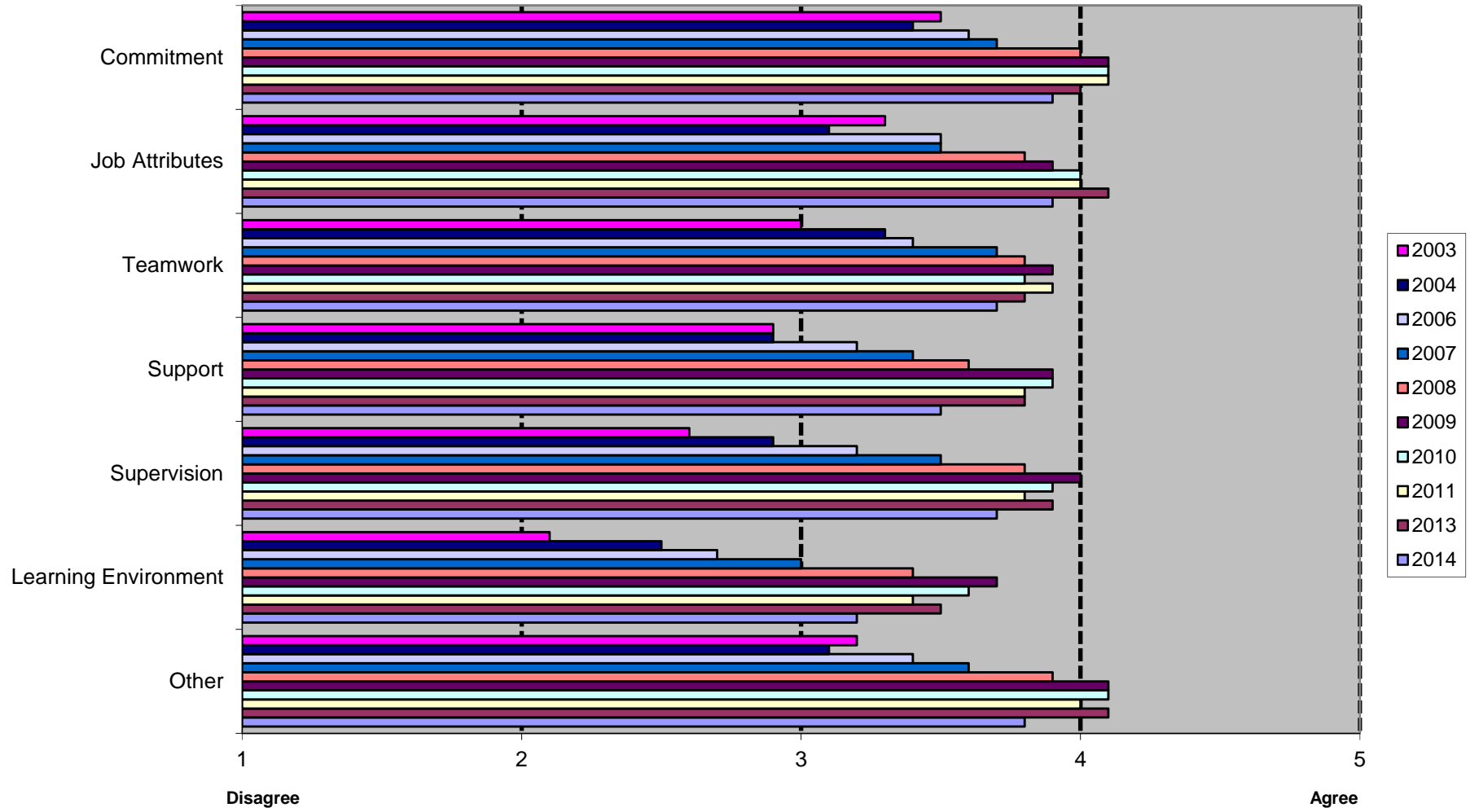


## Employee Survey Results

### Revenue Division, Bureau of Revenue and Financial Services



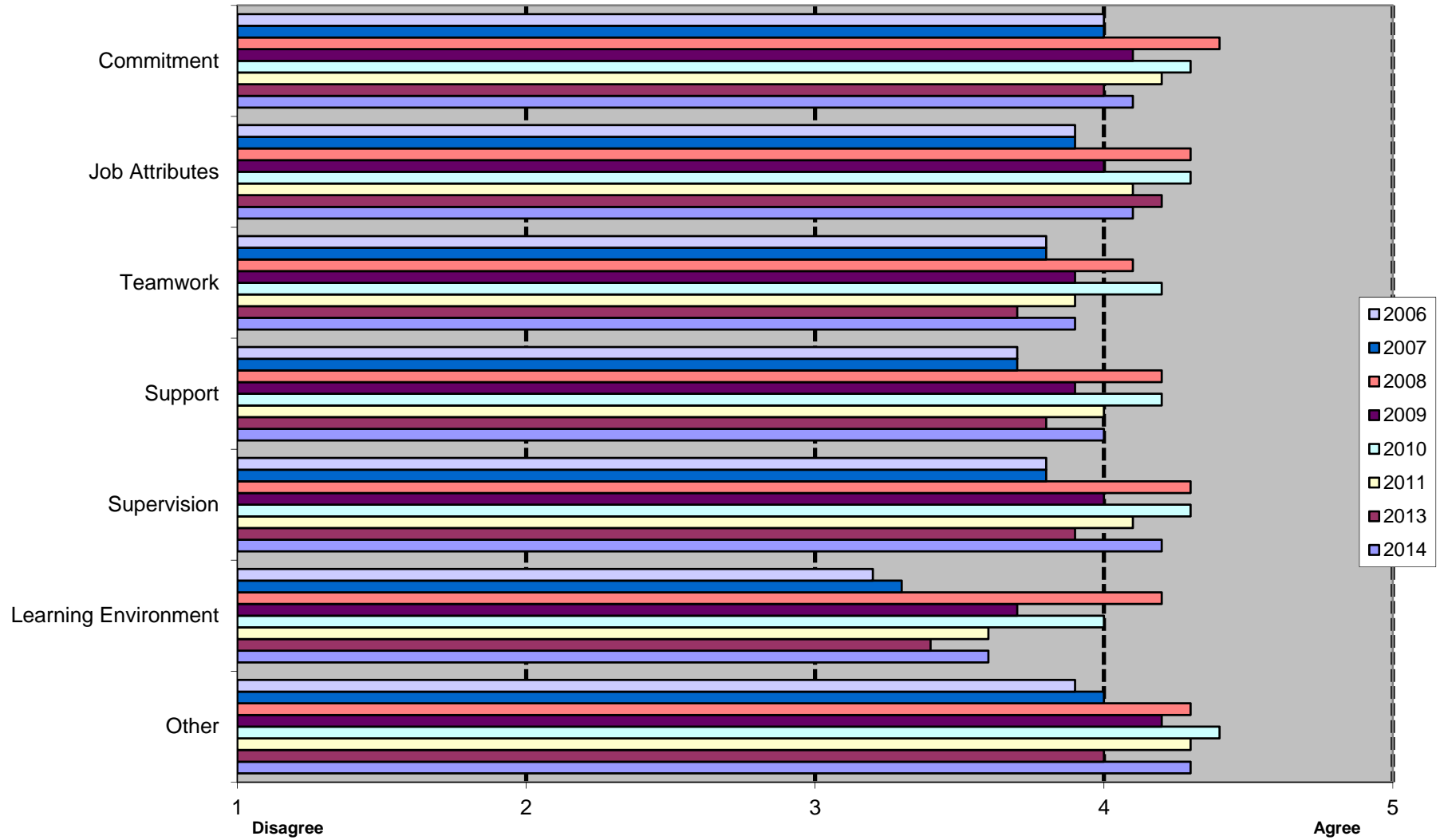
**2014 Employee survey results (grouped by domain)**  
**Revenue Division**

