

44 employees took the survey this year which is about a two thirds response rate.

The first Revenue Division employee satisfaction survey was completed in the fall of 2003. This is our 11th (mostly) consecutive year using the identical survey questions (we did add three this year about respect), 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 above 3.5 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," and "I am proud of the work I do here," 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," also scored very close to four out of five.

Employees feel supervision is good

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

"Learning environment" remains the weakest area

Overall, the average response to learning environment questions was 3.2—about the same as last year. All other areas were 3.6 or higher. Learning environment has been the lowest scoring area for ten years and is generally an area most organizations struggle with. We will continue to work with the LMC to improve the learning environment.

Written comments

Two comments were removed because they specifically identified individuals in a negative way. All other comments are presented as submitted.

Final thoughts

As I have mentioned before, surveys are not the final barometer of employee satisfaction; 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.

We will be working with the LMC to review the results in detail and formulate a strategy to close identified gaps.

Please let me or your supervisor or manager know if you have questions or comments.

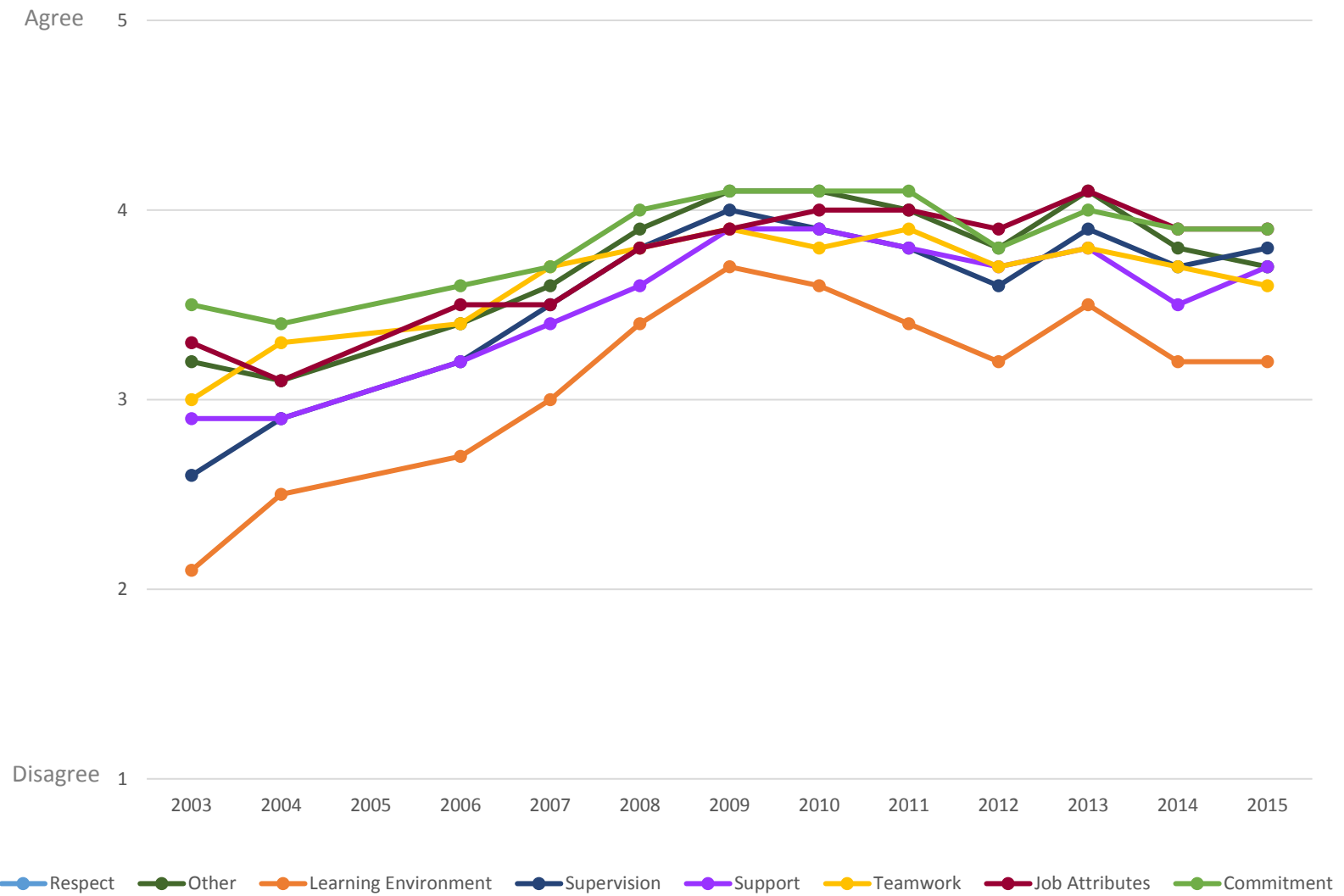
Thanks for all your hard work.

Thomas

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2015 Employee Satisfaction Survey Revenue Division, Bureau of Revenue and Financial Services



