

Q13 Do you have any suggestions we could present to upper management to increase the morale in the Collection Division?

Answered: 34 Skipped: 11

#	RESPONSES	DATE
1	They are WAY to picky when it comes to phone scores. They are not being realistic. [REDACTED] MDOR is by far the least reasonable when it comes to adjustments of scores.	12/ [REDACTED] /2020 [REDACTED]
2	While we have heard often from the DOR upper management during COVID/working from home - with meeting & conversations, the Collection Division upper management has mostly been silent. They express NO compassion or understanding of what ALL division employees are going through. They just keep piling on additional stress - all day ACD, KPIs, 8 minute wrap time, - now with yesterday's ACD meeting - all have to take 20 hours of ACD per week, even if you have a flex day & a program day. So will have to cram 20 hours into 3 days - no time for meetings, training, EAP, H&W, iLEAD, Forums, CD Connections, staff meetings or connecting with co-workers! They could stop the KPIs, lessen the ACD hours, lengthen the 8 minute wrap & realize the INCREDIBLE stress that their employees are under! It is like they are trying to see how much we can take - like they want us to quit??? We are their most valuable resource - BUT we aren't even treated like human beings - we are struggling to do the best job we can during this pandemic!!!!	12/ [REDACTED] /2020 [REDACTED]
3	Quality has become the main focus. When the core identifiers were implemented, the nit picking associated with quality has created many people to get zeros. This has discouraged many people. A person who always did very well on call scores is now getting zeros all because of simply missing N,E,S,W on a street. That to mean is ridiculous. Why cant quality review for the really important things. If there was no returned mail in this example and customer is calling about a letter received, we know they got it. Score on customer service. Did the customer get the help they wanted? Where they happy at the end of the call? For some of us the caller could thank us and tell us how great we were and their calling experience but then we may score low or fail the call on a miniscule thing. Ex: call summary not how quality expects it to be.	12/ [REDACTED] /2020 [REDACTED]
4	I would request that when Quality changes their expectations (not procedures, but their unwritten expectations) that they let us know before giving 0s. This could possibly effect step increases, but it has a much larger effect on morale. In [REDACTED] years of working here I have never seen people more unhappy or stressed out and I would say, from the stories I have heard, it is 75% related to QAPI. They are out of control. I'm not sure if it's related to the fact that the QAPI supervisor is married to the assistant directed of the collection division, but this at the very least, seems like some kind of conflict of interest. Verifying the state as well as the zip code was never an expectation until we were told during an interdivisional practical application by the "subject matter expert" that it was NOT an expectation. QAPI then ceased the opportunity to change their expectations without telling anyone, pass out a bunch of 0s, and put much more stress on an already stressed out work force. I would also like to point out that if it was a true disclosure issue supervisors should have followed the disclosure procedure to let all the people effected know their identity was compromised. To my knowledge they did not do this. So, do they really believe it was a disclosure issue? Finally, I would like to point out that senior management has repeatedly stated that they want to help lessen the stress we are all feeling. Stress in the collection division has significantly increased since the start of the pandemic.	12/ [REDACTED] /2020 [REDACTED]
5	no because when these things are suggested, they take the suggestion, make it look like they are attempting a change but then are actually backing us into a corner. They do not want flex schedules- They are now changing the ACD requirements. 20 hours- you sign up for your own shifts. This all sounds great...except for those of us that flex weekly and work 4 days 40 hours. We work 6-430. from 6-8 no phones so take 8 hours of available for down to 32 hours. 20 hours of ACD down to 12 hours. 8 hours of program. Down to 4 hours. 2 -15 min breaks down to 2 hours. When do we do our callbacks or work items?? They had no answer for this in yesterdays meeting. They will utilize this to change our schedules for the need of the division. This is the example. They give something (20 hours ACD) but are 2 steps ahead and are utilizing it so that those of us with flex will have to change to a different schedule to meet the demands of the division.	12/ [REDACTED] /2020 [REDACTED]
6	Be more transparent and clear with expectations and Quality rues. Look more at the big picture and stop micromanaging us and punishing us for every tiny thing that really has no ill affect on the outcome for the customer or the state and only serves to make us feel stressed and anxious. Anxious people do not make the best decisions.	12/ [REDACTED] /2020 [REDACTED]
7	Make clear announcement about changes prior to making them. For example: release the	12/ [REDACTED] /2020 [REDACTED]

notes procedures and documentation a month prior to allow RCOs to review and ask questions. Give clear and precise answers to those questions before scoring.

