau as a place to work," received an average score of just over 4 out of 5.

### **Employees feel supervision is good**

The statements "my supervisor cares about me as a person," "my supervisors are qualified to do their work," "the Bureau treats me fairly" and "top bureau managers are qualified to do their work" all received scores exceeding or approaching four out of five.

### **Teamwork is good but could improve**

Most employees agreed with the statements that they "have a good friend at work," have "coworkers [that] appreciate" them and believe their "co-workers are committed to doing quality work."

### **"Learning environment" is still the weakest area, but did improve**

Overall, the average response to learning environment questions was 3.5--all other areas were 3.8 or higher. While a 3.5 average is not terrible and was an improvement over 2012's 3.2, it is clearly the area of the survey needing the most attention. This has been an area that the LMC has been working on, and will continue to look at in the coming year.

### **Written comments**

Written comments are on the last tab. One comment was removed with the agreement of the person who wrote it

### **Division by division**

Each division head has carefully reviewed the results for their division. Please talk to your manager if you have thoughts about your divisional results or what might be driving them one way or another. I know they would like to hear from you.

**Final thoughts**

As I have mentioned before, surveys are not the “be all, end all” barometer of organizational success; in fact, far from it. But they can be a useful element in a broader strategy to track trends and workforce satisfaction over time. It’s also a healthy habit for any organization to take a good, hard look in the mirror from time to time. I’m pleased with the overall results, but I know I speak for the entire management team and supervisors when I say that we can always do better, and we will strive to do exactly that.

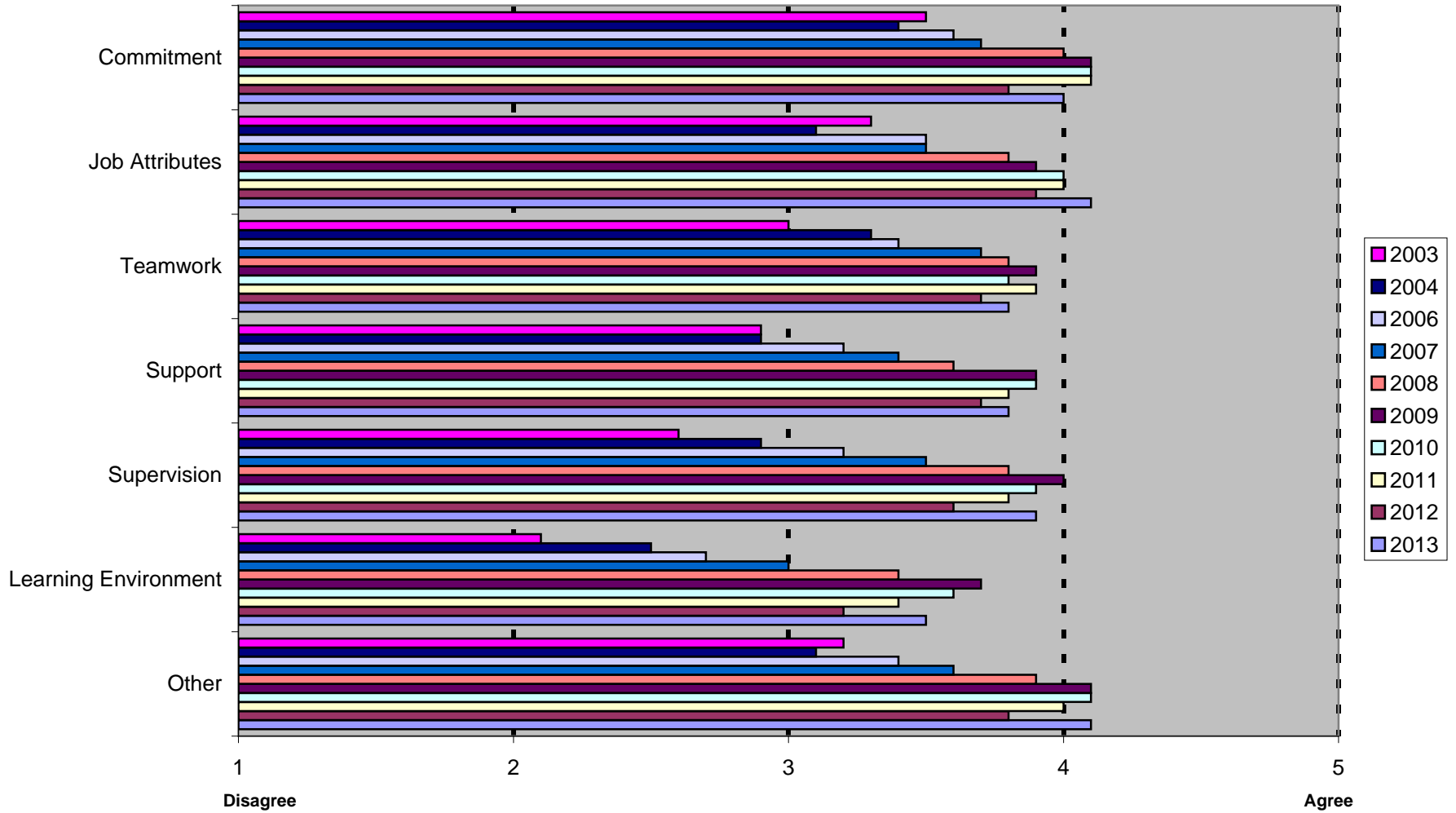
Again, please let me or your supervisor or manager know if you have questions or comments.

Thanks for all your work!

Thomas

Thomas W. Lannom, Director  
Revenue Bureau  
Office of Management and Finance  
503-823-5154

