

APPROACH

Phase I - Initial direct discussion re--

- . What we're trying to do.
- . What we want to achieve.
- . The questionnaire.

Phase II - Followup meetings.

INTERNAL FOCUS

Views and perceptions of selves.

How others see us.

Problem areas.

Ways to improve services.

EXTERNAL FOCUS

Problem areas/issues

Positive/negative observations

Specifics

Perceptions

WANTED: ...

Candid views/perceptions

Areas of satisfaction/dissatisfaction

Constructive criticisms

Suggestions for improved service

OBSERVATIONS OF PERSONS QUERIED

Genuine interest

Commitment to effort

Active participation

Candid expression

Both accurate/inaccurate perceptions

SYNTHESIS

Major recurring themes/issues

Complaints/negative perceptions

Suggestions for improvement

"Conduct a study of OL's service environment
and develop an orientation program
to enhance OL's service image"

MILESTONES

1. Identify major service/support units in OL,
i.e., image creators.
2. Hold discussions with managers/employees in
support units to identify support/service
procedures and areas needing improvement.
3. Conduct a voluntary random survey of the
Agency population to solicit comments on OL
service.

Milestones (cont'd)

4. Review and/or develop written instructions and guidelines on responses to customers for each image-creating unit.
5. Coordinate with OTE, OL/P&TS, and OL/P&PD to develop an orientation/training program to enhance OL's image (example: skits, written sample queries w/responses, films, videos).
6. Obtain management approval of the plan.
7. Test plan and evaluate results.

Milestones (cont'd)

8. Implement the orientation program through:
 - . OJT (give copy of written guidelines for job to new employees).
 - . Written communications.
 - . Posters.
 - . Courses and conferences.
 - Logs Orientation Course
 - Secretaries' Conference
 - EOD courses (e.g., Intro to CIA)
 - Field Admin Course
 - HQ Property-Accounting Course
 - D/L Quarterlies
 - OL Conference
9. Develop means to ensure courtesy and responsiveness and execute through managers.

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RECURRING ISSUES

SERVICE-attitude/orientation lacking.

OL-customer COMMUNICATION lacking in:

knowledge about who/what/why/when of OL activities.

feedback on requisition/project status.

Inter-OL COMMUNICATION lacking (knowledge of other OL components besides own).

PERSONNEL seen as under-qualified, inexperienced, rotated too fast.

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seen as bottleneck; decentralized people OK.

PROCESS bureaucratic.

RESPONSIVENESS/TIMELINESS poor.

RECURRING ISSUES (cont'd)

SPECIFIC PROBLEM areas:

Procurements.

Architectural design.

Space management.

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Contracting for commercial conference facilities.

To lesser extent:

M&O

Timeliness of P&P work.

RECURRING ISSUES (cont'd)

LEAST UNDERSTOOD:

Procurements.

Acquisitions.

RECD/HOME responsibilities.

COMPLAINTS/NEGATIVE PERCEPTIONS

Service/attitude

OL forgets it's a service business.

Not "How can I help you?" but "Here's why I can't help you."

Unwilling to help customer through technical details.

Act as though doing favor rather than providing a required service.

....the faceless person who doesn't respond."

COMPLAINTS/NEGATIVE PERCEPTIONS

Personnel

Logs people are: under-qualified

inexperienced

junior trainees

rotated too fast

OL is overworked and understaffed.

COMPLAINTS/NEGATIVE PERCEPTIONS

Process

Bureaucratic.

Overlaps of approval levels.

Takes too long

PCs and furniture.

Collection of excess property.

Requisitions.

Space management.

Supplies/equipment/furniture.

Contracting for commercial conference facilities.

Architectural design/construction.

Procurements.

Feedback lacking; frequent followup essential.

Obsession w/paperwork.

Work done on FIFO basis; fragmented.

External buildings neglected.

SUGGESTIONS FOR IMPROVEMENT

Attitude

Stress "can do" instead of "can't do."

Don't make excuses, pass the buck, or be negative. Try to help and be positive even if you don't see a solution.

Treat people as if they're special, and mean it.

Develop a support ethic. Foster better understanding of customer needs.

Improve telephone manners.

SUGGESTIONS FOR IMPROVEMENT

Responsiveness

Provide better requisition/work order response time.

Improve pickup of PTI items.

Log officers coordinate sooner w/chiefs of support on PPS/CPN operational needs.

Develop knowledge and understanding of DO's unique role and sense of urgency re DO mission.

SUGGESTIONS FOR IMPROVEMENT

Communications w/customers

Help requestor define specifics/develop operational requirement/plan steps in detail.

Educate as to processes/variables that affect support timeframes.

Give voluntary feedback on job status.

Cast answers in the positive.

If complications, let requestor know soonest--and steps you're taking to eliminate or minimize them.

Communicate w/the requestor to resolve problems.

Communications w/customers (cont'd)

Give logical, realistic, credible, consistent reasons why things should/shouldn't be done.

Learn authority required/sources of additional info/how system operates to provide support.

Find answers/get back to customer.