**Average = 3.65**

**Respondents = 53**

|   |   | DISAGREE |   |   |   | AGREE |
|---|---|----------|---|---|---|-------|
|   |   | 1        | 2 | 3 | 4 | 5     |
| <b>COMMITMENT</b><br>(average = 3.9)  | I believe my job is important   |          |   |   |   |       |
|   | I am proud of the work I do here  |          |   |   |   |       |
|   | I intend to stay here for the foreseeable future  |          |   |   |   |       |
|   | I would recommend the Bureau as a place of employment to others                                   |          |   |   |   |       |
|   | I would recommend this kind of work to others   |          |   |   |   |       |
| <b>JOB ATTRIBUTES</b><br>(average = 3.9)  | I have the appropriate amount of independence on the job  |          |   |   |   |       |
|   | I have enough variety in my work  |          |   |   |   |       |
|   | My salary is fair for my responsibilities   |          |   |   |   |       |
|   | I know what is expected of me at work   |          |   |   |   |       |
|   | My benefits are fair  |          |   |   |   |       |
|   | I am given the right level of decision-making authority   |          |   |   |   |       |
|   | My daily work was accurately presented to me before I was hired                                   |          |   |   |   |       |
| Work expectations are clearly communicated to me  |   |          |   |   |   |       |
| <b>TEAMWORK</b><br>(average = 3.7)  | I have a good friend at work  |          |   |   |   |       |
|   | My co-workers appreciate my work  |          |   |   |   |       |
|   | My co-workers are committed to doing quality work   |          |   |   |   |       |
|   | I feel I can trust my co-workers to do their job well   |          |   |   |   |       |
|   | Overall, people work together as a team   |          |   |   |   |       |
| <b>SUPPORT</b><br>(average = 3.5)   | Recently, I received recognition or praise from someone at work for doing good work               |          |   |   |   |       |
|   | I have the materials and equipment I need to do my work right                                     |          |   |   |   |       |
|   | I receive adequate training to do my job  |          |   |   |   |       |
|   | There is someone at work who encourages my development  |          |   |   |   |       |
|   | This last year, I had opportunities to learn and grow   |          |   |   |   |       |
|   | The Bureau appreciates a job well done  |          |   |   |   |       |
|   | My performance evaluations are used to improve my job performance                                 |          |   |   |   |       |
| <b>SUPERVISION</b><br>(average = 3.7)   | My supervisor cares about me as a person  |          |   |   |   |       |
|   | My supervisors are qualified to do their work   |          |   |   |   |       |
|   | The Bureau treats me fairly   |          |   |   |   |       |
|   | Given the nature of my work, Bureau management does what it can to make this a good place to work |          |   |   |   |       |
|   | My supervisors actively solicit and use our suggestions for improving things at work              |          |   |   |   |       |
|   | My supervisor regularly talks to me about my progress   |          |   |   |   |       |
|   | Top bureau managers are qualified to do their work  |          |   |   |   |       |
| The Bureau has strong leadership  |   |          |   |   |   |       |
| <b>LEARNING ENVIRONMENT</b><br>(average = 3.2)  | At work, my opinions seem to count  |          |   |   |   |       |
|   | As an organization, we know where we are going and how to get there                               |          |   |   |   |       |
|   | Management is attuned to, and knows what is happening with day-to-day operations                  |          |   |   |   |       |
|   | We, as a Bureau, learn from our mistakes  |          |   |   |   |       |
|   | Our organization collects information from employees about how well things work                   |          |   |   |   |       |
| When something goes wrong, the Bureau corrects the underlying problem so it will not happen again |   |          |   |   |   |       |
| <b>OTHER (3.8)</b>  | OVERALL, how satisfied are you with the Bureau as a place to work?                                |          |   |   |   |       |