## Employee Survey Results Revenue Bureau (formerly Bureau of Licenses)



# 2013 Employee survey results (grouped by domain)

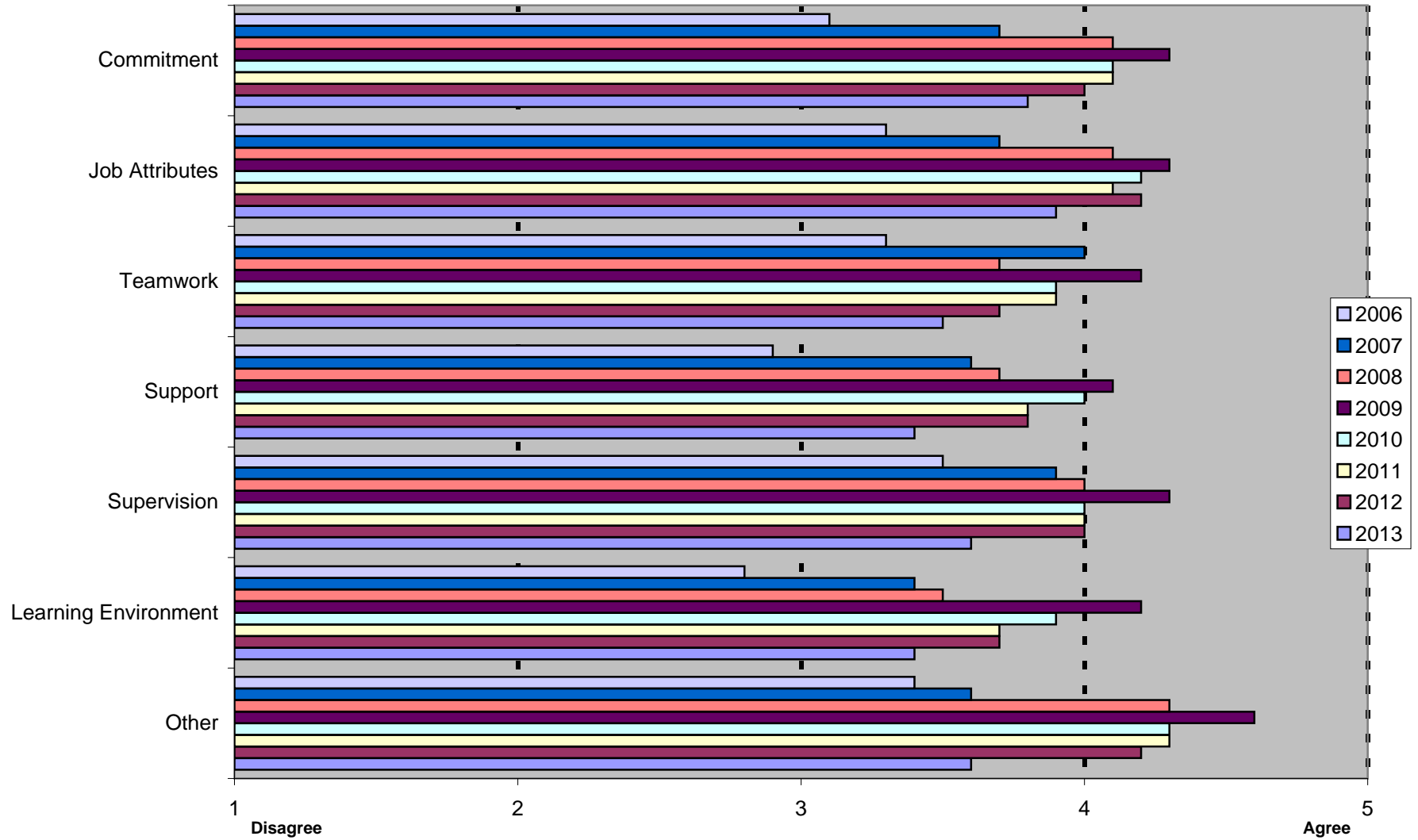
Average = 3.85

## Revenue Bureau

Respondents = 59

		DISAGREE				AGREE
		1	2	3	4	5
<b>COMMITMENT</b> (average = 4)	I believe my job is important	[Bar chart showing distribution from 1 to 5]				
	I am proud of the work I do here	[Bar chart showing distribution from 1 to 5]				
	I intend to stay here for the foreseeable future	[Bar chart showing distribution from 1 to 5]				
	I would recommend the Bureau as a place of employment to others	[Bar chart showing distribution from 1 to 5]				
	I would recommend this kind of work to others	[Bar chart showing distribution from 1 to 5]				
<b>JOB ATTRIBUTES</b> (average = 4.1)	I have the appropriate amount of independence on the job	[Bar chart showing distribution from 1 to 5]				
	I have enough variety in my work	[Bar chart showing distribution from 1 to 5]				
	My salary is fair for my responsibilities	[Bar chart showing distribution from 1 to 5]				
	I know what is expected of me at work	[Bar chart showing distribution from 1 to 5]				
	My benefits are fair	[Bar chart showing distribution from 1 to 5]				
	I am given the right level of decision-making authority	[Bar chart showing distribution from 1 to 5]				
	My daily work was accurately presented to me before I was hired	[Bar chart showing distribution from 1 to 5]				
Work expectations are clearly communicated to me	[Bar chart showing distribution from 1 to 5]					
<b>TEAMWORK</b> (average = 3.8)	I have a good friend at work	[Bar chart showing distribution from 1 to 5]				
	My co-workers appreciate my work	[Bar chart showing distribution from 1 to 5]				
	My co-workers are committed to doing quality work	[Bar chart showing distribution from 1 to 5]				
	I feel I can trust my co-workers to do their job well	[Bar chart showing distribution from 1 to 5]				
	Overall, people work together as a team	[Bar chart showing distribution from 1 to 5]				
<b>SUPPORT</b> (average = 3.8)	Recently, I received recognition or praise from someone at work for doing good work	[Bar chart showing distribution from 1 to 5]				
	I have the materials and equipment I need to do my work right	[Bar chart showing distribution from 1 to 5]				
	I receive adequate training to do my job	[Bar chart showing distribution from 1 to 5]				
	There is someone at work who encourages my development	[Bar chart showing distribution from 1 to 5]				
	This last year, I had opportunities to learn and grow	[Bar chart showing distribution from 1 to 5]				
	The Bureau appreciates a job well done	[Bar chart showing distribution from 1 to 5]				
	My performance evaluations are used to improve my job performance	[Bar chart showing distribution from 1 to 5]				
<b>SUPERVISION</b> (average = 3.9)	My supervisor cares about me as a person	[Bar chart showing distribution from 1 to 5]				
	My supervisors are qualified to do their work	[Bar chart showing distribution from 1 to 5]				
	The Bureau treats me fairly	[Bar chart showing distribution from 1 to 5]				
	Given the nature of my work, Bureau management does what it can to make this a good place to work	[Bar chart showing distribution from 1 to 5]				
	My supervisors actively solicit and use our suggestions for improving things at work	[Bar chart showing distribution from 1 to 5]				
	My supervisor regularly talks to me about my progress	[Bar chart showing distribution from 1 to 5]				
	Top bureau managers are qualified to do their work	[Bar chart showing distribution from 1 to 5]				
	The Bureau has strong leadership	[Bar chart showing distribution from 1 to 5]				
<b>LEARNING ENVIRONMENT</b> (average = 3.5)	At work, my opinions seem to count	[Bar chart showing distribution from 1 to 5]				
	As an organization, we know where we are going and how to get there	[Bar chart showing distribution from 1 to 5]				
	Management is attuned to, and knows what is happening with day-to-day operations	[Bar chart showing distribution from 1 to 5]				
	We, as a Bureau, learn from our mistakes	[Bar chart showing distribution from 1 to 5]				
	Our organization collects information from employees about how well things work	[Bar chart showing distribution from 1 to 5]				
When something goes wrong, the Bureau corrects the underlying problem so it will not happen again	[Bar chart showing distribution from 1 to 5]					
<b>OTHER (4.1)</b>	OVERALL, how satisfied are you with the Bureau as a place to work?	[Bar chart showing distribution from 1 to 5]				