8	As a newer RCO who was told that because of the pandemic I won't be able to advance in my career for at least another year (and who also has zero interest in being a supervisor), there is little to no reason for me to stay in my current position after COVID-19 ends and the state opens up hiring again. However, if I may say so, I am quite good at my work and I don't WANT to have to leave for other opportunities...I strongly request that management look for ways to retain and work with the talent it already has, and trying to run Collections like a private collection agency will FAIL.	12/2020
9	Granting Flex time. Taking people off the phones all day. Increase sick and vacation time. Less micro managing.	12/2020
10	Quality needs a huge overhaul. I have no faith that anything positive will come from their upcoming listening sessions.	12/2020
11	less monitoring/shadowing. I currently have the following shadow me/review my work: QAPI, 4 email RCO4s, my leadworker, my 2 RCO4s, 2 program leads, my supervisor. With so many people whose jobs are dedicated to critiquing me, I often wonder why I am even here working, when I am not trusted to do the job on my own. They are also (understandably, considering how many teams are involved) not on the same page. I have been qapi'd on a case before that I worked with my RCO4 during a shadow session.	12/2020
12	Monitoring has gotten bad. If I only take 3 ACD phone calls in a day, but I work a bunch of cases, I'm still getting work done. 8 minute wrap time is not helpful at all, does nothing to increase productivity.	12/2020
13	Less micromanaging, less of a division of management/leadership and rco2's and 3's, bring flex scheduling back, more of a relaxed quality review for identity verification so people can actually reallocate, stop the 8 minute wrap times.	12/2020
14	<p>Stop micromanaging. [REDACTED] No one is being treated like a professional adult who is respected and trusted. The time tracking takes HOURS out of each week. Make the reallocation process more transparent and clear for other roles outside of the RCO2-3 roles. [REDACTED]</p> <p>[REDACTED] HR does not respond. [REDACTED]</p> <p>[REDACTED] Bullying needs to be stopped. No one feels good in this entire division. It is a toxic work place. Everyone feels afraid to express their opinion and it doesn't matter how much the expectations don't make sense, people are required to follow them. Even though those in charge of coaching, leading, scoring, and supervising them or not even on the same page and don't provide consistent answers or expectations. [REDACTED]</p>	12/2020

There is a hostile work environment. No one feels safe. The turnover is insane. We are losing people left and right and that began long before the pandemic. No one can handle the stress and abuse. People are also retaliated against if they even bring up any issues, so now everyone just sits there and tries to make it through. The numbers of how many people we have lost should be reviewed. The numbers of how many people are being certified after they are hired should also be reviewed. No one is getting certified and no one is staying here. People are retiring early just to get away. Folks in the cities can be considered for other divisions, but in other locations...we are trapped into continuing to take the abuse. With all work clearly being made possible through telework, there should be major discussion why folks from locations outside of the twin cities cannot be considered for positions in other divisions.