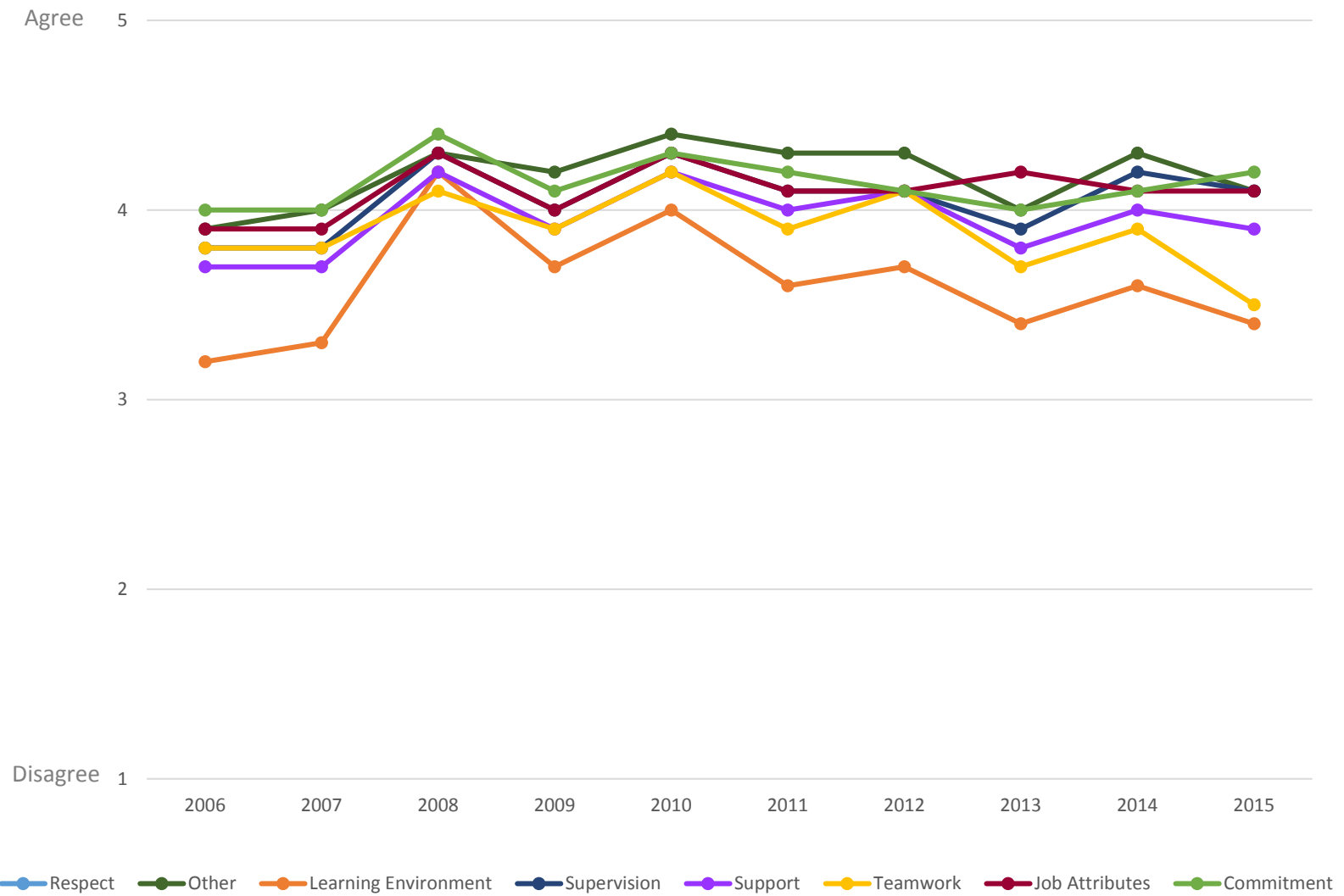
2015 Employee Satisfaction Survey
Revenue Division

Average = 3.69

Respondents = 44

		DISAGREE				AGREE
		1	2	3	4	5
COMMITMENT (average = 3.9)	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 Revenue Division 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]				
JOB ATTRIBUTES (average = 3.9)	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]					
TEAMWORK (average = 3.6)	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]				
SUPPORT (average = 3.7)	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 Revenue Division 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]					
SUPERVISION (average = 3.8)	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 Revenue Division treats me fairly	[Bar chart showing distribution from 1 to 5]				
	Given the nature of my work, Revenue Division 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 Revenue Division managers are qualified to do their work	[Bar chart showing distribution from 1 to 5]				
	The Revenue Division has strong leadership	[Bar chart showing distribution from 1 to 5]				
LEARNING ENVIRONMENT (average = 3.2)	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, the Revenue Division 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 Revenue Division corrects the underlying problem so it will not happen again	[Bar chart showing distribution from 1 to 5]					
RESPECT (average = 3.7)	I feel respected by my peers.	[Bar chart showing distribution from 1 to 5]				
	I feel respected by my direct supervisor.	[Bar chart showing distribution from 1 to 5]				
	I feel respected by management, as a whole.	[Bar chart showing distribution from 1 to 5]				
OTHER (average = 3.7)	OVERALL, how satisfied are you with the Revenue Division as a place to work?	[Bar chart showing distribution from 1 to 5]				

2015 Employee Satisfaction Survey Audit & Accounting Division (Formerly Operations Division)



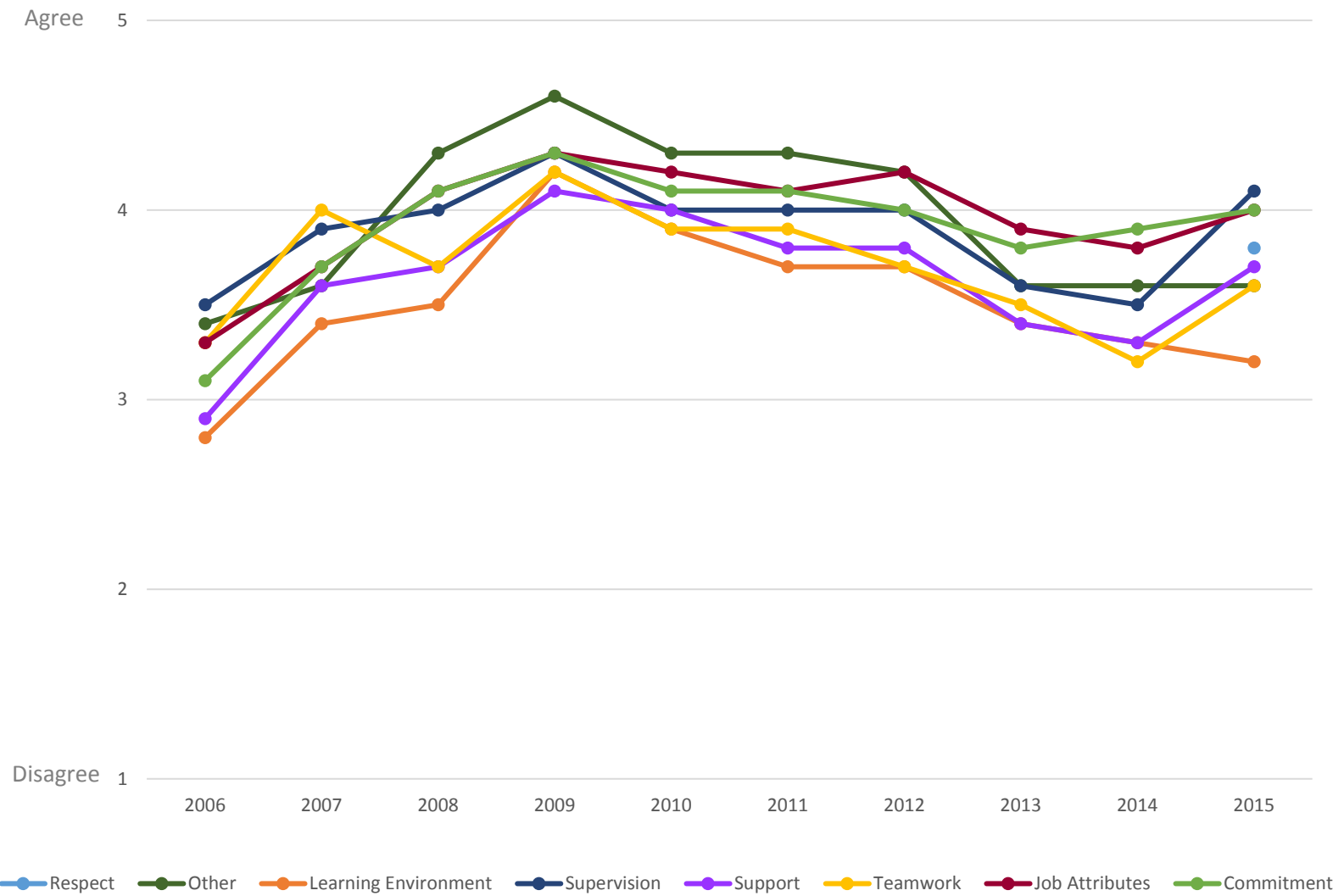
2015 Employee Satisfaction Survey
Audit & Accounting Division