## Employee Survey Results Business Solutions Division



**2013 Employee survey results (grouped by domain)**  
**Business Solutions Division**

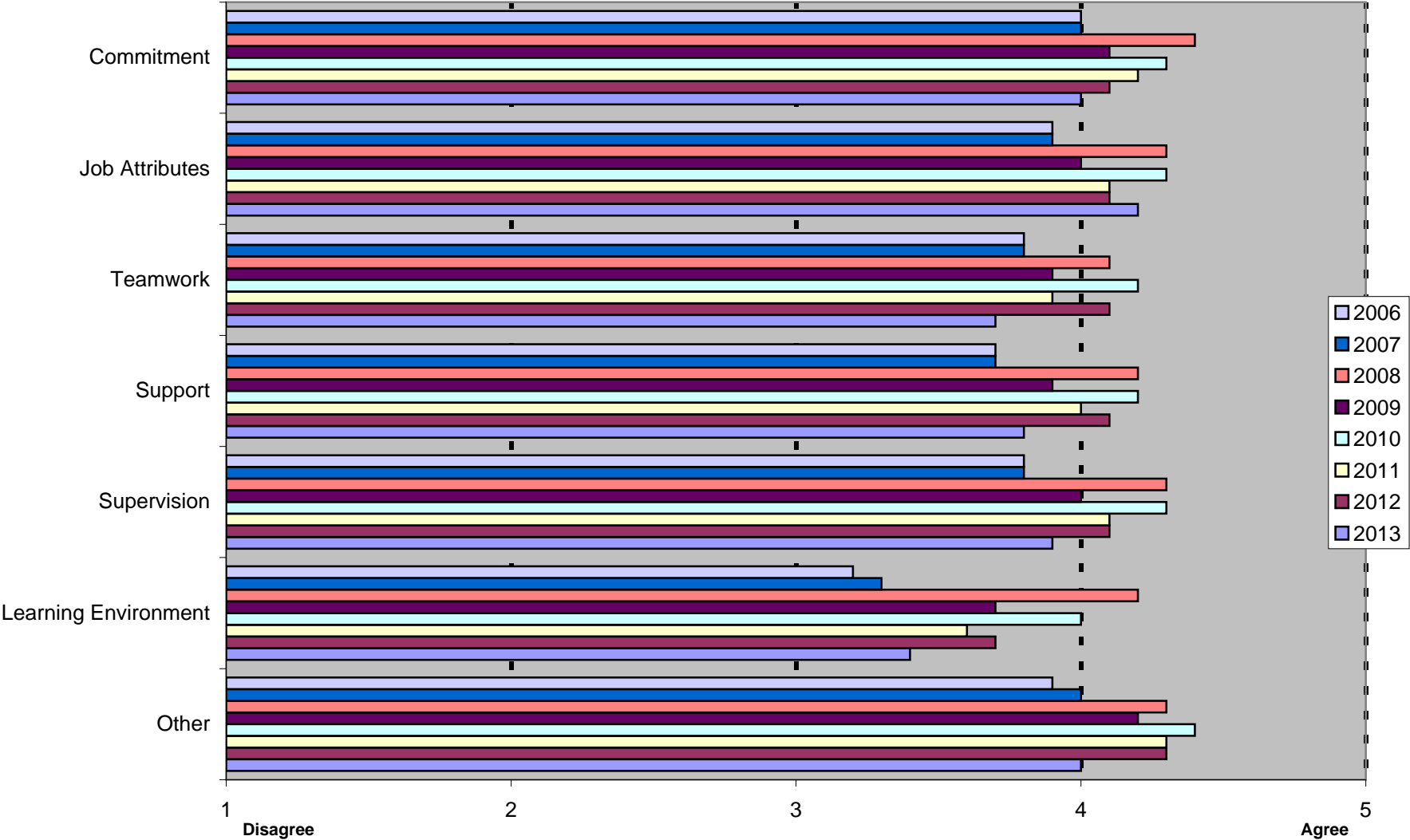
**Average = 3.60**

**Respondents = 10**

		DISAGREE				AGREE
		1	2	3	4	5
<b>COMMITMENT</b> (average = 3.8)	I believe my job is important	[Bar chart showing score ~3.8]				
	I am proud of the work I do here	[Bar chart showing score ~3.8]				
	I intend to stay here for the foreseeable future	[Bar chart showing score ~3.8]				
	I would recommend the Bureau as a place of employment to others	[Bar chart showing score ~3.8]				
	I would recommend this kind of work to others	[Bar chart showing score ~3.8]				
<b>JOB ATTRIBUTES</b> (average = 3.9)	I have the appropriate amount of independence on the job	[Bar chart showing score ~3.9]				
	I have enough variety in my work	[Bar chart showing score ~3.9]				
	My salary is fair for my responsibilities	[Bar chart showing score ~3.9]				
	I know what is expected of me at work	[Bar chart showing score ~3.9]				
	My benefits are fair	[Bar chart showing score ~3.9]				
	I am given the right level of decision-making authority	[Bar chart showing score ~3.9]				
	My daily work was accurately presented to me before I was hired	[Bar chart showing score ~3.9]				
Work expectations are clearly communicated to me	[Bar chart showing score ~3.9]					
<b>TEAMWORK</b> (average = 3.5)	I have a good friend at work	[Bar chart showing score ~3.5]				
	My co-workers appreciate my work	[Bar chart showing score ~3.5]				
	My co-workers are committed to doing quality work	[Bar chart showing score ~3.5]				
	I feel I can trust my co-workers to do their job well	[Bar chart showing score ~3.5]				
	Overall, people work together as a team	[Bar chart showing score ~3.5]				
<b>SUPPORT</b> (average = 3.4)	Recently, I received recognition or praise from someone at work for doing good work	[Bar chart showing score ~3.4]				
	I have the materials and equipment I need to do my work right	[Bar chart showing score ~3.4]				
	I receive adequate training to do my job	[Bar chart showing score ~3.4]				
	There is someone at work who encourages my development	[Bar chart showing score ~3.4]				
	This last year, I had opportunities to learn and grow	[Bar chart showing score ~3.4]				
	The Bureau appreciates a job well done	[Bar chart showing score ~3.4]				
<b>SUPERVISION</b> (average = 3.6)	My supervisor cares about me as a person	[Bar chart showing score ~3.6]				
	My supervisors are qualified to do their work	[Bar chart showing score ~3.6]				
	The Bureau treats me fairly	[Bar chart showing score ~3.6]				
	Given the nature of my work, Bureau management does what it can to make this a good place to work	[Bar chart showing score ~3.6]				
	My supervisors actively solicit and use our suggestions for improving things at work	[Bar chart showing score ~3.6]				
	My supervisor regularly talks to me about my progress	[Bar chart showing score ~3.6]				
	Top bureau managers are qualified to do their work	[Bar chart showing score ~3.6]				
	The Bureau has strong leadership	[Bar chart showing score ~3.6]				
	My performance evaluations are used to improve my job performance	[Bar chart showing score ~3.6]				
<b>LEARNING ENVIRONMENT</b> (average = 3.4)	At work, my opinions seem to count	[Bar chart showing score ~3.4]				
	As an organization, we know where we are going and how to get there	[Bar chart showing score ~3.4]				
	Management is attuned to, and knows what is happening with day-to-day operations	[Bar chart showing score ~3.4]				
	We, as a Bureau, learn from our mistakes	[Bar chart showing score ~3.4]				
	Our organization collects information from employees about how well things work	[Bar chart showing score ~3.4]				
When something goes wrong, the Bureau corrects the underlying problem so it will not happen again	[Bar chart showing score ~3.4]					
<b>OTHER (3.6)</b>	OVERALL, how satisfied are you with the Bureau as a place to work?	[Bar chart showing score 3.6]				