## Employee Survey Results Audit & Accounting Division (Formerly Operations Division)



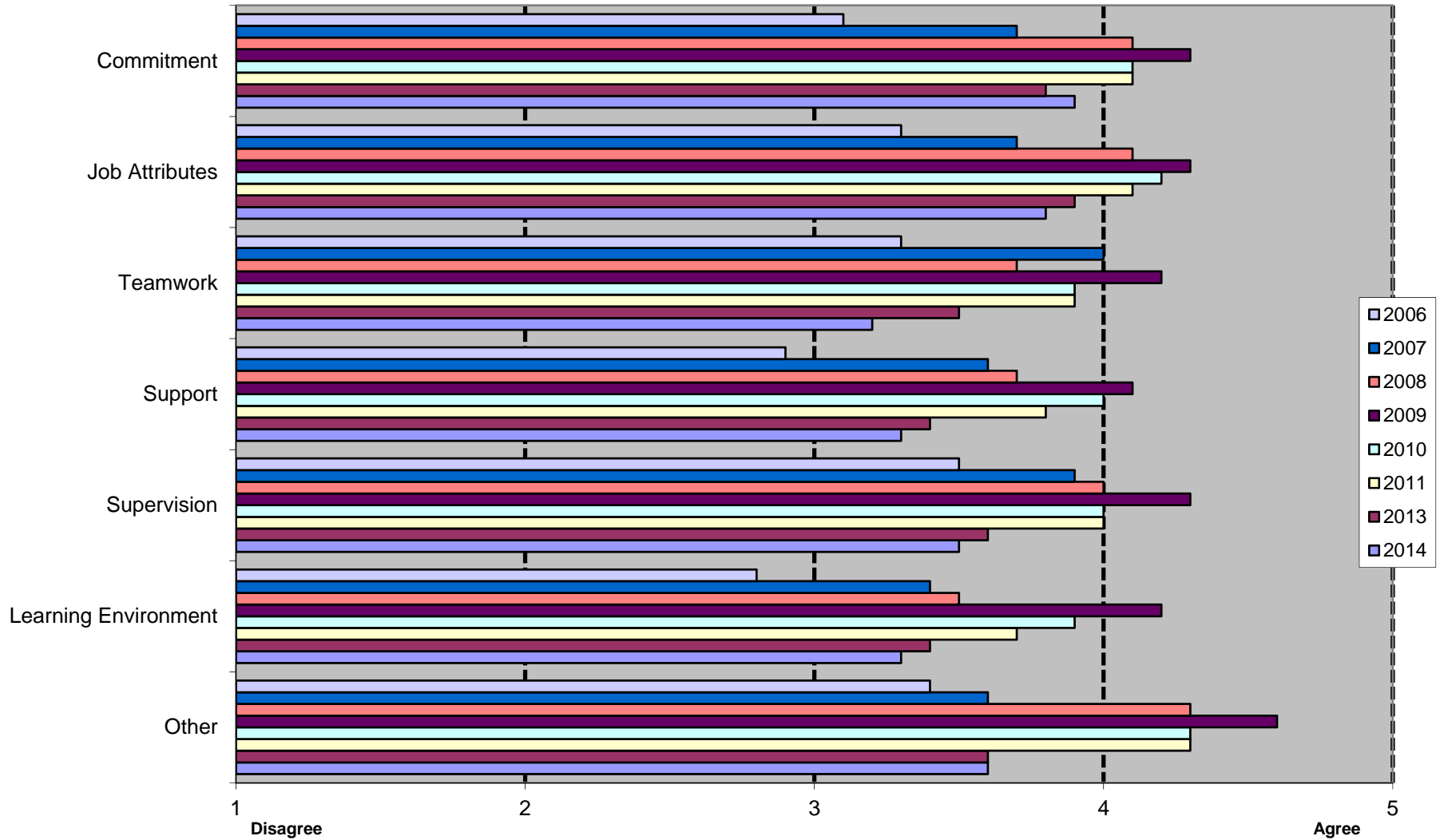
**2014 Employee survey results (grouped by domain)**  
**Audit & Accounting Division**

**Average = 3.98**

**Respondents = 12**

|   |   | DISAGREE |   | AGREE |   |   |
|---|---|----------|---|-------|---|---|
|   |   | 1        | 2 | 3     | 4 | 5 |
| <b>COMMITMENT</b><br>(average = 4.1)  | I believe my job is important   |          |   |       |   |   |
|   | I am proud of the work I do here  |          |   |       |   |   |
|   | I intend to stay here for the foreseeable future  |          |   |       |   |   |
|   | I would recommend the Bureau as a place of employment to others                                   |          |   |       |   |   |
|   | I would recommend this kind of work to others   |          |   |       |   |   |
| <b>JOB ATTRIBUTES</b><br>(average = 4.1)  | I have the appropriate amount of independence on the job  |          |   |       |   |   |
|   | I have enough variety in my work  |          |   |       |   |   |
|   | My salary is fair for my responsibilities   |          |   |       |   |   |
|   | I know what is expected of me at work   |          |   |       |   |   |
|   | My benefits are fair  |          |   |       |   |   |
|   | I am given the right level of decision-making authority   |          |   |       |   |   |
|   | My daily work was accurately presented to me before I was hired                                   |          |   |       |   |   |
| Work expectations are clearly communicated to me  |   |          |   |       |   |   |
| <b>TEAMWORK</b><br>(average = 3.9)  | I have a good friend at work  |          |   |       |   |   |
|   | My co-workers appreciate my work  |          |   |       |   |   |
|   | My co-workers are committed to doing quality work   |          |   |       |   |   |
|   | I feel I can trust my co-workers to do their job well   |          |   |       |   |   |
|   | Overall, people work together as a team   |          |   |       |   |   |
| <b>SUPPORT</b><br>(average = 4)   | Recently, I received recognition or praise from someone at work for doing good work               |          |   |       |   |   |
|   | I have the materials and equipment I need to do my work right                                     |          |   |       |   |   |
|   | I receive adequate training to do my job  |          |   |       |   |   |
|   | There is someone at work who encourages my development  |          |   |       |   |   |
|   | This last year, I had opportunities to learn and grow   |          |   |       |   |   |
|   | The Bureau appreciates a job well done  |          |   |       |   |   |
| My performance evaluations are used to improve my job performance                                 |   |          |   |       |   |   |
| <b>SUPERVISION</b><br>(average = 4.2)   | My supervisor cares about me as a person  |          |   |       |   |   |
|   | My supervisors are qualified to do their work   |          |   |       |   |   |
|   | The Bureau treats me fairly   |          |   |       |   |   |
|   | Given the nature of my work, Bureau management does what it can to make this a good place to work |          |   |       |   |   |
|   | My supervisors actively solicit and use our suggestions for improving things at work              |          |   |       |   |   |
|   | My supervisor regularly talks to me about my progress   |          |   |       |   |   |
|   | Top bureau managers are qualified to do their work  |          |   |       |   |   |
| The Bureau has strong leadership  |   |          |   |       |   |   |
| <b>LEARNING ENVIRONMENT</b><br>(average = 3.6)  | At work, my opinions seem to count  |          |   |       |   |   |
|   | As an organization, we know where we are going and how to get there                               |          |   |       |   |   |
|   | Management is attuned to, and knows what is happening with day-to-day operations                  |          |   |       |   |   |
|   | We, as a Bureau, learn from our mistakes  |          |   |       |   |   |
|   | Our organization collects information from employees about how well things work                   |          |   |       |   |   |
| When something goes wrong, the Bureau corrects the underlying problem so it will not happen again |   |          |   |       |   |   |
| <b>OTHER (4.3)</b>  | OVERALL, how satisfied are you with the Bureau as a place to work?                                |          |   |       |   |   |