Average = 3.90

Respondents = 10

		DISAGREE				AGREE
		1	2	3	4	5
COMMITMENT (average = 4.2)	I believe my job is important	[Bar chart showing score of approximately 4.2]				
	I am proud of the work I do here	[Bar chart showing score of approximately 4.5]				
	I intend to stay here for the foreseeable future	[Bar chart showing score of approximately 4.3]				
	I would recommend the Revenue Division as a place of employment to others	[Bar chart showing score of approximately 4.4]				
	I would recommend this kind of work to others	[Bar chart showing score of approximately 4.1]				
JOB ATTRIBUTES (average = 4.1)	I have the appropriate amount of independence on the job	[Bar chart showing score of approximately 4.3]				
	I have enough variety in my work	[Bar chart showing score of approximately 4.4]				
	My salary is fair for my responsibilities	[Bar chart showing score of approximately 4.1]				
	I know what is expected of me at work	[Bar chart showing score of approximately 4.3]				
	My benefits are fair	[Bar chart showing score of approximately 4.4]				
	I am given the right level of decision-making authority	[Bar chart showing score of approximately 4.1]				
	My daily work was accurately presented to me before I was hired	[Bar chart showing score of approximately 4.2]				
Work expectations are clearly communicated to me	[Bar chart showing score of approximately 4.0]					
TEAMWORK (average = 3.5)	I have a good friend at work	[Bar chart showing score of approximately 3.2]				
	My co-workers appreciate my work	[Bar chart showing score of approximately 3.4]				
	My co-workers are committed to doing quality work	[Bar chart showing score of approximately 3.6]				
	I feel I can trust my co-workers to do their job well	[Bar chart showing score of approximately 4.0]				
	Overall, people work together as a team	[Bar chart showing score of approximately 3.3]				
SUPPORT (average = 3.9)	Recently, I received recognition or praise from someone at work for doing good work	[Bar chart showing score of approximately 4.5]				
	I have the materials and equipment I need to do my work right	[Bar chart showing score of approximately 3.3]				
	I receive adequate training to do my job	[Bar chart showing score of approximately 3.5]				
	There is someone at work who encourages my development	[Bar chart showing score of approximately 4.1]				
	This last year, I had opportunities to learn and grow	[Bar chart showing score of approximately 3.8]				
	The Revenue Division appreciates a job well done	[Bar chart showing score of approximately 4.1]				
My performance evaluations are used to improve my job performance	[Bar chart showing score of approximately 4.0]					
SUPERVISION (average = 4.1)	My supervisor cares about me as a person	[Bar chart showing score of approximately 4.6]				
	My supervisors are qualified to do their work	[Bar chart showing score of approximately 4.5]				
	The Revenue Division treats me fairly	[Bar chart showing score of approximately 4.3]				
	Given the nature of my work, Revenue Division management does what it can to make this a good place to work	[Bar chart showing score of approximately 4.4]				
	My supervisors actively solicit and use our suggestions for improving things at work	[Bar chart showing score of approximately 3.9]				
	My supervisor regularly talks to me about my progress	[Bar chart showing score of approximately 4.1]				
	Top Revenue Division managers are qualified to do their work	[Bar chart showing score of approximately 4.2]				
	The Revenue Division has strong leadership	[Bar chart showing score of approximately 3.6]				
LEARNING ENVIRONMENT (average = 3.4)	At work, my opinions seem to count	[Bar chart showing score of approximately 3.2]				
	As an organization, we know where we are going and how to get there	[Bar chart showing score of approximately 3.3]				
	Management is attuned to, and knows what is happening with day-to-day operations	[Bar chart showing score of approximately 3.4]				
	We, the Revenue Division learn from our mistakes	[Bar chart showing score of approximately 3.3]				
	Our organization collects information from employees about how well things work	[Bar chart showing score of approximately 3.8]				
When something goes wrong, the Revenue Division corrects the underlying problem so it will not happen again	[Bar chart showing score of approximately 3.5]					
RESPECT (average = 4.1)	I feel respected by my peers.	[Bar chart showing score of approximately 4.1]				
	I feel respected by my direct supervisor.	[Bar chart showing score of approximately 4.4]				
	I feel respected by management, as a whole.	[Bar chart showing score of approximately 4.0]				
OTHER (average = 4.1)	OVERALL, how satisfied are you with the Revenue Division as a place to work?	[Bar chart showing score of approximately 4.1]				