# Employee Survey Results

## Audit & Accounting Division (Formerly Operations Division)



**2013 Employee survey results (grouped by domain)**  
**Audit & Accounting Division**

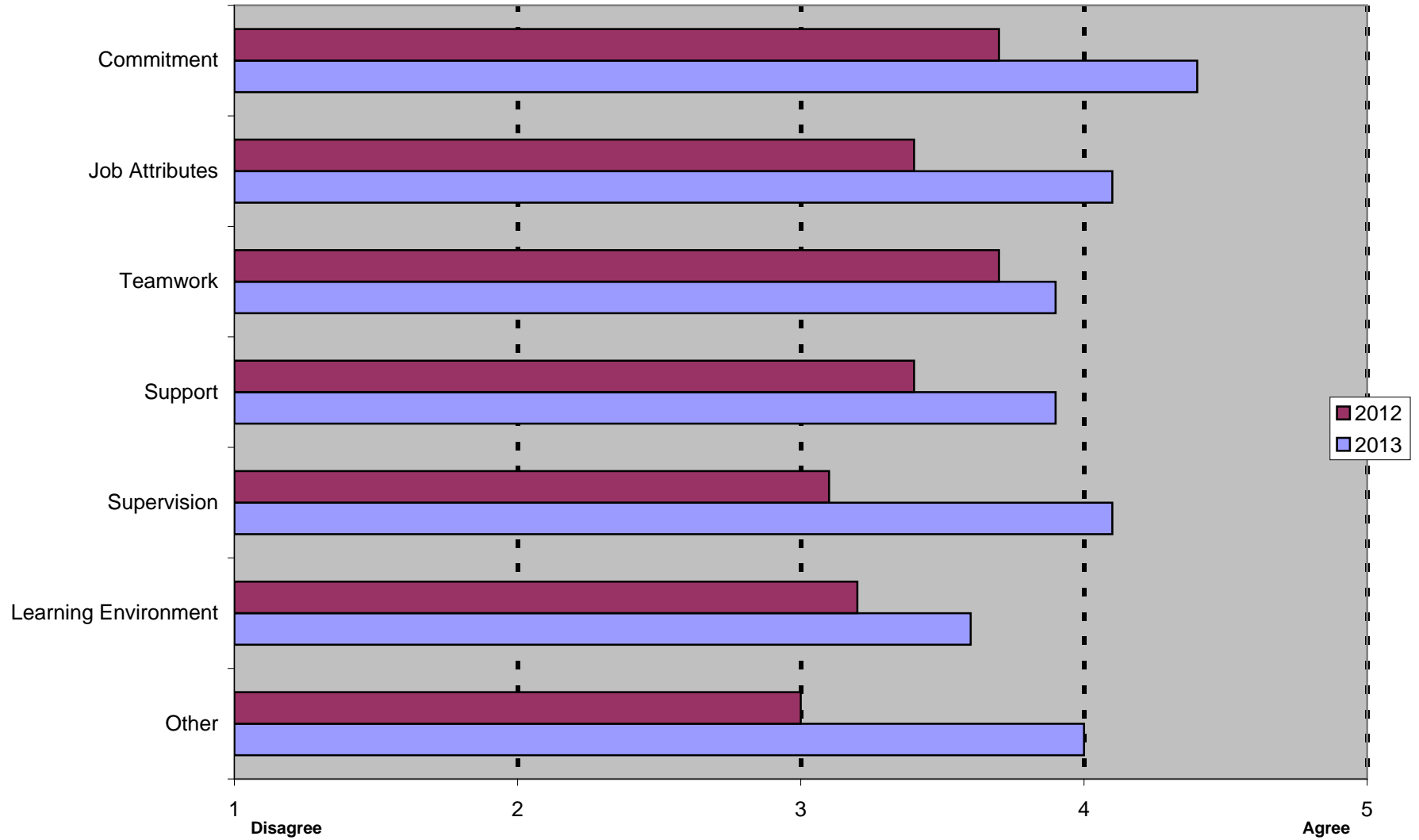
**Average = 3.83**

**Respondents = 9**

		DISAGREE				AGREE
		1	2	3	4	5
<b>COMMITMENT</b> (average = 4)	I believe my job is important	[Bar chart showing distribution from 1 to 5]				
	I am proud of the work I do here	[Bar chart showing distribution from 1 to 5]				
	I intend to stay here for the foreseeable future	[Bar chart showing distribution from 1 to 5]				
	I would recommend the Bureau as a place of employment to others	[Bar chart showing distribution from 1 to 5]				
	I would recommend this kind of work to others	[Bar chart showing distribution from 1 to 5]				
<b>JOB ATTRIBUTES</b> (average = 4.2)	I have the appropriate amount of independence on the job	[Bar chart showing distribution from 1 to 5]				
	I have enough variety in my work	[Bar chart showing distribution from 1 to 5]				
	My salary is fair for my responsibilities	[Bar chart showing distribution from 1 to 5]				
	I know what is expected of me at work	[Bar chart showing distribution from 1 to 5]				
	My benefits are fair	[Bar chart showing distribution from 1 to 5]				
	I am given the right level of decision-making authority	[Bar chart showing distribution from 1 to 5]				
	My daily work was accurately presented to me before I was hired	[Bar chart showing distribution from 1 to 5]				
Work expectations are clearly communicated to me	[Bar chart showing distribution from 1 to 5]					
<b>TEAMWORK</b> (average = 3.7)	I have a good friend at work	[Bar chart showing distribution from 1 to 5]				
	My co-workers appreciate my work	[Bar chart showing distribution from 1 to 5]				
	My co-workers are committed to doing quality work	[Bar chart showing distribution from 1 to 5]				
	I feel I can trust my co-workers to do their job well	[Bar chart showing distribution from 1 to 5]				
	Overall, people work together as a team	[Bar chart showing distribution from 1 to 5]				
<b>SUPPORT</b> (average = 3.8)	Recently, I received recognition or praise from someone at work for doing good work	[Bar chart showing distribution from 1 to 5]				
	I have the materials and equipment I need to do my work right	[Bar chart showing distribution from 1 to 5]				
	I receive adequate training to do my job	[Bar chart showing distribution from 1 to 5]				
	There is someone at work who encourages my development	[Bar chart showing distribution from 1 to 5]				
	This last year, I had opportunities to learn and grow	[Bar chart showing distribution from 1 to 5]				
	The Bureau appreciates a job well done	[Bar chart showing distribution from 1 to 5]				
My performance evaluations are used to improve my job performance	[Bar chart showing distribution from 1 to 5]					
<b>SUPERVISION</b> (average = 3.9)	My supervisor cares about me as a person	[Bar chart showing distribution from 1 to 5]				
	My supervisors are qualified to do their work	[Bar chart showing distribution from 1 to 5]				
	The Bureau treats me fairly	[Bar chart showing distribution from 1 to 5]				
	Given the nature of my work, Bureau management does what it can to make this a good place to work	[Bar chart showing distribution from 1 to 5]				
	My supervisors actively solicit and use our suggestions for improving things at work	[Bar chart showing distribution from 1 to 5]				
	My supervisor regularly talks to me about my progress	[Bar chart showing distribution from 1 to 5]				
	Top bureau managers are qualified to do their work	[Bar chart showing distribution from 1 to 5]				
	The Bureau has strong leadership	[Bar chart showing distribution from 1 to 5]				
<b>LEARNING ENVIRONMENT</b> (average = 3.4)	At work, my opinions seem to count	[Bar chart showing distribution from 1 to 5]				
	As an organization, we know where we are going and how to get there	[Bar chart showing distribution from 1 to 5]				
	Management is attuned to, and knows what is happening with day-to-day operations	[Bar chart showing distribution from 1 to 5]				
	We, as a Bureau, learn from our mistakes	[Bar chart showing distribution from 1 to 5]				
	Our organization collects information from employees about how well things work	[Bar chart showing distribution from 1 to 5]				
When something goes wrong, the Bureau corrects the underlying problem so it will not happen again	[Bar chart showing distribution from 1 to 5]					
<b>OTHER (4)</b>	OVERALL, how satisfied are you with the Bureau as a place to work?	[Bar chart showing distribution from 1 to 5]				



## Employee Survey Results Office for Community Technology



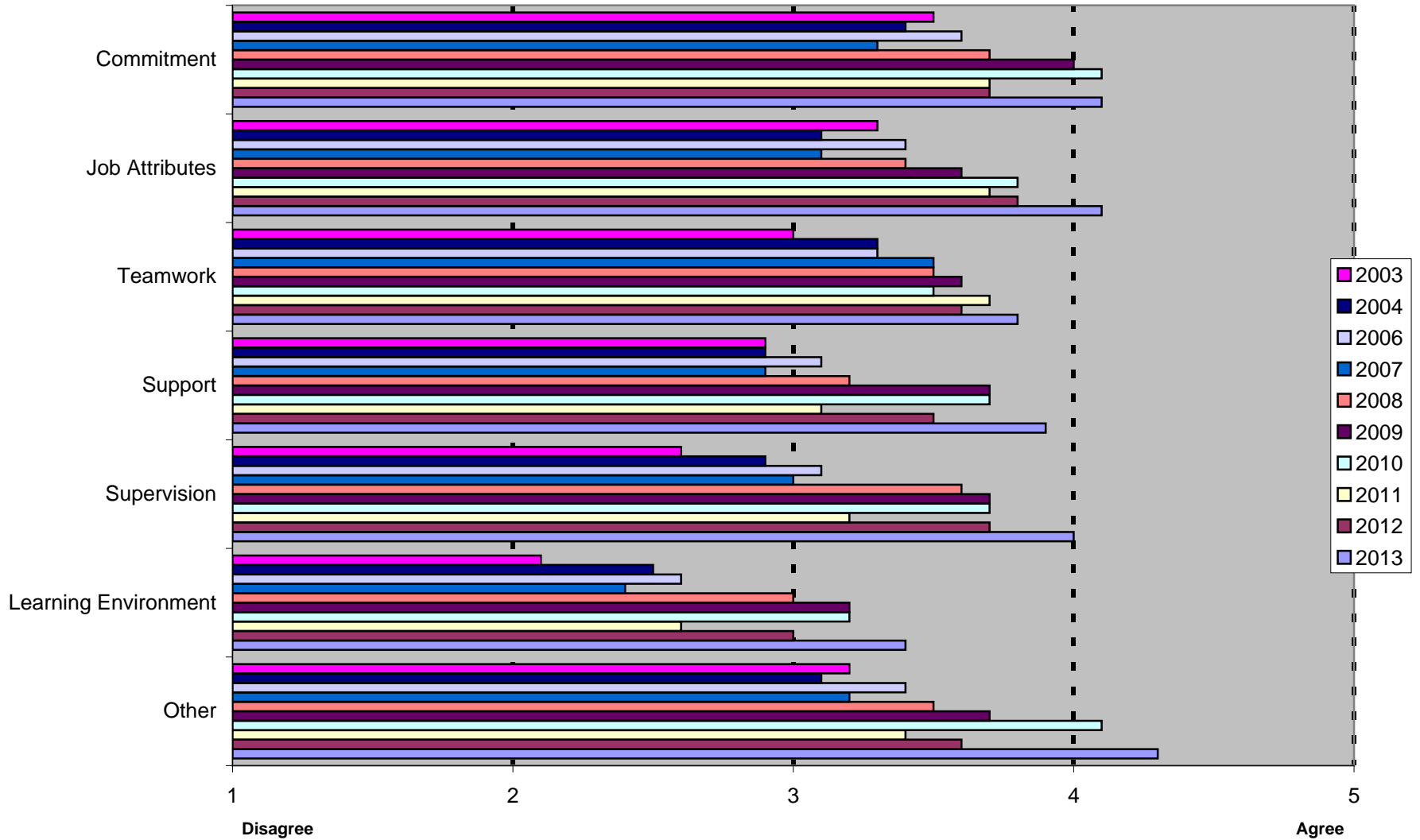
**2013 Employee survey results (grouped by domain)**  
**Office for Community Technology**

**Average = 4.00**

**Respondents = 3**

		DISAGREE				AGREE
		1	2	3	4	5
<b>COMMITMENT</b> (average = 4.4)	I believe my job is important	[Bar chart showing 4.4]				
	I am proud of the work I do here	[Bar chart showing 4.4]				
	I intend to stay here for the foreseeable future	[Bar chart showing 4.4]				
	I would recommend the Bureau as a place of employment to others	[Bar chart showing 4.4]				
	I would recommend this kind of work to others	[Bar chart showing 4.4]				
<b>JOB ATTRIBUTES</b> (average = 4.1)	I have the appropriate amount of independence on the job	[Bar chart showing 4.1]				
	I have enough variety in my work	[Bar chart showing 4.1]				
	My salary is fair for my responsibilities	[Bar chart showing 4.1]				
	I know what is expected of me at work	[Bar chart showing 4.1]				
	My benefits are fair	[Bar chart showing 4.1]				
	I am given the right level of decision-making authority	[Bar chart showing 4.1]				
	My daily work was accurately presented to me before I was hired	[Bar chart showing 4.1]				
Work expectations are clearly communicated to me	[Bar chart showing 4.1]					
<b>TEAMWORK</b> (average = 3.9)	I have a good friend at work	[Bar chart showing 3.9]				
	My co-workers appreciate my work	[Bar chart showing 3.9]				
	My co-workers are committed to doing quality work	[Bar chart showing 3.9]				
	I feel I can trust my co-workers to do their job well	[Bar chart showing 3.9]				
	Overall, people work together as a team	[Bar chart showing 3.9]				
<b>SUPPORT</b> (average = 3.9)	Recently, I received recognition or praise from someone at work for doing good work	[Bar chart showing 3.9]				
	I have the materials and equipment I need to do my work right	[Bar chart showing 3.9]				
	I receive adequate training to do my job	[Bar chart showing 3.9]				
	There is someone at work who encourages my development	[Bar chart showing 3.9]				
	This last year, I had opportunities to learn and grow	[Bar chart showing 3.9]				
	The Bureau appreciates a job well done	[Bar chart showing 3.9]				
My performance evaluations are used to improve my job performance	[Bar chart showing 3.9]					
<b>SUPERVISION</b> (average = 4.1)	My supervisor cares about me as a person	[Bar chart showing 4.1]				
	My supervisors are qualified to do their work	[Bar chart showing 4.1]				
	The Bureau treats me fairly	[Bar chart showing 4.1]				
	Given the nature of my work, Bureau management does what it can to make this a good place to work	[Bar chart showing 4.1]				
	My supervisors actively solicit and use our suggestions for improving things at work	[Bar chart showing 4.1]				
	My supervisor regularly talks to me about my progress	[Bar chart showing 4.1]				
	Top bureau managers are qualified to do their work	[Bar chart showing 4.1]				
The Bureau has strong leadership	[Bar chart showing 4.1]					
<b>LEARNING ENVIRONMENT</b> (average = 3.6)	At work, my opinions seem to count	[Bar chart showing 3.6]				
	As an organization, we know where we are going and how to get there	[Bar chart showing 3.6]				
	Management is attuned to, and knows what is happening with day-to-day operations	[Bar chart showing 3.6]				
	We, as a Bureau, learn from our mistakes	[Bar chart showing 3.6]				
	Our organization collects information from employees about how well things work	[Bar chart showing 3.6]				
When something goes wrong, the Bureau corrects the underlying problem so it will not happen again	[Bar chart showing 3.6]					
<b>OTHER (4)</b>	OVERALL, how satisfied are you with the Bureau as a place to work?	[Bar chart showing 4.0]				