## Employee Survey Results Business Solutions Division



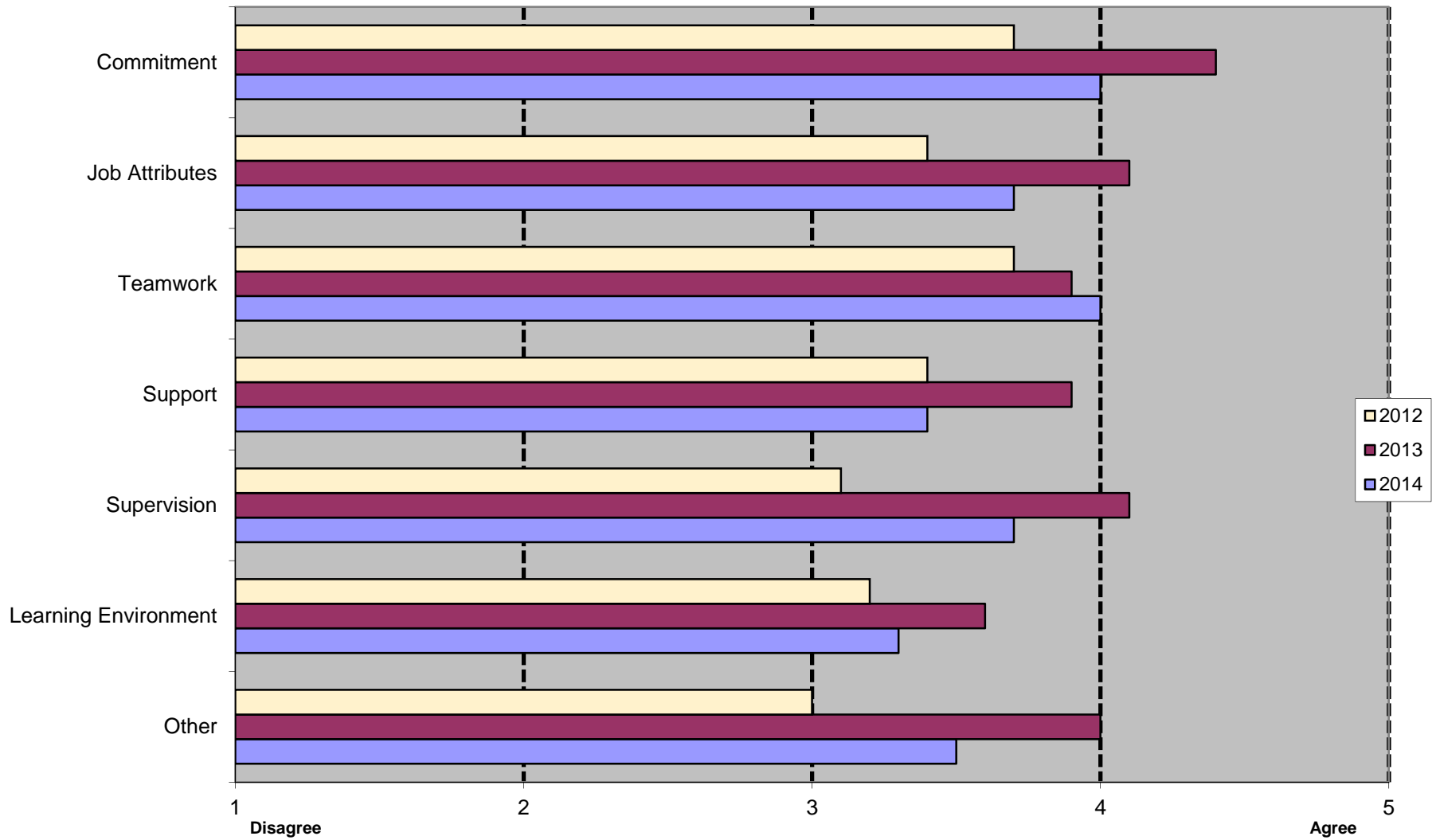
**2014 Employee survey results (grouped by domain)**  
**Business Solutions Division**

**Average = 3.50**

**Respondents = 8**

|   |   | DISAGREE |   |   |   | AGREE |
|---|---|----------|---|---|---|-------|
|   |   | 1        | 2 | 3 | 4 | 5     |
| <b>COMMITMENT</b><br>(average = 3.9)  | I believe my job is important   |          |   |   |   |       |
|   | I am proud of the work I do here  |          |   |   |   |       |
|   | I intend to stay here for the foreseeable future  |          |   |   |   |       |
|   | I would recommend the Bureau as a place of employment to others                                   |          |   |   |   |       |
|   | I would recommend this kind of work to others   |          |   |   |   |       |
| <b>JOB ATTRIBUTES</b><br>(average = 3.8)  | I have the appropriate amount of independence on the job  |          |   |   |   |       |
|   | I have enough variety in my work  |          |   |   |   |       |
|   | My salary is fair for my responsibilities   |          |   |   |   |       |
|   | I know what is expected of me at work   |          |   |   |   |       |
|   | My benefits are fair  |          |   |   |   |       |
|   | I am given the right level of decision-making authority   |          |   |   |   |       |
|   | My daily work was accurately presented to me before I was hired                                   |          |   |   |   |       |
| Work expectations are clearly communicated to me  |   |          |   |   |   |       |
| <b>TEAMWORK</b><br>(average = 3.2)  | I have a good friend at work  |          |   |   |   |       |
|   | My co-workers appreciate my work  |          |   |   |   |       |
|   | My co-workers are committed to doing quality work   |          |   |   |   |       |
|   | I feel I can trust my co-workers to do their job well   |          |   |   |   |       |
|   | Overall, people work together as a team   |          |   |   |   |       |
| <b>SUPPORT</b><br>(average = 3.3)   | Recently, I received recognition or praise from someone at work for doing good work               |          |   |   |   |       |
|   | I have the materials and equipment I need to do my work right                                     |          |   |   |   |       |
|   | I receive adequate training to do my job  |          |   |   |   |       |
|   | There is someone at work who encourages my development  |          |   |   |   |       |
|   | This last year, I had opportunities to learn and grow   |          |   |   |   |       |
|   | The Bureau appreciates a job well done  |          |   |   |   |       |
|   | My performance evaluations are used to improve my job performance                                 |          |   |   |   |       |
| <b>SUPERVISION</b><br>(average = 3.5)   | My supervisor cares about me as a person  |          |   |   |   |       |
|   | My supervisors are qualified to do their work   |          |   |   |   |       |
|   | The Bureau treats me fairly   |          |   |   |   |       |
|   | Given the nature of my work, Bureau management does what it can to make this a good place to work |          |   |   |   |       |
|   | My supervisors actively solicit and use our suggestions for improving things at work              |          |   |   |   |       |
|   | My supervisor regularly talks to me about my progress   |          |   |   |   |       |
|   | Top bureau managers are qualified to do their work  |          |   |   |   |       |
|   | The Bureau has strong leadership  |          |   |   |   |       |
| <b>LEARNING ENVIRONMENT</b><br>(average = 3.3)  | At work, my opinions seem to count  |          |   |   |   |       |
|   | As an organization, we know where we are going and how to get there                               |          |   |   |   |       |
|   | Management is attuned to, and knows what is happening with day-to-day operations                  |          |   |   |   |       |
|   | We, as a Bureau, learn from our mistakes  |          |   |   |   |       |
|   | Our organization collects information from employees about how well things work                   |          |   |   |   |       |
| When something goes wrong, the Bureau corrects the underlying problem so it will not happen again |   |          |   |   |   |       |
| <b>OTHER (3.6)</b>  | OVERALL, how satisfied are you with the Bureau as a place to work?                                |          |   |   |   |       |