Be sure you and the customer understand the facts.

Don't make commitments w/no basis--or promises that can't be kept.

Maintain friendly, informative contact.

SUGGESTIONS FOR IMPROVEMENT

Communications w/Area Div support officers

Coordinate, inform and keep involved.

Encourage logs/support people to seek early guidance.

Communications w/general Agency populace

What's going to happen in areas that affect them?

SUGGESTIONS FOR IMPROVEMENT

Communications within OL

What other divs do/are responsible for.

Key people they can go to for answers.

Who calls should be referred to.

SUGGESTIONS FOR IMPROVEMENT

Communications - general

What are we doing about the problems brought out in this study?

Use speed letters, personal contact, or telephone calls instead of memos.

SUGGESTIONS FOR BETTER COMMUNICATIONS

Presentations/briefings/meetings

Training courses

Tours

Visits

Written media

Conversations

MORE INFORMATION NEEDED ON

Procurement

authorities

limitations

leadtimes

DO log officers' responsibilities re use/input into procurement system.

Acquisitions

How requisitions processed (& deadlines)

Legal and other constraints.

Sole-source and personal-service contracts.

Supply

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T&I process for getting item to customer.

Property accountability/control.

Transportation.

MORE INFORMATION NEEDED ON (cont'd)

Commercial conference facilities.

HOME vs RECD responsibilities.

Maintenance/repair.

Fine arts.

OL's interface w/other Gov't agencies.

Security problems re all phases of OL services.

Operational support.

Logistics responsibilities left up to components.

RECURRING ISSUES

OL components understaffed.

OL capabilities/services/procedures not understood by customers.

Needed:

Feedback (both from and to OL).

Trouble desk.

Increased automation.

Response time can/should be improved.

IMAGE FACTORS

Professionalism

Timeliness

Attitude

Quality of product and services

Responsiveness

OL PEOPLE -- primary factor

OL PERCEPTIONS OF SELF

Well-qualified, skilled, highly educated professionals.

Quality of people competitive in relation to other components.

Chronically understaffed; directly affects performance.

Continuity lacking among clericals and professionals
(complicates already unstable workforce).

Little recognition (by OL top management/customers/rest of Agency) for "job well done."

Fewer high-grade people in OL than in other components.

NEGATIVE IMAGE AS SEEN BY CUSTOMERS

Bureaucratic

Bottlenecks/obstacles

"Consistently snowed-under with work."

"You call, we haul."

COMPLAINTS/NEGATIVE PERCEPTIONS

Service/Attitude

OL forgets it's a service business. (NPIC, NE Div)

Not "How can I help you?" but "Here's why I can't help you." (OCR)

Unwilling to help customer through technical details. (OCR)

OL people act as though doing favor rather than providing a required service. (CPAS)

"...the faceless person who doesn't respond." (DS&T)

Personnel

Logs people are--

under-qualified; lack experience, background, & confidence. (OTS, OCR)

junior trainees in jobs requiring trained and experienced junior officers. (OTS)

rotated too fast. (OTS, LA Div)

unwilling to delegate responsibility for making decisions; lose time "buck passing." (OCR)

OL overworked and understaffed. (CPAS, OCR)

Process

Bureaucratic. (NPIC, OTS, ODE, OSO)

Overlaps of approval levels. (ODE)

Takes too long (SSA/DA)

PCs and furniture. (OTS)

Collection of excess property. (OCR)

Requisitions. (SE Div, ODE)

Space management. (SE Div)

Supplies/equipment/furniture. (OGI)

Contracting for commercial conference facilities. (OGI)

COMPLAINTS/NEGATIVE PERCEPTIONS (cont'd)

Architectural design/construction. (DI, DCI Admin, EA Div)

Procurements. (DI, DS&T)

Feedback lacking; frequent followup essential. (OGI, SE & NE Divs, CPAS)

Obsession w/paperwork (LA Div).

Work done on FIFO basis; fragmented response rather than total problem solution.. (DS&T)

HQ attended to; external buildings neglected. (DS&T)

MORE INFORMATION NEEDED ON

Procurement authorities/limitations (EA Div).

Procurement leadtimes (SSA/DA). Why process takes so long (OTS) (OGI)

What's expected of DO logs officers re use/input into procurement system (don't get PNs as issued) (SSA/DA).

Procurement/supply and transportation (NPIC, CPAS, OCR).

Acquisitions of materials/services: how requisitions processed (& deadlines); legal and other constraints (sole-source/competitive bids, etc). (NE & EA Divs)

Sole-source and personal-service contracts. (DCI Admin, CPAS)

Acquiring commercial conference facilities. (OSO)

Property accountability/control. (OGI)

HOME vs RECD responsibilities (FBIS). RECD (SSA/DA)

T&I process for getting item to customer. (ODE)



Maintenance/repair. (CPAS)

Fine arts. (CPAS)

OL's interface w/other Gov't agencies. (NE Div)

Security problems re all phases of OL services. (EA Div)

Operational support. (EA Div)

Logistics responsibilities left up to components. (EA Div)

STAT