## Employee Survey Results Tax Division (Formerly License & Tax Division)



# 2013 Employee survey results (grouped by domain)

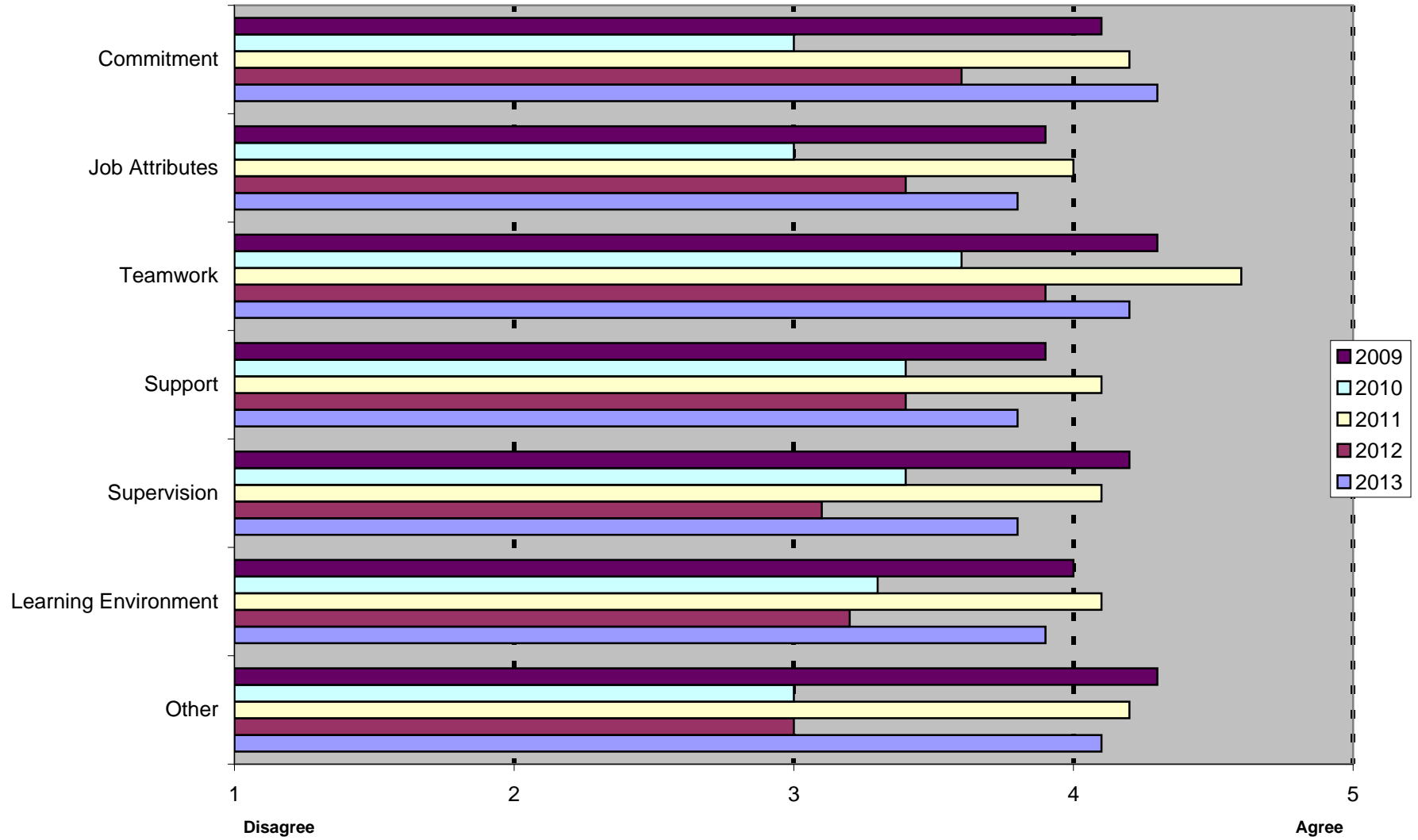
Average = 3.88

## Tax Division

Respondents = 29

		DISAGREE				AGREE
		1	2	3	4	5
<b>COMMITMENT</b> (average = 4.1)	I believe my job is important	[Bar chart showing distribution from 1 to 5]				
	I am proud of the work I do here	[Bar chart showing distribution from 1 to 5]				
	I intend to stay here for the foreseeable future	[Bar chart showing distribution from 1 to 5]				
	I would recommend the Bureau as a place of employment to others	[Bar chart showing distribution from 1 to 5]				
	I would recommend this kind of work to others	[Bar chart showing distribution from 1 to 5]				
<b>JOB ATTRIBUTES</b> (average = 4.1)	I have the appropriate amount of independence on the job	[Bar chart showing distribution from 1 to 5]				
	I have enough variety in my work	[Bar chart showing distribution from 1 to 5]				
	My salary is fair for my responsibilities	[Bar chart showing distribution from 1 to 5]				
	I know what is expected of me at work	[Bar chart showing distribution from 1 to 5]				
	My benefits are fair	[Bar chart showing distribution from 1 to 5]				
	I am given the right level of decision-making authority	[Bar chart showing distribution from 1 to 5]				
	My daily work was accurately presented to me before I was hired	[Bar chart showing distribution from 1 to 5]				
Work expectations are clearly communicated to me	[Bar chart showing distribution from 1 to 5]					
<b>TEAMWORK</b> (average = 3.8)	I have a good friend at work	[Bar chart showing distribution from 1 to 5]				
	My co-workers appreciate my work	[Bar chart showing distribution from 1 to 5]				
	My co-workers are committed to doing quality work	[Bar chart showing distribution from 1 to 5]				
	I feel I can trust my co-workers to do their job well	[Bar chart showing distribution from 1 to 5]				
	Overall, people work together as a team	[Bar chart showing distribution from 1 to 5]				
<b>SUPPORT</b> (average = 3.9)	Recently, I received recognition or praise from someone at work for doing good work	[Bar chart showing distribution from 1 to 5]				
	I have the materials and equipment I need to do my work right	[Bar chart showing distribution from 1 to 5]				
	I receive adequate training to do my job	[Bar chart showing distribution from 1 to 5]				
	There is someone at work who encourages my development	[Bar chart showing distribution from 1 to 5]				
	This last year, I had opportunities to learn and grow	[Bar chart showing distribution from 1 to 5]				
	The Bureau appreciates a job well done	[Bar chart showing distribution from 1 to 5]				
	My performance evaluations are used to improve my job performance	[Bar chart showing distribution from 1 to 5]				
<b>SUPERVISION</b> (average = 4)	My supervisor cares about me as a person	[Bar chart showing distribution from 1 to 5]				
	My supervisors are qualified to do their work	[Bar chart showing distribution from 1 to 5]				
	The Bureau treats me fairly	[Bar chart showing distribution from 1 to 5]				
	Given the nature of my work, Bureau management does what it can to make this a good place to work	[Bar chart showing distribution from 1 to 5]				
	My supervisors actively solicit and use our suggestions for improving things at work	[Bar chart showing distribution from 1 to 5]				
	My supervisor regularly talks to me about my progress	[Bar chart showing distribution from 1 to 5]				
	Top bureau managers are qualified to do their work	[Bar chart showing distribution from 1 to 5]				
	The Bureau has strong leadership	[Bar chart showing distribution from 1 to 5]				
<b>LEARNING ENVIRONMENT</b> (average = 3.4)	At work, my opinions seem to count	[Bar chart showing distribution from 1 to 5]				
	As an organization, we know where we are going and how to get there	[Bar chart showing distribution from 1 to 5]				
	Management is attuned to, and knows what is happening with day-to-day operations	[Bar chart showing distribution from 1 to 5]				
	We, as a Bureau, learn from our mistakes	[Bar chart showing distribution from 1 to 5]				
	Our organization collects information from employees about how well things work	[Bar chart showing distribution from 1 to 5]				
When something goes wrong, the Bureau corrects the underlying problem so it will not happen again	[Bar chart showing distribution from 1 to 5]					
<b>OTHER (4.3)</b>	OVERALL, how satisfied are you with the Bureau as a place to work?	[Bar chart showing distribution from 1 to 5]				