2015 Employee Satisfaction Survey Business Solutions Division



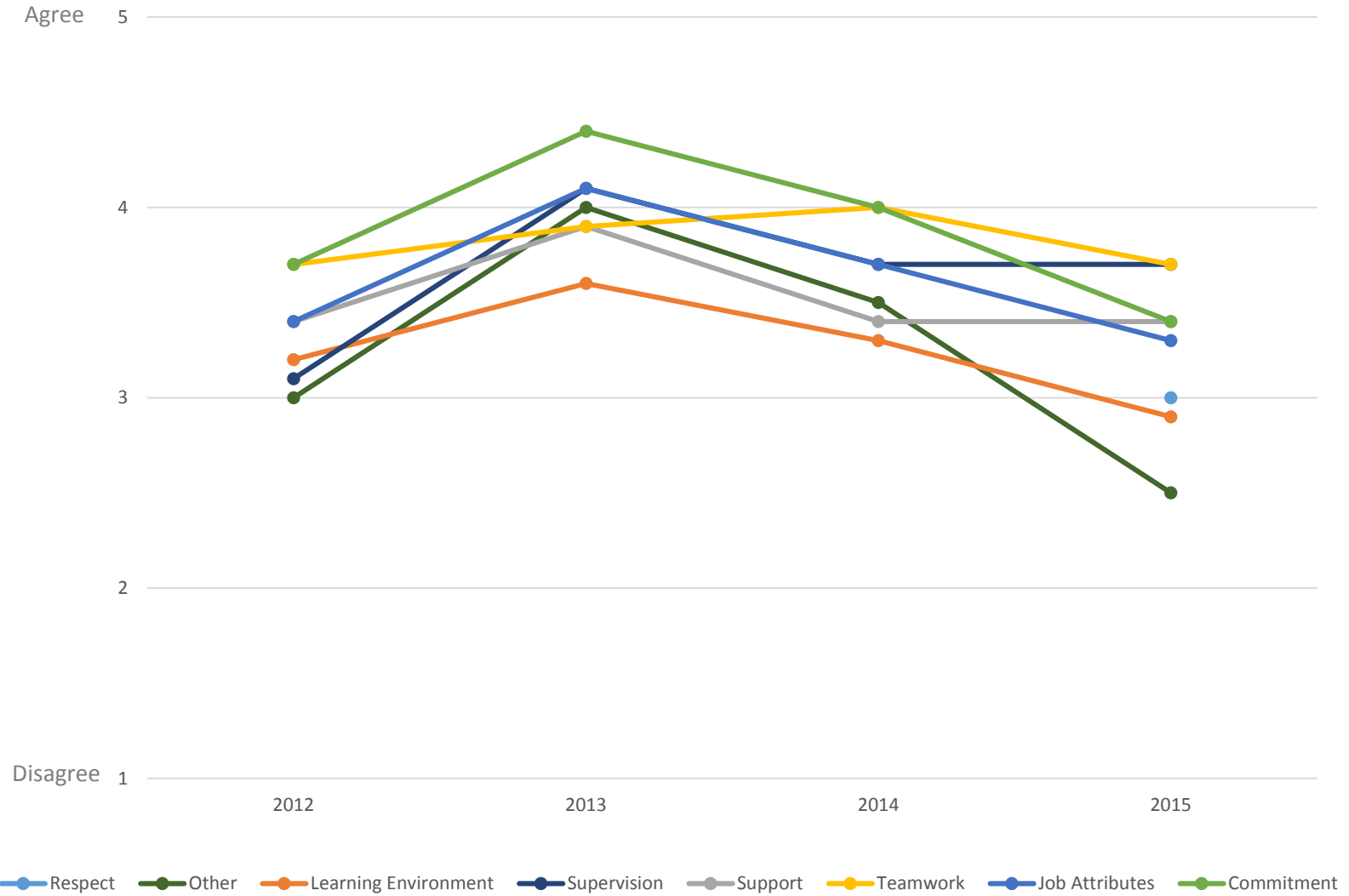
2015 Employee Satisfaction Survey
Business Solutions Division

Average = 3.74

Respondents = 5

		DISAGREE				AGREE
		1	2	3	4	5
COMMITMENT (average = 4)	I believe my job is important	[Bar chart showing score of 4]				
	I am proud of the work I do here	[Bar chart showing score of 4]				
	I intend to stay here for the foreseeable future	[Bar chart showing score of 4]				
	I would recommend the Revenue Division as a place of employment to others	[Bar chart showing score of 4]				
	I would recommend this kind of work to others	[Bar chart showing score of 3]				
JOB ATTRIBUTES (average = 4)	I have the appropriate amount of independence on the job	[Bar chart showing score of 4]				
	I have enough variety in my work	[Bar chart showing score of 4]				
	My salary is fair for my responsibilities	[Bar chart showing score of 3]				
	I know what is expected of me at work	[Bar chart showing score of 4]				
	My benefits are fair	[Bar chart showing score of 4]				
	I am given the right level of decision-making authority	[Bar chart showing score of 4]				
	My daily work was accurately presented to me before I was hired	[Bar chart showing score of 3]				
Work expectations are clearly communicated to me	[Bar chart showing score of 3]					
TEAMWORK (average = 3.6)	I have a good friend at work	[Bar chart showing score of 3]				
	My co-workers appreciate my work	[Bar chart showing score of 3]				
	My co-workers are committed to doing quality work	[Bar chart showing score of 4]				
	I feel I can trust my co-workers to do their job well	[Bar chart showing score of 4]				
	Overall, people work together as a team	[Bar chart showing score of 3]				
SUPPORT (average = 3.7)	Recently, I received recognition or praise from someone at work for doing good work	[Bar chart showing score of 3]				
	I have the materials and equipment I need to do my work right	[Bar chart showing score of 4]				
	I receive adequate training to do my job	[Bar chart showing score of 3]				
	There is someone at work who encourages my development	[Bar chart showing score of 4]				
	This last year, I had opportunities to learn and grow	[Bar chart showing score of 4]				
	The Revenue Division appreciates a job well done	[Bar chart showing score of 4]				
My performance evaluations are used to improve my job performance	[Bar chart showing score of 3]					
SUPERVISION (average = 4.1)	My supervisor cares about me as a person	[Bar chart showing score of 4]				
	My supervisors are qualified to do their work	[Bar chart showing score of 4]				
	The Revenue Division treats me fairly	[Bar chart showing score of 4]				
	Given the nature of my work, Revenue Division management does what it can to make this a good place to work	[Bar chart showing score of 4]				
	My supervisors actively solicit and use our suggestions for improving things at work	[Bar chart showing score of 3]				
	My supervisor regularly talks to me about my progress	[Bar chart showing score of 3]				
	Top Revenue Division managers are qualified to do their work	[Bar chart showing score of 4]				
	The Revenue Division has strong leadership	[Bar chart showing score of 4]				
LEARNING ENVIRONMENT (average = 3.2)	At work, my opinions seem to count	[Bar chart showing score of 3]				
	As an organization, we know where we are going and how to get there	[Bar chart showing score of 3]				
	Management is attuned to, and knows what is happening with day-to-day operations	[Bar chart showing score of 3]				
	We, the Revenue Division learn from our mistakes	[Bar chart showing score of 3]				
	Our organization collects information from employees about how well things work	[Bar chart showing score of 3]				
When something goes wrong, the Revenue Division corrects the underlying problem so it will not happen again	[Bar chart showing score of 3]					
RESPECT (average = 3.8)	I feel respected by my peers.	[Bar chart showing score of 3]				
	I feel respected by my direct supervisor.	[Bar chart showing score of 4]				
	I feel respected by management, as a whole.	[Bar chart showing score of 4]				
OTHER (average = 3.6)	OVERALL, how satisfied are you with the Revenue Division as a place to work?	[Bar chart showing score of 3]				