# Employee Survey Results Office for Community Technology



**2014 Employee survey results (grouped by domain)**  
**Office for Community Technology**

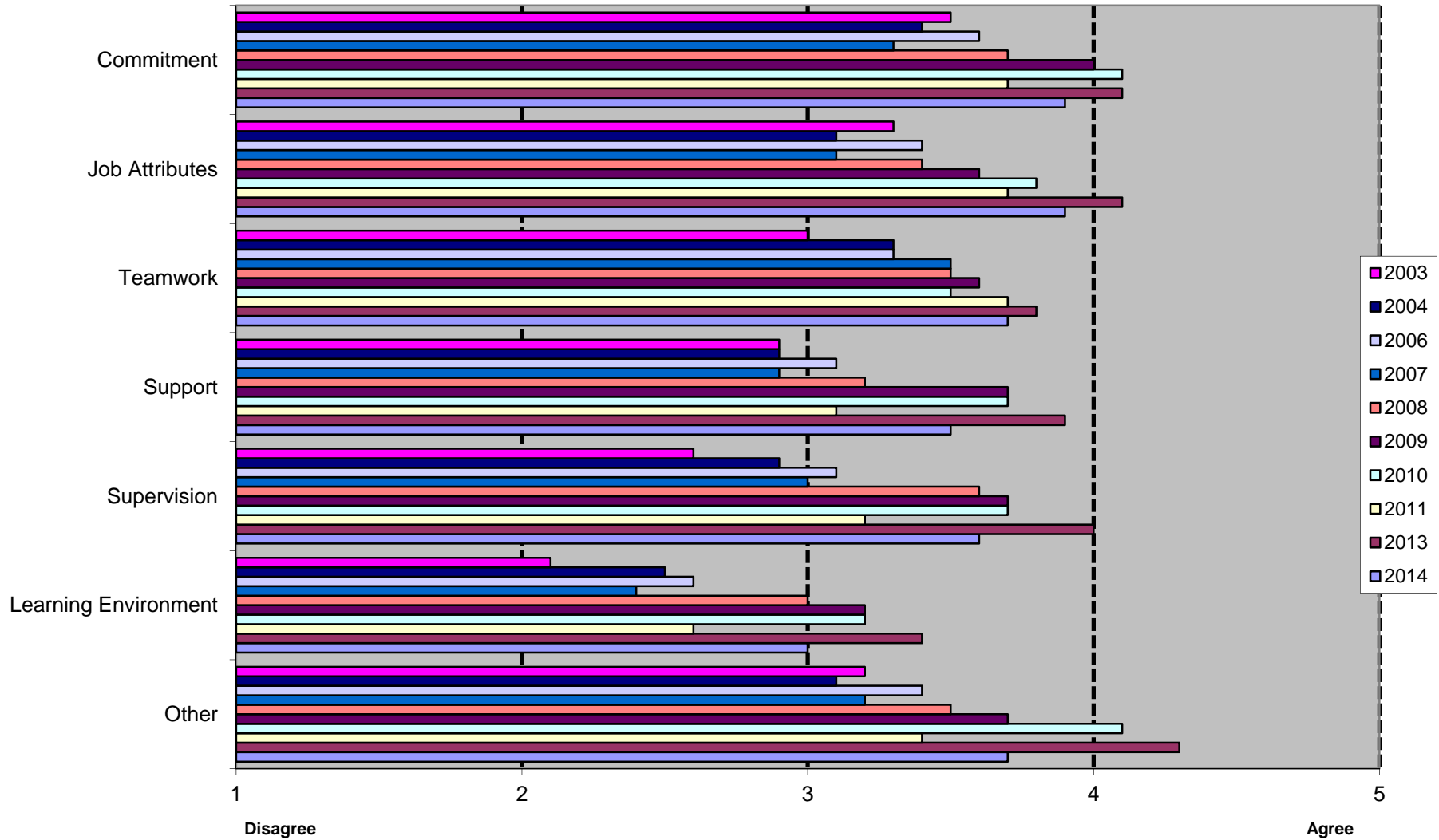
**Average = 3.68**

**Respondents = 6**

|   |   | DISAGREE |   |   |   | AGREE |
|---|---|----------|---|---|---|-------|
|   |   | 1        | 2 | 3 | 4 | 5     |
| <b>COMMITMENT</b><br>(average = 4)  | I believe my job is important   |          |   |   |   |       |
|   | I am proud of the work I do here  |          |   |   |   |       |
|   | I intend to stay here for the foreseeable future  |          |   |   |   |       |
|   | I would recommend the Bureau as a place of employment to others                                   |          |   |   |   |       |
|   | I would recommend this kind of work to others   |          |   |   |   |       |
| <b>JOB ATTRIBUTES</b><br>(average = 3.7)  | I have the appropriate amount of independence on the job  |          |   |   |   |       |
|   | I have enough variety in my work  |          |   |   |   |       |
|   | My salary is fair for my responsibilities   |          |   |   |   |       |
|   | I know what is expected of me at work   |          |   |   |   |       |
|   | My benefits are fair  |          |   |   |   |       |
|   | I am given the right level of decision-making authority   |          |   |   |   |       |
|   | My daily work was accurately presented to me before I was hired                                   |          |   |   |   |       |
| Work expectations are clearly communicated to me  |   |          |   |   |   |       |
| <b>TEAMWORK</b><br>(average = 4)  | I have a good friend at work  |          |   |   |   |       |
|   | My co-workers appreciate my work  |          |   |   |   |       |
|   | My co-workers are committed to doing quality work   |          |   |   |   |       |
|   | I feel I can trust my co-workers to do their job well   |          |   |   |   |       |
|   | Overall, people work together as a team   |          |   |   |   |       |
| <b>SUPPORT</b><br>(average = 3.4)   | Recently, I received recognition or praise from someone at work for doing good work               |          |   |   |   |       |
|   | I have the materials and equipment I need to do my work right                                     |          |   |   |   |       |
|   | I receive adequate training to do my job  |          |   |   |   |       |
|   | There is someone at work who encourages my development  |          |   |   |   |       |
|   | This last year, I had opportunities to learn and grow   |          |   |   |   |       |
|   | The Bureau appreciates a job well done  |          |   |   |   |       |
|   | My performance evaluations are used to improve my job performance                                 |          |   |   |   |       |
| <b>SUPERVISION</b><br>(average = 3.7)   | My supervisor cares about me as a person  |          |   |   |   |       |
|   | My supervisors are qualified to do their work   |          |   |   |   |       |
|   | The Bureau treats me fairly   |          |   |   |   |       |
|   | Given the nature of my work, Bureau management does what it can to make this a good place to work |          |   |   |   |       |
|   | My supervisors actively solicit and use our suggestions for improving things at work              |          |   |   |   |       |
|   | My supervisor regularly talks to me about my progress   |          |   |   |   |       |
|   | Top bureau managers are qualified to do their work  |          |   |   |   |       |
| The Bureau has strong leadership  |   |          |   |   |   |       |
| <b>LEARNING ENVIRONMENT</b><br>(average = 3.3)  | At work, my opinions seem to count  |          |   |   |   |       |
|   | As an organization, we know where we are going and how to get there                               |          |   |   |   |       |
|   | Management is attuned to, and knows what is happening with day-to-day operations                  |          |   |   |   |       |
|   | We, as a Bureau, learn from our mistakes  |          |   |   |   |       |
|   | Our organization collects information from employees about how well things work                   |          |   |   |   |       |
| When something goes wrong, the Bureau corrects the underlying problem so it will not happen again |   |          |   |   |   |       |
| <b>OTHER (3.5)</b>  | OVERALL, how satisfied are you with the Bureau as a place to work?                                |          |   |   |   |       |