## Employee Survey Results Regulatory Division



**2013 Employee survey results (grouped by domain)**  
**Regulatory Division**

**Average = 3.97**

**Respondents = 8**

		DISAGREE		AGREE		
		1	2	3	4	5
<b>COMMITMENT</b> (average = 4.3)	I believe my job is important	[Bar chart showing high agreement]				
	I am proud of the work I do here	[Bar chart showing high agreement]				
	I intend to stay here for the foreseeable future	[Bar chart showing high agreement]				
	I would recommend the Bureau as a place of employment to others	[Bar chart showing high agreement]				
	I would recommend this kind of work to others	[Bar chart showing high agreement]				
<b>JOB ATTRIBUTES</b> (average = 3.8)	I have the appropriate amount of independence on the job	[Bar chart showing moderate agreement]				
	I have enough variety in my work	[Bar chart showing moderate agreement]				
	My salary is fair for my responsibilities	[Bar chart showing moderate agreement]				
	I know what is expected of me at work	[Bar chart showing moderate agreement]				
	My benefits are fair	[Bar chart showing moderate agreement]				
	I am given the right level of decision-making authority	[Bar chart showing moderate agreement]				
	My daily work was accurately presented to me before I was hired	[Bar chart showing moderate agreement]				
Work expectations are clearly communicated to me	[Bar chart showing moderate agreement]					
<b>TEAMWORK</b> (average = 4.2)	I have a good friend at work	[Bar chart showing high agreement]				
	My co-workers appreciate my work	[Bar chart showing high agreement]				
	My co-workers are committed to doing quality work	[Bar chart showing high agreement]				
	I feel I can trust my co-workers to do their job well	[Bar chart showing high agreement]				
	Overall, people work together as a team	[Bar chart showing high agreement]				
<b>SUPPORT</b> (average = 3.8)	Recently, I received recognition or praise from someone at work for doing good work	[Bar chart showing moderate agreement]				
	I have the materials and equipment I need to do my work right	[Bar chart showing moderate agreement]				
	I receive adequate training to do my job	[Bar chart showing moderate agreement]				
	There is someone at work who encourages my development	[Bar chart showing moderate agreement]				
	This last year, I had opportunities to learn and grow	[Bar chart showing moderate agreement]				
	The Bureau appreciates a job well done	[Bar chart showing moderate agreement]				
	My performance evaluations are used to improve my job performance	[Bar chart showing moderate agreement]				
<b>SUPERVISION</b> (average = 3.8)	My supervisor cares about me as a person	[Bar chart showing moderate agreement]				
	My supervisors are qualified to do their work	[Bar chart showing moderate agreement]				
	The Bureau treats me fairly	[Bar chart showing moderate agreement]				
	Given the nature of my work, Bureau management does what it can to make this a good place to work	[Bar chart showing moderate agreement]				
	My supervisors actively solicit and use our suggestions for improving things at work	[Bar chart showing moderate agreement]				
	My supervisor regularly talks to me about my progress	[Bar chart showing moderate agreement]				
	Top bureau managers are qualified to do their work	[Bar chart showing moderate agreement]				
	The Bureau has strong leadership	[Bar chart showing moderate agreement]				
<b>LEARNING ENVIRONMENT</b> (average = 3.9)	At work, my opinions seem to count	[Bar chart showing moderate agreement]				
	As an organization, we know where we are going and how to get there	[Bar chart showing moderate agreement]				
	Management is attuned to, and knows what is happening with day-to-day operations	[Bar chart showing moderate agreement]				
	We, as a Bureau, learn from our mistakes	[Bar chart showing moderate agreement]				
	Our organization collects information from employees about how well things work	[Bar chart showing moderate agreement]				
When something goes wrong, the Bureau corrects the underlying problem so it will not happen again	[Bar chart showing moderate agreement]					
<b>OTHER (4.1)</b>	OVERALL, how satisfied are you with the Bureau as a place to work?	[Bar chart showing high agreement]				

## 2013 Employee survey results

**What are the three most important things the bureau could do to increase your satisfaction as an employee?  
(Feel free to name more.)**

Division	Comments
Audit & Accounting (Manager: Scott Karter)	1) Ask my opinion before giving tasks outside my expertise. 2) Seriously consider application for new position. 3) Receive percentage of successful collections.
Audit & Accounting (Manager: Scott Karter)	Higher salary. More recognition of my group's work (from other divisions). On an employee level - more communication if there is discrepancies or issues either on a personal or professional level; there are a lot of mumbblings rather than discussions.
Business Solutions (Manager: Julie Shervey)	Continue offering a work at home day provide more training. Provide feedback and goals/review
Business Solutions (Manager: Julie Shervey)	1) Professional development 2) Opportunities for growth/change 3) Whether I'm seriously considered an important part of my employer's future plans beyond my current role/capacity
Business Solutions (Manager: Julie Shervey)	Offer merit pay in addition to step increases in pay, instead of just step increases.
Office for Community Technology (Manager: Mary Beth Henry)	1) Offer me full time employment. 2) Get the chance to work more directly with Revenue bureau employees.
Regulatory (Manager: Kathleen Butler)	Training is very important.
Regulatory (Manager: Kathleen Butler)	Most important is a good chair. I sit most of the day and my chair is not comfortable. The available chairs to choose from are dirty from spills and overuse. I would love to earn a new chair.
Regulatory (Manager: Kathleen Butler)	More collaboration between managers and staff.
Tax (Manager: Terri Williams)	Develop improved and more comprehensive training programs. A significant portion of the work done is often handled by three or more persons. A well-rounded training program could reduce the number of people who need to handle and process each document thus creating efficiency in processing time and reducing staff needs which also reduce cost to the Bureau. Also, it is frustrating to receive most of the training needed to do my job from coworkers only to find out later, I wasn't doing things correctly. However, the Bureau's Training and Development Coordinator has an open-door policy which allows me to acquire clarification when needed, but this does not cover situations where there is no knowledge of committing errors. Another area of training that if addressed could create cohesion in customer service administration, increase customer satisfaction, and reduce handle times is communication via phone. There exists much discrepancy in the way customers are handled which increases the likelihood that one or both parties will become frustrated, the customer has to call more than once or the call is escalated to a manager. The number of these events can be greatly reduced with a thorough training program on how to communicate effectively with customers over the phone. I think my personal satisfaction would increase if there was more control over the negativity and gossip that is rampant in the Bureau. Unfortunately, this is an area that is grayer and less black and white. It is frustrating to see people doing the bare minimum while treating their coworkers in rude, unhelpful, or disrespectful ways. However, most of the managers are great about assuring gossip ends with them and I think they do try to monitor poor treatment and unproductive behaviors to the extent union rules will allow.
Tax (Manager: Terri Williams)	Offer advancement opportunities to those who have experience, tenure and demonstrate excellent work ethic and accuracy. Allow new hires to participate in job shadowing opportunities (just a few hours side by side) with employees in other divisions of the bureau. This would open up communication and will aid in a better understanding of interdependent roles- how can we all serve each other better in order to reach our common goals?
Tax (Manager: Terri Williams)	1) Listen to our ideas and suggestions. 2) Make us feel like we are valued employees that you care that we are here doing a good job. 3) Management feels that anyone off the street can do our jobs, that's not true and that feeling erodes our morale - it takes time to learn our jobs and we take pride in knowing that we know how to do our jobs well.
Tax (Manager: Terri Williams)	Flexible with working hours. Be honest with employees. Consider our opinions and ideas. Better training for new employees. Show appreciation to employees
Tax (Manager: Terri Williams)	Solicit and LISTEN to suggestions be truthful about the budget and not have secret funding agendas
Tax (Manager: Terri Williams)	Management should reach out more to the quiet employees and recognize them for their work. I notice that the more outgoing folks are given far more opportunities, and this is rather unfair. Just because one is quiet, doesn't mean that they aren't invested in the workplace, don't care about their jobs, or that they are doing bad work. I worry about my opportunities to move up in the bureau because I happen to keep to myself most of the time.
Tax (Manager: Terri Williams)	If I am dissatisfied about anything as an employee of the Revenue Bureau, it would be what may be referred to as a growing "communication vacuum". Some suggestions: 1. Reintroduce the bureau newsletter with staff dedicated to it's production 2. Regular staff meetings (1 per month may be too many; 1 per quarter may not be not enough) 3. Staff meeting agendas should allow time for all bureau divisions and all bureau committees to report
Tax (Manager: Terri Williams)	Loosen dress codes to allow easier bicycling ability. Allow the best workers to work from home once a week. Hire a few more employees to moderate the work load.
Tax (Manager: Terri Williams)	I'd like to be able to start at 6:30 and/or work 10 hour days.
Tax (Manager: Terri Williams)	1. Hire me into the next level position because I have the skills, accuracy, and knowledge to perform the next position. 2. Hire employees into positions that have the skills to perform that position, instead of hiring college degrees into positions they know nothing about. 3. Acknowledge to me that I'm doing a great job.
Tax (Manager: Terri Williams)	Monthly all staff meetings to stay connected as a group. Otherwise satisfied.