2015 Employee Satisfaction Survey Office for Community Technology



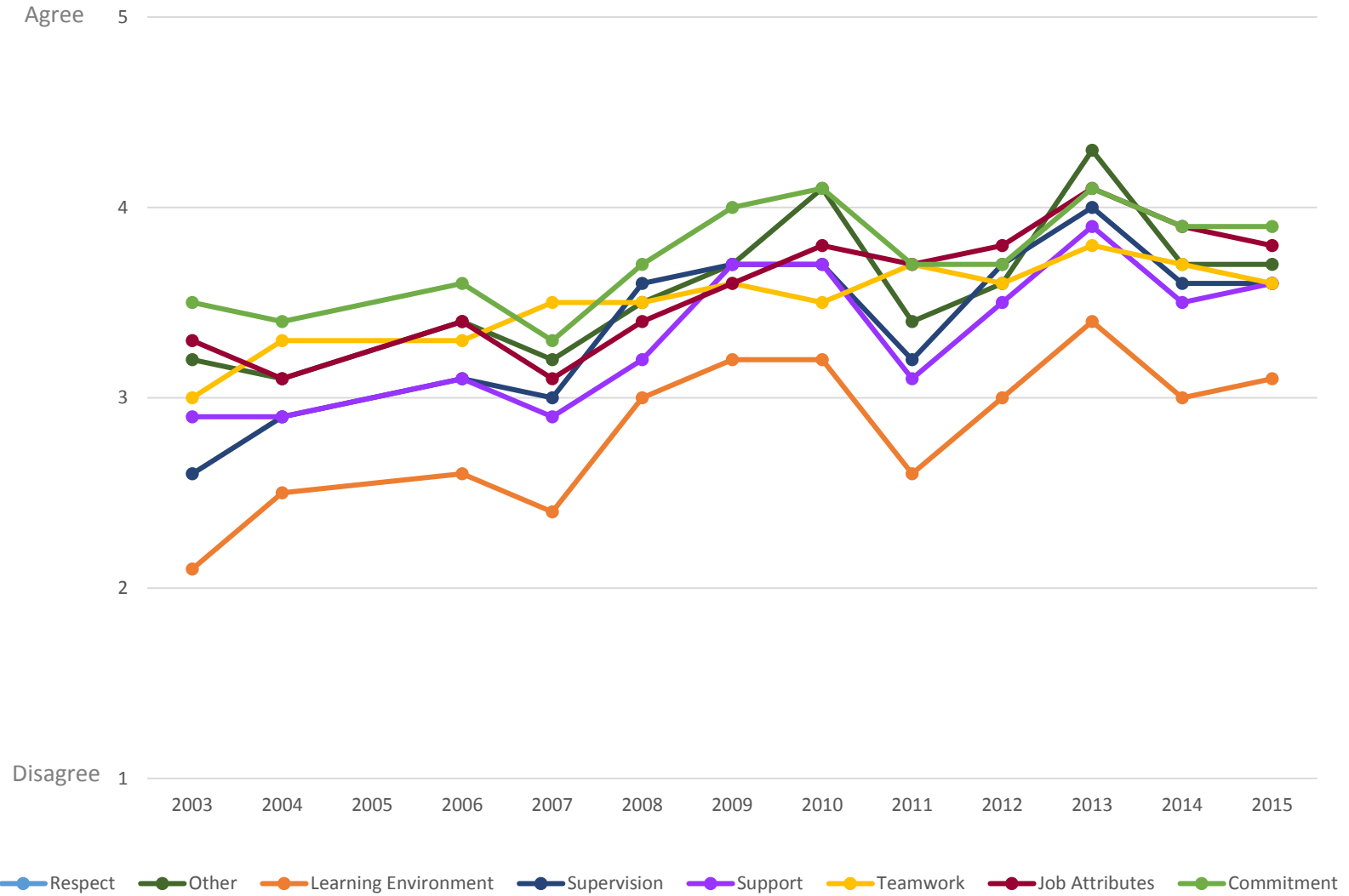
2015 Employee Satisfaction Survey
Office for Community Technology