## Employee Survey Results Tax Division



# 2014 Employee survey results (grouped by domain)

Average = 3.60

## Tax Division

Respondents = 27

|   |   | DISAGREE |   | AGREE |   |   |
|---|---|----------|---|-------|---|---|
|   |   | 1        | 2 | 3     | 4 | 5 |
| <b>COMMITMENT</b><br>(average = 3.9)  | I believe my job is important   |          |   |       |   |   |
|   | I am proud of the work I do here  |          |   |       |   |   |
|   | I intend to stay here for the foreseeable future  |          |   |       |   |   |
|   | I would recommend the Bureau as a place of employment to others                                   |          |   |       |   |   |
|   | I would recommend this kind of work to others   |          |   |       |   |   |
| <b>JOB ATTRIBUTES</b><br>(average = 3.9)  | I have the appropriate amount of independence on the job  |          |   |       |   |   |
|   | I have enough variety in my work  |          |   |       |   |   |
|   | My salary is fair for my responsibilities   |          |   |       |   |   |
|   | I know what is expected of me at work   |          |   |       |   |   |
|   | My benefits are fair  |          |   |       |   |   |
|   | I am given the right level of decision-making authority   |          |   |       |   |   |
|   | My daily work was accurately presented to me before I was hired                                   |          |   |       |   |   |
| Work expectations are clearly communicated to me  |   |          |   |       |   |   |
| <b>TEAMWORK</b><br>(average = 3.7)  | I have a good friend at work  |          |   |       |   |   |
|   | My co-workers appreciate my work  |          |   |       |   |   |
|   | My co-workers are committed to doing quality work   |          |   |       |   |   |
|   | I feel I can trust my co-workers to do their job well   |          |   |       |   |   |
|   | Overall, people work together as a team   |          |   |       |   |   |
| <b>SUPPORT</b><br>(average = 3.5)   | Recently, I received recognition or praise from someone at work for doing good work               |          |   |       |   |   |
|   | I have the materials and equipment I need to do my work right                                     |          |   |       |   |   |
|   | I receive adequate training to do my job  |          |   |       |   |   |
|   | There is someone at work who encourages my development  |          |   |       |   |   |
|   | This last year, I had opportunities to learn and grow   |          |   |       |   |   |
|   | The Bureau appreciates a job well done  |          |   |       |   |   |
| My performance evaluations are used to improve my job performance                                 |   |          |   |       |   |   |
| <b>SUPERVISION</b><br>(average = 3.6)   | My supervisor cares about me as a person  |          |   |       |   |   |
|   | My supervisors are qualified to do their work   |          |   |       |   |   |
|   | The Bureau treats me fairly   |          |   |       |   |   |
|   | Given the nature of my work, Bureau management does what it can to make this a good place to work |          |   |       |   |   |
|   | My supervisors actively solicit and use our suggestions for improving things at work              |          |   |       |   |   |
|   | My supervisor regularly talks to me about my progress   |          |   |       |   |   |
|   | Top bureau managers are qualified to do their work  |          |   |       |   |   |
|   | The Bureau has strong leadership  |          |   |       |   |   |
| <b>LEARNING ENVIRONMENT</b><br>(average = 3)  | At work, my opinions seem to count  |          |   |       |   |   |
|   | As an organization, we know where we are going and how to get there                               |          |   |       |   |   |
|   | Management is attuned to, and knows what is happening with day-to-day operations                  |          |   |       |   |   |
|   | We, as a Bureau, learn from our mistakes  |          |   |       |   |   |
|   | Our organization collects information from employees about how well things work                   |          |   |       |   |   |
| When something goes wrong, the Bureau corrects the underlying problem so it will not happen again |   |          |   |       |   |   |
| <b>OTHER (3.7)</b>  | OVERALL, how satisfied are you with the Bureau as a place to work?                                |          |   |       |   |   |

## 2014 Employee survey results

### Additional Comments

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

1. Add more Arts Tax Staff
2. Allow 36 hour work week
3. Reduce the scope of work required of XXXXX & XXXXX so they could concentrate more on the BLT/MCBIT section
4. Begin working on a replacement of BLIS with an expected rollout date in three years from now.
5. Get the IRS feed.

1. Hire based on ability and experience
2. Hire employees to cover the new incoming programs so BL/MCBIT can get their work completed in a timely manner.
3. If new programs are implemented, figure out the particulars before throwing the employees to the wolves. To me and others, it's very exhausting trying to answer questions customers have when we don't know the answers or answers haven't been relayed to us.

1. Hire more employees
2. Add a trainer for non-Business Tax programs.
3. Let me replace my old chair.

1. Listen to their employees when they have suggestions. We are are doing the work, we know what problems come up, we know what would help us do our job better. The decisions that managers make have made us have to work harder not smarter.
2. Make your employees feel valued!

Allocate adequate personnel so that the individual tax programs could function without significant erosion of other programs.  
Stronger focus on process improvement.

Bring back staff meetings and the newsletter.

I would love to see more training classes about specifics of what I do and what my team does.  
I would like to be able to have regular meetings regarding process and program conflicts in the systems we work in with the person/people that have the direct responsibility of correcting those issues.  
More opportunities to meet and interact with people of my bureau and possibly those of other bureaus.

Increase staffing levels to be able to do the job  
Improve technology used  
Open the lines of communication so it is not just from the top down

Make certain classification one is working under is appropriate for work being performed.

Recognize broadband and digital equity as core functions, as important as the revenue  
Make better use of Executive team

Staff Meetings once a month like we used to have. Informing us how we are doing as a Bureau and where we are going. It's a way of connecting with Supervisors and the Director of the Bureau.

This is the first place that I have worked in the City where I have received a negative performance review. I feel that my prior reviews were used to assist me in my work plan. It was an opportunity to discuss plans for the future. The review I received from the Revenue Bureau was only used as a form of punishment. I have been with the City of Portland for 13 years.