**2013 Employee survey results**

**What are the three most important things the bureau could do to increase your satisfaction as an employee?**

**(Feel free to name more.)**

Division	Comments
Tax (Manager: Terri Williams)	There is typically too much to do; I do feel over-whelmed at times. Extend our lease in the Columbia Building--moving will lower quality of work life and subsequent surveys will show that.
Tax (Manager: Terri Williams)	Raise the Bureau's morale. Monthly all staff meetings. More positive acknowledgement
Tax (Manager: Terri Williams)	1) Consistency in training. Moving through the various departments, I feel the training is inadequate and the effort is left to the employee to seek the training that he/she thinks that he/she may need. The keyword here is "think". An employee in a new position may not be aware of what he/she should know to be successful. That's management's job. 2) Consistency in leadership. On any given day, an employee may visit three different managers/supervisors and get three different answers. Additionally, the various departments have their own goals, but no two seem to be working toward the same goals, which is apparent in the conflicting responses that employees receive when asking questions.
Tax (Manager: Terri Williams)	Have more "employee appreciation" type things. A lot of employees feel that they work their butts off but never get recognized for it.



## 2013 Employee survey results

### What positive changes would improve your work-life?

Which division do you work for?	Comments
Audit & Accounting (Manager: Scott Karter)	Install automated collection calls to be made the end of workday.
Business Solutions (Manager: Julie Shervey)	Continue offering a work at home day. It saves me money, time and decreases stress. I also usually get more work completed when at home.
Business Solutions (Manager: Julie Shervey)	I really enjoy working here, but my career aspirations are beyond my current classification. I have many varied experiences to offer an organization and I'd love even more opportunities to show what I can do here. I've spoken with many people in leadership positions at the Revenue Bureau and it's unclear to me whether I have a job or a career. I want a career with opportunities for advancement. I will also share this on my evaluation when I have the opportunity to meet with my supervisor about my performance.
Business Solutions (Manager: Julie Shervey)	Have fewer meetings
Office for Community Technology (Manager: Mary Beth Henry)	Work as a team with the Audit & Accounting division on the management of the MHCRC financial and budget processes. Right now, it's task oriented.
Regulatory (Manager: Kathleen Butler)	Better communication and involvement with Management.
Regulatory (Manager: Kathleen Butler)	Additional staffing.
Tax (Manager: Terri Williams)	Listen to our ideas and suggestions - we make these suggestions to make our jobs easier so we can work smarter not harder. Quit focusing on the Arts Tax and focus more on the division that raises the most money for the City. See more teamwork with everyone, co-workers and management.
Tax (Manager: Terri Williams)	Be flexible with working schedule. Trust your employees. Promote within the department to increase employee morale. Hire new employees with tax background. Opportunities for job related training and growth.
Tax (Manager: Terri Williams)	For management to LISTEN and use ideas that originate from the working people in the bureau who regularly work the system instead of only using ideas that they champion (their own). Management is very unwilling to take input on failed or mismanged changes because they are their own implemented ideas. Make BLIS programming a priority instead of being back burnered
Tax (Manager: Terri Williams)	I'm fairly happy with the day to day operations of my job.
Tax (Manager: Terri Williams)	The bureau cannot change the nature of the work. However, an ongoing and clearly communicated effort to improve how the work gets done is, and should be, encouraged.
Tax (Manager: Terri Williams)	Loosen dress codes to allow easier bicycling ability. Allow the best workers to work from home once a week. Hire a few more employees to moderate the work load.
Tax (Manager: Terri Williams)	A desk that elevates so I can stand; it destroys my back to sit for nearly eight hours.
Tax (Manager: Terri Williams)	1. Let all appropriate parties know important decisions or changes that have been made.
Tax (Manager: Terri Williams)	To be able to come in @ 6:30
Tax (Manager: Terri Williams)	Retreats for the employees. Keep employees updated on what the Bureau is up to.
Tax (Manager: Terri Williams)	Better training and consistency. I think these items are the root cause of why morale in certain groups may be lower than it could be. I am happy and feel very blessed to be working here, but not all of my coworkers share this same sentiment.
Tax (Manager: Terri Williams)	I wish people would stop all the complaining, everyone here is given the same amount if not more work than others and it seems that the ones doing the less work are always the ones complaining about having to much to do.

## 2013 Employee survey results

### What positive changes would improve your division / department?

Which division do you work for?	Comments
Audit & Accounting (Manager: Scott Karter)	Updating process to allow phone, plastic and online payments.
Audit & Accounting (Manager: Scott Karter)	A division retreat - we have not had one in years; though it's hard since this division has many sections that cover very different topics.
Business Solutions (Manager: Julie Shervey)	Increase budget for staff development/training
Business Solutions (Manager: Julie Shervey)	Increase budget for staff development/training
Business Solutions (Manager: Julie Shervey)	I would like to see a cleanup of our HelpDocs. The format is inconsistent, some are great, some are confusing, and some are wrong. It is hard to tell which is which or who wrote them (subject matter expert? someone else?). I'd like to see a greater planning focus. We seem stuck in a fire-fighting mode. More of a focus on best-practices (and more training to know what those are) would also be good. monthly goal setting and review.
Business Solutions (Manager: Julie Shervey)	Targeted/concise BDS meetings/agendas
Business Solutions (Manager: Julie Shervey)	Shorter meetings
Office for Community Technology (Manager: Mary Beth Henry)	Physically locate the work teams/division offices/cubicles together
Regulatory (Manager: Kathleen Butler)	Team Meetings and Training
Regulatory (Manager: Kathleen Butler)	Fillable online forms would be great.
Regulatory (Manager: Kathleen Butler)	Additional staffing.
Regulatory (Manager: Kathleen Butler)	I would like a team reminder that the up-phone is a team effort and just because your name isn't on the list for that day, you may need to jump in and help out if a co-worker is out for the day or needs to go into a meeting. Or, you may be asked by a co-worker to watch the phone for a few minutes or more if the backup person isn't around and you have to go down the hall etc...If that happens, it would be nice if everyone had a positive attitude about it and didn't spend five minutes or more asking questions about why they are being asked to take the phone.
Regulatory (Manager: Kathleen Butler)	Maybe more discussion on the details of the up phone schedule for those of us that are new. Such as, what to do when somebody is not at work that day - who takes the phone? And, what to do if your backup is not around - who can you turn to for help when the person on the schedule is not available. I would like a friendly reminder to the team that we should work as a team and not leave it up to one or two people to always handle it.
Tax (Manager: Terri Williams)	Provide consistent training/written materials for new hires. Most training is incidental and word of mouth, provided by coworkers on the job. This is fine, but Information shared this way can be out of date or inaccurate. Refreshers for seasoned employees would be helpful whenever staff changes are made. Online or printed process steps or cheat sheets are useful to keep everyone on the same page, and can be updated as things change. Don't assume that when a process change or update is covered in the BLT/MCBIT meetings that everyone in the front counter staff is made aware of it. The front counter staff rarely is able to attend these meetings, so information has to trickle down slowly to those who have to answer front line questions. Management should not assume everyone is on the same page when process/procedure correction is provided to an individual. Because we train each other by word of mouth, it should be assumed that errors one person makes may be shared by Better to err on the side of caution when providing correction, so that we can mitigate mistakes being perpetuated.
Tax (Manager: Terri Williams)	Listen to our ideas and suggestions and actually implement them. 2D Barcode is a tool, not the total answer, it streamlines the work and encourages you not to look at the returns if there are no errors - quantity does not equal quality. The paperwork is done, but it doesn't always mean it is done right. You track the edits done to the 2D Barcode returns but you cannot or don't track the the back end fixes, i.e. phone calls and clean up after the letters go out, when we get the calls from the taxpayers.
Tax (Manager: Terri Williams)	Truly work together as a team with all different departments in Business License Program. Allow employees to have roundtable discussions about work issues or suggestions
Tax (Manager: Terri Williams)	Supervisor is great.
Tax (Manager: Terri Williams)	Training the new people before giving them work that is over their heads, or giving the work to folks who have been here for longer and know what they are doing. At least until the new folks are steady on their feet. Reaching out to new folks who don't ask questions to encourage them to do so. Asking questions is the best way to learn.
Tax (Manager: Terri Williams)	Suggested improvements within my division are provided with each annual performance evaluation. With that information, bureau leadership can, one hopes, make decisions that result in the best outcome.
Tax (Manager: Terri Williams)	Loosen dress codes to allow easier bicycling ability. Allow the best workers to work from home once a week. Hire a few more employees to moderate the work load.
Tax (Manager: Terri Williams)	Perhaps on online suggestion submission page for employees (not a venue for venting frustrations and grievances). Not available to the public, this would allow us to easily submit ideas for process and/or improvements. Management or Business Solutions could receive, respond, and implement these suggestions at their leisure.
Tax (Manager: Terri Williams)	1. Let the supervisors decide who would be a good fit into their positions.....not the Manager of the Bureau. 2. Work out issues on new implementations before putting them into effect.
Tax (Manager: Terri Williams)	Together we have organized our area and things are working well.
Tax (Manager: Terri Williams)	Continued automation of processes, including DFO for other programs
Tax (Manager: Terri Williams)	During peak call times, more temporary staff to handle Arts Tax calls