Average = 3.27

Respondents = 2

		DISAGREE				AGREE
		1	2	3	4	5
COMMITMENT (average = 3.4)	I believe my job is important	[Bar chart showing score of 3.4]				
	I am proud of the work I do here	[Bar chart showing score of 3.4]				
	I intend to stay here for the foreseeable future	[Bar chart showing score of 3.4]				
	I would recommend the Revenue Division as a place of employment to others	[Bar chart showing score of 3.4]				
	I would recommend this kind of work to others	[Bar chart showing score of 3.4]				
JOB ATTRIBUTES (average = 3.3)	I have the appropriate amount of independence on the job	[Bar chart showing score of 3.3]				
	I have enough variety in my work	[Bar chart showing score of 3.3]				
	My salary is fair for my responsibilities	[Bar chart showing score of 3.3]				
	I know what is expected of me at work	[Bar chart showing score of 3.3]				
	My benefits are fair	[Bar chart showing score of 3.3]				
	I am given the right level of decision-making authority	[Bar chart showing score of 3.3]				
	My daily work was accurately presented to me before I was hired	[Bar chart showing score of 3.3]				
Work expectations are clearly communicated to me	[Bar chart showing score of 3.3]					
TEAMWORK (average = 3.7)	I have a good friend at work	[Bar chart showing score of 3.7]				
	My co-workers appreciate my work	[Bar chart showing score of 3.7]				
	My co-workers are committed to doing quality work	[Bar chart showing score of 3.7]				
	I feel I can trust my co-workers to do their job well	[Bar chart showing score of 3.7]				
	Overall, people work together as a team	[Bar chart showing score of 3.7]				
SUPPORT (average = 3.4)	Recently, I received recognition or praise from someone at work for doing good work	[Bar chart showing score of 3.4]				
	I have the materials and equipment I need to do my work right	[Bar chart showing score of 3.4]				
	I receive adequate training to do my job	[Bar chart showing score of 3.4]				
	There is someone at work who encourages my development	[Bar chart showing score of 3.4]				
	This last year, I had opportunities to learn and grow	[Bar chart showing score of 3.4]				
	The Revenue Division appreciates a job well done	[Bar chart showing score of 3.4]				
My performance evaluations are used to improve my job performance	[Bar chart showing score of 3.4]					
SUPERVISION (average = 3.7)	My supervisor cares about me as a person	[Bar chart showing score of 3.7]				
	My supervisors are qualified to do their work	[Bar chart showing score of 3.7]				
	The Revenue Division treats me fairly	[Bar chart showing score of 3.7]				
	Given the nature of my work, Revenue Division management does what it can to make this a good place to work	[Bar chart showing score of 3.7]				
	My supervisors actively solicit and use our suggestions for improving things at work	[Bar chart showing score of 3.7]				
	My supervisor regularly talks to me about my progress	[Bar chart showing score of 3.7]				
	Top Revenue Division managers are qualified to do their work	[Bar chart showing score of 3.7]				
	The Revenue Division has strong leadership	[Bar chart showing score of 3.7]				
LEARNING ENVIRONMENT (average = 2.9)	At work, my opinions seem to count	[Bar chart showing score of 2.9]				
	As an organization, we know where we are going and how to get there	[Bar chart showing score of 2.9]				
	Management is attuned to, and knows what is happening with day-to-day operations	[Bar chart showing score of 2.9]				
	We, the Revenue Division learn from our mistakes	[Bar chart showing score of 2.9]				
	Our organization collects information from employees about how well things work	[Bar chart showing score of 2.9]				
When something goes wrong, the Revenue Division corrects the underlying problem so it will not happen again	[Bar chart showing score of 2.9]					
RESPECT (average = 3)	I feel respected by my peers.	[Bar chart showing score of 3]				
	I feel respected by my direct supervisor.	[Bar chart showing score of 3]				
	I feel respected by management, as a whole.	[Bar chart showing score of 3]				
OTHER (average = 2.5)	OVERALL, how satisfied are you with the Revenue Division as a place to work?	[Bar chart showing score of 2.5]				

2015 Employee Satisfaction Survey Tax Division



2015 Employee Satisfaction Survey

Average = 3.61

Tax Division

Respondents = 27

		DISAGREE				AGREE
		1	2	3	4	5
COMMITMENT (average = 3.9)	I believe my job is important	[Bar chart showing score ~4.2]				
	I am proud of the work I do here	[Bar chart showing score ~4.4]				
	I intend to stay here for the foreseeable future	[Bar chart showing score ~4.1]				
	I would recommend the Revenue Division 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 ~3.4]				
JOB ATTRIBUTES (average = 3.8)	I have the appropriate amount of independence on the job	[Bar chart showing score ~4.2]				
	I have enough variety in my work	[Bar chart showing score ~4.1]				
	My salary is fair for my responsibilities	[Bar chart showing score ~3.7]				
	I know what is expected of me at work	[Bar chart showing score ~4.0]				
	My benefits are fair	[Bar chart showing score ~4.3]				
	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 ~3.6]				
Work expectations are clearly communicated to me	[Bar chart showing score ~3.7]					
TEAMWORK (average = 3.6)	I have a good friend at work	[Bar chart showing score ~4.1]				
	My co-workers appreciate my work	[Bar chart showing score ~3.8]				
	My co-workers are committed to doing quality work	[Bar chart showing score ~4.0]				
	I feel I can trust my co-workers to do their job well	[Bar chart showing score ~3.9]				
	Overall, people work together as a team	[Bar chart showing score ~3.7]				
SUPPORT (average = 3.6)	Recently, I received recognition or praise from someone at work for doing good work	[Bar chart showing score ~4.1]				
	I have the materials and equipment I need to do my work right	[Bar chart showing score ~3.8]				
	I receive adequate training to do my job	[Bar chart showing score ~3.9]				
	There is someone at work who encourages my development	[Bar chart showing score ~4.0]				
	This last year, I had opportunities to learn and grow	[Bar chart showing score ~4.0]				
	The Revenue Division appreciates a job well done	[Bar chart showing score ~3.8]				
My performance evaluations are used to improve my job performance	[Bar chart showing score ~3.8]					
SUPERVISION (average = 3.6)	My supervisor cares about me as a person	[Bar chart showing score ~4.1]				
	My supervisors are qualified to do their work	[Bar chart showing score ~4.2]				
	The Revenue Division treats me fairly	[Bar chart showing score ~3.8]				
	Given the nature of my work, Revenue Division management does what it can to make this a good place to work	[Bar chart showing score ~3.8]				
	My supervisors actively solicit and use our suggestions for improving things at work	[Bar chart showing score ~3.8]				
	My supervisor regularly talks to me about my progress	[Bar chart showing score ~3.9]				
	Top Revenue Division managers are qualified to do their work	[Bar chart showing score ~4.0]				
	The Revenue Division has strong leadership	[Bar chart showing score ~3.7]				
LEARNING ENVIRONMENT (average = 3.1)	At work, my opinions seem to count	[Bar chart showing score ~3.5]				
	As an organization, we know where we are going and how to get there	[Bar chart showing score ~3.2]				
	Management is attuned to, and knows what is happening with day-to-day operations	[Bar chart showing score ~3.3]				
	We, the Revenue Division 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 ~3.2]				
When something goes wrong, the Revenue Division corrects the underlying problem so it will not happen again	[Bar chart showing score ~3.1]					
RESPECT (average = 3.6)	I feel respected by my peers.	[Bar chart showing score ~3.8]				
	I feel respected by my direct supervisor.	[Bar chart showing score ~4.0]				
	I feel respected by management, as a whole.	[Bar chart showing score ~3.7]				
OTHER (average = 3.7)	OVERALL, how satisfied are you with the Revenue Division as a place to work?	[Bar chart showing score ~3.7]				