15	<p>The cessation of monitoring of our minute to minute work and full transparency on how we are being monitored. I believe that workplace monitoring is our most underrated concern over the past year. I have worked in collections for several years. I have never once been placed in a position where I was worried about being monitored or have been asked to provide a minute by minute recap of my day. Since being sent to work from home, that anxiety is now constant. I feel that if I'm unable to provide an explanation for why I didn't make enough clicks in gentax, or why I used a certain activity code in finesse, that I risk my job. We gave up control of our days when we were placed into all day ACD and forced to code our time in finesse minute by minute. Further, it feels that since work from home has started that management has begun using our recorded gentax activity in a more aggressive manner to "catch us not working". If management is interested in proving to its workers that it is anything less than adversarial, it will cease monitoring activity that is only designed to catch people doing things wrong, or at the very least, be open about why it is engaging in that activity, instead of farcically calling it "productivity management". Because ultimately, due to this monitoring, our days are now a constant stream of BUSY out of fear of this monitoring. Management has often said it is concerned with productivity and with workers feeling "disconnected". It is hard to feel connected when the impression we have is that they spend their whole day making sure we are nothing less than utterly glued to our screens. So my suggestions, in closing, are twofold- 1. The cessation of monitoring activity for performance purposes beyond what is already done for quality reviews and basic checks to prevent illegal actions such as browsing. 2. Or, if monitoring must remain, full transparency in how our activity is being monitored and the ramifications it can have (for instance, if they're viewing reports of phone activity or clicks in gentax, how will that affect a quarterly review score, etc). I believe that if we do not address the steps of control they have taken now, in the midst of the covid crisis, then we will only continue to see more invasions. How long before we sleepwalk into measures such as random webcam checks or keystroke logs? It might seem laughable now, but workplace surveillance is increasing at an unthinkable pace as more people work from home. I hope we'll take these issues seriously as we consider the months ahead of us. Where will this slippery slope end?</p>	12/2020
16	<p>Go back to the old verification standard. Go back to the old notes standard (where SSN was ok). Go back to phone blocks. SRT made some drastic changes to the expectations and the way we work. While it is important to look at the big picture and take all the necessary steps, Quality should not have a say in what they deem is appropriate.</p>	12/2020
17	<p>- Back off on the "anal/nit picky" quapis - If 0 quapis are given out- we want to see the end result of the notification of telling someone we disclosed info to them by not making them verify "MN". If true disclosure was committed, then the steps need to be followed to notify the taxpayer. - Ask Gov Walz to head over and see what a waste of money the Collection Division is with all this stuff - we waste hours at staff meetings discussing how to properly write a date in our note per a style guide that was intended for writing a book/letter. not notes - keep LSS coming -</p> <p>- reduce the time of the quarterlys - a simple you are doing good, here are your numbers, do you want to discuss anything would be suffice. Unless of course you are not "good". - when we bring stuff up at staff meetings, actually listen to us instead of going into defense mode all the time and throwing on the suit of armor. makes it real hard to express ourselves. - quapi is having a listening session next week - maybe actually listen to us. everyone knows they just have these to "say they listened".</p>	12/2020
18	<p>Treat us like grown adults. There is no need to have such stringent incoming call ID verification. Even the IRS does not have this as far as i can tell, see https://www.irs.gov/newsroom/taxpayers-should-be-ready-to-verify-their-identity-when-calling-the-irs The address piece having to be exact from the customer is ridiculous and excessive.</p>	12/2020

People do not know what the post office address is and how city / suburbs work. Take an incoming calls all day while doing your other work for a week and see what its like. I don't know if you can come back from this. [REDACTED]

[REDACTED] Let the people whom want to continue telecommuting do so, don't make it an impossible work schedule to achieve. Be flexible if we need to change our schedule, once a year is better than never.