## 2013 Employee survey results

### What positive changes would improve the Revenue Bureau?

Which division do you work for?	Comments
Audit & Accounting (Manager: Scott Karter)	Monitor and correct tardiness.
Audit & Accounting (Manager: Scott Karter)	Recognition from management if there is an issue with management - if an issue arises, some discussion would be appreciated. Some members of management suggest that they believe that other positions or people are beneath them, through actions or words. This behavior is unwelcome and arrogant.
Business Solutions (Manager: Julie Shervey)	Perhaps more frequent all-staff meetings or some other arena for feedback/information. Rumor mill goes nuts and morale gets low. Sometimes people need something to keep them going (and feel valued) with high workloads and expectations.
Regulatory (Manager: Kathleen Butler)	Making sure Bureau Managers are leading by example and promoting a positive attitude, to work in healthy and caring environment.
Regulatory (Manager: Kathleen Butler)	More collaboration between managers and staff.
Tax (Manager: Terri Williams)	Have a say in how the work processes affect our work. Most of us are feeling pressured to do more and more work with less people. This does not make for happy employees. The job has just becomes a job, no one cares or wants to care about how the job is done. The attitude starts at the top - if management doesn't care, why should I?
Tax (Manager: Terri Williams)	Plan for the future by investing in employees rather than machines
Tax (Manager: Terri Williams)	Not to assume unrealistic programs and therefore mismanagement of personnel and funding resources.
Tax (Manager: Terri Williams)	Bureau leadership might consider that the office has become increasingly divided into silos. To the extent that the work of one group affects that of another, which most will likely agree to be the case here, this "siloing" is counterproductive to the overall success of the bureau.
Tax (Manager: Terri Williams)	Loosen dress codes to allow easier bicycling ability. Allow the best workers to work from home once a week. Hire a few more employees to moderate the work load.
Tax (Manager: Terri Williams)	Allowing the Bureau to staff departments with people that are competent and hard-working whether they are an external or internal candidate. Again, I realize union influence is involved. But, it seems like a handicap to an agency who would no doubt like to maximize efficiency and revenue to be required to always choose from a limited or compromised candidate pool.
Tax (Manager: Terri Williams)	1. Let the supervisors decide who would be a good fit into their positions.....not the Manager of the Bureau. 2. Work out issues on new implementations before putting them into effect.
Tax (Manager: Terri Williams)	Everyone doing a Great job!
Tax (Manager: Terri Williams)	More flexibility and better technology

## 2013 Employee survey results

### Other Comments?

Which division do you work for?	Comments
Audit & Accounting (Manager: Scott Karter)	It would be nice to see OCT start to feel that they are a part of Revenue rather than their own bureau within Revenue. How can we as a bureau-whole help to include all divisions (i.e. when BSD or Budget & Liens made their transitions)?
Business Solutions (Manager: Julie Shervey)	Work at home days are really important to me.
Office for Community Technology (Manager: Mary Beth Henry)	We continue to have issues with BTS about enabling us to use technology to do our work more effectively. We work in a technology rich environment and we are restricted often in use of new and innovative applications. We also lost the administrative rights to our computers in the recent transition, further restricting our control over our computing environment. Not sure there's much the Bureau can do to address this but thought I'd mention it.
Regulatory (Manager: Kathleen Butler)	I like seeing that my manager works just as hard, or harder than I do. I enjoy the opportunities to be involved with team decisions. I like the autonomy I am given during the day. Opportunities to grow and try new things are always available. I appreciate being asked to jump in and handle investigations with little oversight and the opportunity to attend code hearings. It makes me feel confident and appreciated. I am very happy in my new position.
Regulatory (Manager: Kathleen Butler)	I enjoy the events the bureau puts on to get employees involved and help them get to know each other. I appreciate that the office is friendly and people obviously enjoy their jobs.
Tax (Manager: Terri Williams)	I don't see much has changed since the last survey. We have asked to be included in some of the changes but we still get same answer, management knows better, how can they know better when they are not doing the work? The things we ask for are usually small, so we are at loss when they always say no, with no explanation. We can help make this a better place to work, if you would let us.
Tax (Manager: Terri Williams)	Employees have good ideas because they are on the job. Listen to the employees and consider their suggestions
Tax (Manager: Terri Williams)	I like this bureau and am proud of the work I do.
Tax (Manager: Terri Williams)	Loosen dress codes to allow easier bicycling ability. Allow the best workers to work from home once a week. Hire a few more employees to moderate the work load.
Tax (Manager: Terri Williams)	Terri Williams is extremely hardworking, competent, intelligent, and diplomatic. If every employee labored to imitate her work ethic, the Bureau would be the ideal place of employment. The managers of the Bureau make noticeable and consistent effort to reward good work and improve morale. They often go out of their way to motivate employees. We all get paid very well for the work we do and often I feel as if I should be doing much more given my compensation. Those who become complacent, self-entitled, and lazy should be ousted in favor of those who truly appreciate the opportunity of working for the Revenue Bureau.
Tax (Manager: Terri Williams)	Stop moving people into positions because of their personal/friend status, but based on individual skills and abilities.
Tax (Manager: Terri Williams)	I am thankful for my job and enjoy the people I work with. I have a great supervisor who cares about us and does what we need to do our job the best we can. I never have to look for work so I am busy all day. We have fun and work hard at the end of the day I don't dread coming to work the next day!

Chart Data										
<b>Bureau</b>										
	2013	2012	2011	2010	2009	2008	2007	2006	2004	2003
Other	4.1	3.8	4	4.1	4.1	3.9	3.6	3.4	3.1	3.2
Learning Environment	3.5	3.2	3.4	3.6	3.7	3.4	3	2.7	2.5	2.1
Supervision	3.9	3.6	3.8	3.9	4	3.8	3.5	3.2	2.9	2.6
Support	3.8	3.7	3.8	3.9	3.9	3.6	3.4	3.2	2.9	2.9
Teamwork	3.8	3.7	3.9	3.8	3.9	3.8	3.7	3.4	3.3	3
Job Attributes	4.1	3.9	4	4	3.9	3.8	3.5	3.5	3.1	3.3
Commitment	4	3.8	4.1	4.1	4.1	4	3.7	3.6	3.4	3.5
<b>BSD</b>										
	2013	2012	2011	2010	2009	2008	2007	2006		
Other	3.6	4.2	4.3	4.3	4.6	4.3	3.6	3.4		
Learning Environment	3.4	3.7	3.7	3.9	4.2	3.5	3.4	2.8		
Supervision	3.6	4	4	4	4.3	4	3.9	3.5		
Support	3.4	3.8	3.8	4	4.1	3.7	3.6	2.9		
Teamwork	3.5	3.7	3.9	3.9	4.2	3.7	4	3.3		
Job Attributes	3.9	4.2	4.1	4.2	4.3	4.1	3.7	3.3		
Commitment	3.8	4	4.1	4.1	4.3	4.1	3.7	3.1		
<b>AAD</b>										
	2013	2012	2011	2010	2009	2008	2007	2006		
Other	4	4.3	4.3	4.4	4.2	4.3	4	3.9		
Learning Environment	3.4	3.7	3.6	4	3.7	4.2	3.3	3.2		
Supervision	3.9	4.1	4.1	4.3	4	4.3	3.8	3.8		
Support	3.8	4.1	4	4.2	3.9	4.2	3.7	3.7		
Teamwork	3.7	4.1	3.9	4.2	3.9	4.1	3.8	3.8		
Job Attributes	4.2	4.1	4.1	4.3	4	4.3	3.9	3.9		
Commitment	4	4.1	4.2	4.3	4.1	4.4	4	4		
<b>OCT</b>										
	2013	2012								
Other	4	3								
Learning Environment	3.6	3.2								
Supervision	4.1	3.1								
Support	3.9	3.4								
Teamwork	3.9	3.7								
Job Attributes	4.1	3.4								
Commitment	4.4	3.7								
<b>TD</b>										
	2013	2012	2011	2010	2009	2008	2007	2006	2004	2003
Other	4.3	3.6	3.4	4.1	3.7	3.5	3.2	3.4	3.1	3.2
Learning Environment	3.4	3	2.6	3.2	3.2	3	2.4	2.6	2.5	2.1
Supervision	4	3.7	3.2	3.7	3.7	3.6	3	3.1	2.9	2.6
Support	3.9	3.5	3.1	3.7	3.7	3.2	2.9	3.1	2.9	2.9
Teamwork	3.8	3.6	3.7	3.5	3.6	3.5	3.5	3.3	3.3	3
Job Attributes	4.1	3.8	3.7	3.8	3.6	3.4	3.1	3.4	3.1	3.3
Commitment	4.1	3.7	3.7	4.1	4	3.7	3.3	3.6	3.4	3.5
<b>REG</b>										
	2013	2012	2011	2010	2009					
Other	4.1	3	4.2	3	4.3					
Learning Environment	3.9	3.2	4.1	3.3	4					
Supervision	3.8	3.1	4.1	3.4	4.2					
Support	3.8	3.4	4.1	3.4	3.9					
Teamwork	4.2	3.9	4.6	3.6	4.3					
Job Attributes	3.8	3.4	4	3	3.9					
Commitment	4.3	3.6	4.2	3	4.1					