Training opportunities  
Promotion opportunities  
Fairness  
Better communication  
Open minded  
Flexible working schedule

Upper management can/should take in account the affect that certain actions/decision will have in the bureau as a whole.  
Increase the Bureau's morale by asking for our input and actually taking it into account.

## 2014 Employee survey results

### Additional Comments

| What positive changes would improve your work-life?  |
|--|
| 1. Sit/Stand desk option<br>2. 36 hour work week<br>3. I plan to purchase a better home computer to work more easily from home. The new Office356 remote email option is a nice improvement!   |
| Ability to work from home<br>Flex time   |
| Allow time for lunch   |
| Better planning for events that take place.<br>The need to be progressive instead of constantly holding on to past problems.   |
| Coordinating Bureau wide meetings to feel more connected as a team.<br>Be more informed on what other divisions/programs in the Bureau are up to.<br>Feel that upper management does indeed appreciate what we have accomplished with each challenge the Bureau comes across.  |
| Feedback on the work I do.<br>Goal setting.  |
| Listen to our ideas and actually consider them when we ask to have BLIS changed to make our job easier. We are constantly told that our manager has said no we can't have that improvement, I assume because she doesn't think we need it, but she is not doing the day to day work and interacting with the taxpayers.<br>Properly fund the Arts Tax, having the License & Tax employees working on the Arts Tax is very stressful because now we have to do our work and the Arts Tax work. If we can't afford to administer the Arts Tax within the Arts Tax budget then we either need to ask for more revenue to administer it or tell the Mayor that it's not cost effective to collect it.<br>Don't abuse your employees. |
| More communication between everyone.   |
| More flex schedules  |
| More flexibility with schedules  |
| Promotion opportunities.<br>Extra training opportunities<br>Need more staff, fill position that is empty after someone's retirement  |
| Update system used for daily work.   |

## 2014 Employee survey results

### Additional Comments

| What positive changes would improve your division / department?  |
|--|
| Changing one perception at a time with taxpayers is a great approach but I believe we should first work from inside out rather than from the outside in.   |
| 2. Allow 36 hour work week and use the savings to increase temporary Arts Tax staffing during peak times of the year<br>3. Reduce the scope of work required of XXXXX & XXXXX so they could concentrate primarily on the BLT/MCBIT section<br>4. Begin working on a replacement of BLIS with an expected rollout date in three years from now.<br>5. Sit/stand desk option for staff<br>6. Get the IRS feed.   |
| Allow us to have a say in the configuration of work area. It's a little too cut off from others. I like how the audit has it's configuration, but it's still segregated. I believe a more open-ish configuration to allow us to interact with one-another would help promote communication and allow for more information to be passed around.   |
| Keep work from home days/flex schedules. Get a new issues database. Better communication. Get input from more than two people. Encouraging more positive interactions within the group.  |
| More intensive training for new employees. Currently they are fast tracked at a pace that creates unrealistic expectations, i.e., they are not afforded the opportunity to assimilate new skills and knowledge before jumping to the next module.  |
| More training for new employees and follow up with their work.<br>Slow down, doing quality work instead of just do the work.<br>Need more staff, fill position that is empty after retirement  |
| More training for the newly promoted. They need ongoing training, it takes several years to really learn and feel comfortable in the job. In the past we fixed the errors that the taxpayers made, now we spend our time fixing the errors that we make in our department and other departments. We have also tried to streamline our document processing but we are missing a lot. We do account management, not assembly line processing. Faster is not always better. |
| Org development expert to help us implement innovation culture tools as outlined in Gamestorming book  |
| The need to be progressive instead of constantly holding on to past problems.  |
| Update noted above would benefit department.   |

## 2014 Employee survey results

### Additional Comments

| What positive changes would improve the Revenue Bureau?   |
|---|
| <ol style="list-style-type: none"> <li>1. A recommitment to training and customer service starting with two bureau trainers and a customer service committee.</li> <li>2. A committee or group of staff committed to arranging Bureau-wide functions and creating a yearly calendar of these events. Events would include scheduled Bureau-wide all staff meetings, necessary trainings like driver safety and work place harassment, customer service trainings, and a couple of fun social events.</li> <li>3. An additional admin to assist with the additional needs the come with additional staffing and a much larger bureau.</li> <li>4. Reduce the scope of work the Bureau's Audit &amp; Accounting Division manager by hiring or promoting someone to the Audit section supervisor</li> <li>5. Get the IRS feed</li> </ol> |
| <ol style="list-style-type: none"> <li>1. Implement a more comprehensive and interactive training program. Rather than have staff read through code for the first two weeks, teach them and provide scenarios that can be used as examples.</li> <li>2. Have procedures written down and make those written procedures available to staff.</li> <li>3. Create an onboarding program/checklist to assist new hires in acclimating to the City and the the Bureau.</li> </ol>   |
| <p>Allow people to assist in areas that they are strong in. It took 6 months before I was allowed to do phone coordination. When I worked at Transporation, I was the Phone Coordinator for over 600 employees.</p>   |
| <p>Continue to work towards a paperless system. Also, we should research fonts to help cut down on toner and ink waste.</p>   |
| <p>Hire people that have the required skills and experience to do the job. Training someone who doesn't have these skills takes a long long time. Without the knowledge and understanding people are just processing the paperwork and we lose revenue.</p>   |
| <p>I think that a return to having regular staff meetings would make the bureau feel more cohesive. We have not introduced new staff, and there are many. People have changed jobs and workgroups have changed. There haven't been any potlucks, there's no newsletter anymore. I liked seeing pictures that my co-workers took, information from the committees, and the kudos to employees in the newsletter. Potlucks are a nice chance to get together with people from other workgroups. Bringing everyone together is not a waste of time. It builds a sense of community.</p>  |
| <p>Leadership that leads. Value the employees that are here and have been here.</p>   |
| <p>More listening<br/>           Be open - great ideas can come from anywhere<br/>           Collaborate<br/>           Embrace failure and encourage risk taking</p>   |
| <p>More training for new employees and follow up with their work<br/>           Slow down, doing quality work instead of just do the work so someone does not has to do clean up</p>  |
| <p>Upper management should be more involved in the work that the bureau does so they can see how their actions/decision will impact the Bureau as a whole.</p>  |
| <p>When an employee receives a promotion, allow that individual to focus on his/her new position without long term focus on their old position</p>  |

## 2014 Employee survey results

### Additional Comments

#### Other comments?

In my short time with the Bureau I have noticed a big drop in the Bureau's morale which is very unfortunate because we are all stressed by this. Overall I am very thankful for my supervisor and our manager. My supervisor does appreciate what we do as a team and not only sees but acknowledges our hard work.

Providing the results of this survey to all employees in a timely manner would more strongly show that there is interest in the results and that they are being used. "Hiding them" away until it's time to take the following year's survey makes it seem like no one wants to address the issues that were brought up and that it wasn't all that important.