19	We are all adults here. Please treat us as such.	12/ [REDACTED] /2020 [REDACTED]
20	Stop the coaching sessions. I do not need someone watching me work when I already have excellent performance. I have increased anxiety every time I have a coaching session. I despise the sessions. Bring back the coaching phone line! Quality has become such a negative thing...I am sure it is not what intended it to be at this point.... I get the need for checking work. But it has become so nit picky....we are expected to be perfect. I have to meet with my supervisor if I get a score less than 100%. Also....pulling so few cases to review is NOT an accurate reflection of what I do if you know anything about statistics....you would have to review about 60 of my cases per month in order to get an accurate reflection. They need to dial it back. They are going to start having a huge turnover once the economy improves if they don't do something. Another suggestion is to widen the band hours of work now that we are all at home. This would help our customers as well as our employees. You could have a 1-9 shift. The limits on Leave Salary Savings are disappointing. In the past it has been wide open. And...last but not least...please please please stop making us call 20+ possible phone numbers on dead dog cases....I can hardly take it any longer. This is not the job I signed up to do. I can barely stand coming to work each day knowing I have to make all those useless call attempts. We should just try the best FDS #. Its killing me smalls. I have all new aches and pains from reaching for my phone...why on earth don't we have technology in place that dials the phone numbers for us? We should be able to click on the phone number or something like that instead of having to manually dial.	12/ [REDACTED] /2020 [REDACTED]
21	- Communicate 'WHY' things are changing so we are a team working towards same goal. - Give a grace period for us to familiarize ourselves, adjust from old ways of doing things to changes before we get scored on them. Amount and frequency of changes are too many to grasp so quickly. - Timing of Quality Reviews - review are usually at end of month that are from a month ago: When being monitored after a month passes, we make same mistakes more than once and get scored down on them without an opportunity to improve on them. Useless coaching as a result. Also, creates lots of anxiety how many more times we probably had made that same mistake before we got our first review/correction.	12/ [REDACTED] /2020 [REDACTED]
22	Take a look at how many people cover the lens of their computer camera at work. It's a really good indication of the paranoia caused by over-management.	12/ [REDACTED] /2020 [REDACTED]
23	They need to back off. Left us do our job without constantly being monitored. Stop creating new ways to fail us. Quality continues to change their scoring without telling us and creating new ways to deduct points. We have had more work added to wrap up a phone call but are expected to do it in less time. When we voice our concerns they do not listen.	12/ [REDACTED] /2020 [REDACTED]
24	Bring back schedule change and reduce ACD time.	12/ [REDACTED] /2020 [REDACTED]
25	We need to feel trusted, and we don't. They do not trust us to do our jobs, they have added so many rules, regulations, and expectations for us to work by, one after the other after the other - we do not have time to catch up between changes or re-learn out job between changes. But then the information included in a quality review process changes and there is not a word of this change to us - the one aspect that impacts our annual review metrics and it is not mentioned? And they wonder why we are made!! Director Westly is running this Division as a dictatorship; she makes the rules and what she says go! no exceptions Who wants to work at a place when they voice isn't herd; she says she takes into consideration other view points, but the decisions do not support that. For example the work schedule changes - she needed to have a listening session to find out why the process wasn't working? The process didn't work because she has not let us have one for over two years! Who said it didn't work, when we asked to have one, she always just said no with no reason. The work expectations have changed so quickly because they have finally been written down. Management doesn't feel they changed, but from a collector stand point they have. The people setting the expectations do not work production, they dont know the obvious and what is not. Why cant their voice be herd about that? Comes down to trust, respect, and appreciation she has none of those things for anyone of us and she does not display having these traits for members of her supervisor team.	12/ [REDACTED] /2020 [REDACTED]