2015 Employee Satisfaction Survey

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

<p>1) Adequate training. Front counter staff seems to be hit or miss because they seem to have to rely on each other for training. It's also a crap shoot in terms of who knows what.</p> <p>2) Training by a qualified individual. Some departments have better training than others because the department has a reliable trainer.</p>
<p>1) Mentoring for management positions</p> <p>2) Develop better service level agreements to hold other bureau's more accountable for quality and timely work that is well communicated</p> <p>3) Offer more creative and up to date training</p>
<p>1) Upper Management should be more involved in learning what Equity means and how to implement it at the work place, because the employees can be involved and be active allies but when upper management is not involved/interested then they are not promoting Equity and it creates inequity.</p> <p>2) Improve the Divisions atmosphere by lifting the morale.</p> <p>3) Listen to our needs and be proactive. (Areas of attention in my personal opinion: Maternity Leave plan (besides FMLA), work schedule flexibility for people with kids or health problems, sit to stand desks & equality.)</p>
<p>1. Appreciation</p>
<p>1. Develop intradepartmental information sharing within the Revenue Division.</p> <p>2. Develop interdepartmental information sharing between other bureaus, departments, units, etc. within the City of Portland as a whole.</p> <p>3. Develop information sharing between us and other instrumentalities of government, such as municipal, county, state, and federal entities, as the business case may require. Confidentiality is always a concern, but if the business case demands the information, creating a legitimate need, what are we costing ourselves by preserving a level of security beyond that necessary to protect taxpayers' information? In a word: revenue. Relaxed, while still adequate, information sharing policies could fulfill our fiduciary duties as well as serve as a catalyst for revenue growth.</p>
<p>1. Provide the opportunity for me to do and learn the position that I was actually hired for.</p> <p>2. Professional development</p> <p>3. Flexible schedule</p>
<p>1. Training needs to be prioritized, and unfortunately, training requires time. I'm not sure all of management appreciates the value of spending time on things that do not immediately produce results.</p> <p>2. There's a frenetic pace to the BSD's work that does not encourage the staff to do their best and produce their best ideas. There's a good deal of rework that has to take place because of this.</p> <p>3. It would be helpful to get a performance evaluation/appraisal so that I can understand my work progress and better determine my career path and goals.</p>
<p>Bring back the director's Service & Excellence award.</p>
<p>Communication from immediate manager would be appreciated. Not one liner yearly evaluations. Management has favorites in the work place which make the others who have strong work ethic feel not appreciated. Employees need to know they are appreciated. Management officials have no idea what is really going on in there respective work groups because no one ask us how we feel.</p>
<p>Formal training, clear guidelines and expectations for my position, and upper division management getting to better/personally know lower-level staff.</p>
<p>Listen</p>
<p>More RTS IIIs and IVs so that we would not be so overwhelmed all of the time-- we are always sacrificing for other programs. More staff so that one group isn't harmed for issues that are the current political hot issue. When we don't have the staffing to add another program or project, we should say so clearly.</p>
<p>More training, more information on the Revenue Division and more recognition.</p>

2015 Employee Satisfaction Survey

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

New chairs. I have gone through at least 4 trying to find one that I could sit in for long periods of time. For now I have settled, but I am sure I will be looking for another one in the future. I know I am not alone.

*Replace BLIS with a new system

*Allow all RTS staff to take payments; it doesn't make sense to be a revenue collecting entity that can't actually collect revenue easily at the employee level.

*Do what it takes to comply with PCI requirements the correct way at the outset even if it means more of a monetary investment up front. We shouldn't have to develop round about ways of avoiding the underlying issue. Moreover, there has to be numerous models of compliance in the private sector from which we can draw a solution.

*Get rid of the Arts Tax

there is one thing that makes this kind of work worth doing and that is mobility. Knowing that hard work will pay off. I believe the revenue division does this.

We need more FUN days.

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What positive changes would improve your work-life?
1. Appreciation
A desk that allows me to stand while working or better/newer chairs.
A raised desk...maybe.
Additional BSA staff. FAR fewer applications to support.
Allow for self-direction; ownership of work; to perform the responsibilities that were in the job description I applied for and was hired for.
Better communication, expectations and service level agreement contracts when working with other Bureau's and vendors including where daily operations and projects are potentially impacted. This would really help a lot.
Better, honest communication
I think that a flexible (adjustable) work station would improve my work life - ergonomically speaking.
It would make a huge positive impact for us to have a desk that best fits your health needs. For example, I feel that my day would be much more productive if I had an adjustable stand up desk. N which I could sit and stand as needed to get better circulation and relieve stress on my back and muscles. We are all impacted by sitting in front of a monitor for hours at a time. I believe that we need more focus on the equipment and materials that we use in a day to day basis. Little by little with each budget cut we are left with less and less resources to do our job the best way we can.
Less stress.
Management (upper) could at least act like they care.
Management who cares about the development of ALL their employees.
More flexibility in terms of time management.
More training, more information on the Revenue Division and more recognition.
mutual respect; teamwork
New chairs as we sit at our computers for at least 8 hours a day. Also a stand up sit down option for those who would like to participate. This would get our blood moving, and it's an investment too keep us healthier to continue to work for the future. Here is an example of one. http://www.varidesk.com/cubicle-standing-desk-cube-corner-48 These are portable too with all the movement of cubicles; they could just move it to the next cube. There would be no repositioning for the next person and having to set up the next cube too.
Nothing comes to mind. The Revenue Division provides an amazing work-life balance that I would be hard-pressed to find anywhere else.
Shorter commute. Free lunch.Mandated 20-minute afternoon siestas.
Shower room on this floor so I do not have to keep going up and down the elevators....ugh.