This can be a great place to work if management would listen to their employees and make them feel like they were part of the team. It is clear that we do not matter to them. Have you ever gone to a store and made a suggestion only to have the employee say that management doesn't listen to them. Well, we also have that problem - management doesn't listen to us either.

This is a great place to work. I feel fortunate to have a competent and caring supervisor, work in a very nice office space, and receive great pay and benefits for my work. I am surrounded by staff and co-workers who are fully engaged in their work and work well as a team. This is the best of times.

| Chart Data              |      |      |      |      |      |      |      |      |      |      |      |
|-------------------------|------|------|------|------|------|------|------|------|------|------|------|
| <b>Revenue Division</b> |      |      |      |      |      |      |      |      |      |      |      |
|                         | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 | 2004 | 2003 |
| Other                   | 3.8  | 4.1  | 3.8  | 4    | 4.1  | 4.1  | 3.9  | 3.6  | 3.4  | 3.1  | 3.2  |
| Learning Environment    | 3.2  | 3.5  | 3.2  | 3.4  | 3.6  | 3.7  | 3.4  | 3    | 2.7  | 2.5  | 2.1  |
| Supervision             | 3.7  | 3.9  | 3.6  | 3.8  | 3.9  | 4    | 3.8  | 3.5  | 3.2  | 2.9  | 2.6  |
| Support                 | 3.5  | 3.8  | 3.7  | 3.8  | 3.9  | 3.9  | 3.6  | 3.4  | 3.2  | 2.9  | 2.9  |
| Teamwork                | 3.7  | 3.8  | 3.7  | 3.9  | 3.8  | 3.9  | 3.8  | 3.7  | 3.4  | 3.3  | 3    |
| Job Attributes          | 3.9  | 4.1  | 3.9  | 4    | 4    | 3.9  | 3.8  | 3.5  | 3.5  | 3.1  | 3.3  |
| Commitment              | 3.9  | 4    | 3.8  | 4.1  | 4.1  | 4.1  | 4    | 3.7  | 3.6  | 3.4  | 3.5  |
| <b>BSD</b>              |      |      |      |      |      |      |      |      |      |      |      |
|                         | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 |      |      |
| Other                   | 3.6  | 3.6  | 4.2  | 4.3  | 4.3  | 4.6  | 4.3  | 3.6  | 3.4  |      |      |
| Learning Environment    | 3.3  | 3.4  | 3.7  | 3.7  | 3.9  | 4.2  | 3.5  | 3.4  | 2.8  |      |      |
| Supervision             | 3.5  | 3.6  | 4    | 4    | 4    | 4.3  | 4    | 3.9  | 3.5  |      |      |
| Support                 | 3.3  | 3.4  | 3.8  | 3.8  | 4    | 4.1  | 3.7  | 3.6  | 2.9  |      |      |
| Teamwork                | 3.2  | 3.5  | 3.7  | 3.9  | 3.9  | 4.2  | 3.7  | 4    | 3.3  |      |      |
| Job Attributes          | 3.8  | 3.9  | 4.2  | 4.1  | 4.2  | 4.3  | 4.1  | 3.7  | 3.3  |      |      |
| Commitment              | 3.9  | 3.8  | 4    | 4.1  | 4.1  | 4.3  | 4.1  | 3.7  | 3.1  |      |      |
| <b>AAD</b>              |      |      |      |      |      |      |      |      |      |      |      |
|                         | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 |      |      |
| Other                   | 4.3  | 4    | 4.3  | 4.3  | 4.4  | 4.2  | 4.3  | 4    | 3.9  |      |      |
| Learning Environment    | 3.6  | 3.4  | 3.7  | 3.6  | 4    | 3.7  | 4.2  | 3.3  | 3.2  |      |      |
| Supervision             | 4.2  | 3.9  | 4.1  | 4.1  | 4.3  | 4    | 4.3  | 3.8  | 3.8  |      |      |
| Support                 | 4    | 3.8  | 4.1  | 4    | 4.2  | 3.9  | 4.2  | 3.7  | 3.7  |      |      |
| Teamwork                | 3.9  | 3.7  | 4.1  | 3.9  | 4.2  | 3.9  | 4.1  | 3.8  | 3.8  |      |      |
| Job Attributes          | 4.1  | 4.2  | 4.1  | 4.1  | 4.3  | 4    | 4.3  | 3.9  | 3.9  |      |      |
| Commitment              | 4.1  | 4    | 4.1  | 4.2  | 4.3  | 4.1  | 4.4  | 4    | 4    |      |      |
| <b>OCT</b>              |      |      |      |      |      |      |      |      |      |      |      |
|                         | 2014 | 2013 | 2012 |      |      |      |      |      |      |      |      |
| Other                   | 3.5  | 4    | 3    |      |      |      |      |      |      |      |      |
| Learning Environment    | 3.3  | 3.6  | 3.2  |      |      |      |      |      |      |      |      |
| Supervision             | 3.7  | 4.1  | 3.1  |      |      |      |      |      |      |      |      |
| Support                 | 3.4  | 3.9  | 3.4  |      |      |      |      |      |      |      |      |
| Teamwork                | 4    | 3.9  | 3.7  |      |      |      |      |      |      |      |      |
| Job Attributes          | 3.7  | 4.1  | 3.4  |      |      |      |      |      |      |      |      |
| Commitment              | 4    | 4.4  | 3.7  |      |      |      |      |      |      |      |      |
| <b>LTD</b>              |      |      |      |      |      |      |      |      |      |      |      |
|                         | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 | 2004 | 2003 |
| Other                   | 3.7  | 4.3  | 3.6  | 3.4  | 4.1  | 3.7  | 3.5  | 3.2  | 3.4  | 3.1  | 3.2  |
| Learning Environment    | 3    | 3.4  | 3    | 2.6  | 3.2  | 3.2  | 3    | 2.4  | 2.6  | 2.5  | 2.1  |
| Supervision             | 3.6  | 4    | 3.7  | 3.2  | 3.7  | 3.7  | 3.6  | 3    | 3.1  | 2.9  | 2.6  |
| Support                 | 3.5  | 3.9  | 3.5  | 3.1  | 3.7  | 3.7  | 3.2  | 2.9  | 3.1  | 2.9  | 2.9  |
| Teamwork                | 3.7  | 3.8  | 3.6  | 3.7  | 3.5  | 3.6  | 3.5  | 3.5  | 3.3  | 3.3  | 3    |
| Job Attributes          | 3.9  | 4.1  | 3.8  | 3.7  | 3.8  | 3.6  | 3.4  | 3.1  | 3.4  | 3.1  | 3.3  |
| Commitment              | 3.9  | 4.1  | 3.7  | 3.7  | 4.1  | 4    | 3.7  | 3.3  | 3.6  | 3.4  | 3.5  |