26	Even though I am doing my job, some days I get addressed that I am not taking enough ACD calls because of the work list items that I pull and/or the outgoing calls needed to be made. I don't think its fair. I love ACD calls but some days I need to work on unit cases and follow-up on work list items that I pulled from [REDACTED] when I start. It causes anxiety. I miss my scheduled ACD shifts. I would take 3 full day ACD shifts versus the current setup. It has more confirmed direction on what needs to be done.	12/ [REDACTED] /2020 [REDACTED]
27	Show more respect, stop nepotism & favoritism, stop the constant beatdown & micromanaging every little thing! Seriously, at least 2/3 rds of the division would leave if we could, if not more. Its that bad. This division keeps going downhill more & more, even after all your surveys, so what are you not getting?	12/ [REDACTED] /2020 [REDACTED]
28	Allow RCO's to choose flex schedules, even if they don't have minor children. Allow RCO's to become permanent, full-time telecommuters (alleviating stress and anxiety related to going back to the office). Develop a fair and consistent quality review process that stays in line with Division procedures. Eliminate conflicts of interest within the Quality leadership team. Develop Notes requirements that fall in line with other Divisions of Revenue.	12/ [REDACTED] /2020 [REDACTED]
29	To increase morale being treated as a valuable employee could go a long ways. We cannot make negative comments or provide honest feedback without being flagged as a complainer. However, behind closed doors at a review we can be ripped apart and made to feel like we are worthless. Unless there are changes to our work responsibilities, our morale is not going to change. You keep piling on the changes, the expectations, the rules and regulations, without taking anything away. We are the workers; jack of all trades, master of none. We need reorganizing and ask for our input. Value our input. Why does it take 113 people to manage 185 people who do the work?	12/ [REDACTED] /2020 [REDACTED]
30	They are in the midst of many changes, perhaps changes due to the issues already brought up. You could suggest that they continue to help people be re-allocated who deserve it, or you could suggest that they create more exceptions for hiring even w/in the hiring freeze, where short staffed. Or that they overhaul quality review process; however they may already be doing all this.	12/ [REDACTED] /2020 [REDACTED]
31	Less monitoring, more trust, allowing us to be able to voice our opinions in a professional way without being told we are negative. Hearing what we are really saying, not it being manipulated to upper managements way of thinking. It will take a long time for them to gain our trust back. We, the majority, now do not speak up as we have been beaten down so often. Allowing us to give input. I feel like a completely disposable employee and not valued at all.	12/ [REDACTED] /2020 [REDACTED]
32	Less monitoring; allowing the ability to be able to speak up without ramifications; more trust to be able to work on our own without constant monitoring; with the current pandemic we have not heard much of anything from upper management it is as if they are too busy for us. When they are available its not like they are even presence or want our questions.	12/ [REDACTED] /2020 [REDACTED]
33	celebrate some of our successes? Include us at the table when it comes to changing processes.	12/ [REDACTED] /2020 [REDACTED]
34	Transparency is critical to building trust. If you ask for feedback show the actual feedback to the people that provided information. Show all the feedback, warts and all--not just a summary of what you think they might be interested in. If someone provides you with feedback and sees that what they said is listed in the report, it will help build the trust that has eroded in the last few years. Don't shoot the messenger. If you ask for feedback and are given feedback that you disagree with, don't assume that the person providing that feedback is wrong or seeking to cause trouble. Seek to understand why they may feel that way. In the process of learning about their feedback, you may gain valuable insight. If an issue keeps coming up, it isn't resolved. People stop discussing issues and raising concerns when the concern has been addressed or when they fear that continuing to bring up the issue is going to have a negative effect on them. When someone has the courage to provide you with negative feedback, thank them. It takes courage to bring up negative issues in this division. Also, when implementing solutions, ask for help in identifying solutions. Don't assume that your solution addresses the concern that was raised. Ask if this addresses the concern that was raised. Why are so few people reallocated from a RCO2 to RCO3? Why is it so complicated? The jobs are not that different. If the collectors were properly trained, mentored, and supervised, this should be a natural progression. If it is not, then the failure of this process should rest on management because it is a failure of the infrastructure that supports these employees. Hold performance expectations to that which is truly important to measure. For identity verification, if you have a city and a zip code, you shouldn't need to verify the state. The zip code tells you the state and	12/ [REDACTED] /2020 [REDACTED]

the city. Management has the right to establish work rules. However, it is disingenuous to say that we are doing this or that because we heard you, when in reality , it is just a work rule or expectation that you set because you believe it to be correct. Accept responsibility for decisions you make and own them. The buck stops here mentality is important for a leadership team. Stop adding to the expectations and work rules and explaining it by telling collectors you are doing it because you listened to them. If you have to tell someone you are listening, you aren't.