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What positive changes would improve your division / department?
1. Appreciation
A larger positive-feedback (or reward) for the employees that are the top performers. This may encourage higher efficiency with time spent at work.
Communication and respect.
Consistency. It's confusing as a newbie to walk into a department and get three different answers from three different people. Or not receive an answer at all regarding a procedural matter. For example, a new person asked a senior how to do something and the person gave an ambiguous answer. This left the newbie confused.
Everyone be a team player. It seems that it's always the same people over and over again working their tails off while others do absolutely nothing.
Fewer interruptions that make momentum hard to maintain. Stop responding to the latest political football that harms the overall collections.
Give us more computer help i.e., BSAs dedicated to the Tax Division. Figure out how to make BTS easier to communicate and collaborate with by either hiring more staff there or implementing better management.
Giving us examples of each notice going out to tax payers and setting clear guidelines. I feel there's a lot of ambiguity in what I can or can't offer the tax payer. If we had clear expectations and guidelines, even in a chart, that would help as things change almost on a daily basis. Also, if we could have structured, formal training, that would ease nerves. If we could start off with system basics and program overviews, answering the why's and how's, and if we could do this over a longer period of time, rather than being exposed (having to answer) to calls or questions right away.
I think things are fairly good.
Management can change the atmosphere by making sure all of their employees feel needed and important. There are one two many occasions when management officials scold employees as if they are children and not adults. To much micromanaging of the wrong people. It seems like the employees who are not doing their part are what we call the office pet. Yet others that do their part and much more are always being hounded about small things.
More training, more information on the Revenue Division and more recognition.
New chairs
Provide more budget for training and actual scheduled time in technical fields to keep up with the private sector and other public sectors. I.e. if scheduled for one of a three part training series, why not schedule all three for the individual employee to become more proficient instead of only allowing one class.
Standardization of routine processes, such as assignment documentation, project life-cycle management (think visualization of project components, such as those found in an SAAS application like Basecamp), and metric measurement, i.e., are we paying for ourselves?
When there are new procedures that we need to follow it would be accepted/viewed much better if management would have all the materials necessary at that time rather than having to in my particular situation wait months to obtain the materials needed to comply with the new request but yet be expected to comply right away. Having to feel much unorganized because you have to improvise in the meantime.
When we add programs, we need to add BSD staff to support them.

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What positive changes would improve the Revenue Division?
1. Appreciation
A better, more active on-boarding process.
A commitment to the Business Tax group that would increase focus on collections and compliance; this would increase revenue more than what would be lost by adequately funding the Arts Tax Program
Benchmarking of general process improvements for use Division-wide useContinuous improvement contests.
Change would have to start with management.
Each department to create a mini power point or narrative that explains at a high level the work that is done and how that connects with other departments within our bureau and the city. Also factoring in (or separately) any special processes that need improvements for interdepartmental communication and work flow.
Empower your staff, and try to trust that they (from management, down) know what they're doing.
Get BLIS to work faster.
I see the Revenue Division as a positive and great environment.
I would have to think about this one.... If we had more Tax & Revenue Specialists, we would have more time to participate in the Speaker Series at the Portland Building or join more committees - like the diversity group. We would most likely collect more revenue also.
Management (upper) could at least chip in during tax seasons rather than acting like nothing is going on or like it's not their problem.
More uniformity and knowing what each department does and how that ties in to MY specific job. That would assist me in getting know others, but more importantly, who to talk to with various questions.
Personal phone in the lunch room?

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Other comments?
I feel like a number.
I believe that the Revenue Bureau as a whole is a well connected group and it is evident that they all work together with respect. The Revenue Director is a great leader and this is evident in the Revenue environment. Unfortunately, our group is umbrellaed under the Revenue division and in turn is a very different environment.
I believe we are all doing what we can because we are all working together as a team.
I feel this is a great place to work. By far the best place I've ever worked. However, picking one critique on which to end, I would say the Division should think more like a business, allocating costs to everything we do to see if it is either adding value (in the form of hard dollars) or reducing costs (also in the form of hard dollars). It's easy to look at the latest and greatest software application or business process or management practice as the "in" thing to try, but if it's not either adding value or cutting costs, the sheen of the "in" thing should be ignored for what it is: a facade covering a bent and rusted waste of time and resources. Yes, we are here to provide education and customer service. Yes, we are here to provide jobs. But I feel that all pales in comparison to what we bring to the bottom line.
I feel very lucky to work for the City of Portland. I get to feel like some how we make a difference. Even if it's just collecting revenue. We keep the city moving and create opportunities for the future.
I just want to say that I am very satisfied with my supervisor. He motivates me to succeed and is a great human being because he connects with his employees and listens to our needs. He advocates for us as much as possible.
I like the office communication (through email mostly). Thank you for keeping an inclusive environment regarding news and changes affecting our Division. I really enjoy working here. Thank you.
I noticed that some departments in the Revenue Bureau appear to do a better job with internal promotions or mentoring than others. It would be wonderful if this approach was a standard across the board. Especially with the numerous retirements that are potentially up and coming. There are many employees who have been with the city over 15 years, and it would be great to see some of the qualified individuals move up. This leads back to more training and opportunities to help become qualified for those types of positions.
I really appreciate the support I have received from Management in achieving professional goals. Thank you so much!!!
I think this maybe this will just come with time. There seems to be a lack of cohesiveness as of late as a result of high turnover. There is no longer a culture of trust because you have people not holding themselves accountable. Lunches get stolen. Personal items get stolen. The kitchen is a mess because people don't clean up after themselves. I miss the days where there was a sense of community and family because people could leave their lunch in the fridge and not worry about someone stealing it or they could leave something in the freezer and not worry about it disappearing by the end of the day. The culture has definitely shifted.
Terri and Thomas are fantastic and do the best with the resources available. We have solid management at the Revenue Division.
The question "How satisfied..." should be a statement if the answer choices are Agree/Disagree
There is a sense of no hope; no light at the end of the tunnel
This is truly a positive atmosphere with co-workers willing and ready to help each other out. Frustration comes from lack of knowledge, so if would could coordinate more trainings that are truly in-depth, that would really add to the wonderful environment we already have. :)
Training and the on-boarding process is an aspect that needs to be focused on. Our trainer has done a spectacular job trying to get us in the loop, however sometimes the supervisors take things for granted and do not provide the appropriate training for individuals to do their work right from the very beginning.
We have comment cards at the front counter and the last time the comment cards were shared with me was over a year ago. Since that time I know when the regulatory division was here, There was at least one or more cards submitted for me by a customer in the last year. I know the cards don't carry any weight with regard to my performance however sharing the customer cards would be nice otherwise what's the point.