



*NEW YORK STATE OFFICE OF GENERAL SERVICES
STRATEGIC PLAN 2002 AND BEYOND*

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WORKING VERSION

Please note:

- 1. This version is no-frills; the focus is on the content, not the appearance. For a simpler, more readable published version, refer to “An Employee Guide to...OGS Tomorrow.”**
- 2. This version of the plan contains a list of strategies for each priority objective. These are the strategies that were identified when the plan was developed. Viewers and users of this document should be aware that OGS intends to keep on developing, prioritizing and refining appropriate strategies and tactics as implementation proceeds.**

(Last revised 3/02)



Expect Excellence!

INTRODUCTION

Welcome to “OGS Tomorrow,” a plan outlining the strategic direction of the Office of General Services.

Our office is on a journey of change driven by both external and internal forces. Consistent with Governor Pataki’s vision for government, we at OGS manage and perform our work very differently today than we did a decade, or even five years, ago. This is because we have all worked hard to set goals, choose and pursue critical projects, and make major and minor changes that produce better overall results. Another five years from now, if we stay the course, even greater changes will be evident. The strategic plan is a means for focusing and steering these efforts, enabling our agency to make the most of its resources. As a plan intended to provide direction for our organization *as a whole*, this document concentrates on items needing the attention of our agency’s many parts, working together. Further, it lays the basis for operational planning by the business units.

This is a successor to OGS’ first strategic plan, issued in 1999. That plan, pursued vigorously for over two years, moved our culture to become more performance-oriented, customer centric, and attentive to employees’ needs. Many good things happened as a result of the first plan. To continue solidifying that critical foundation, many important concepts are carried forward into this new version. However, while working to achieve our original strategic goals, we learned a lot as an organization, and this refreshed plan takes advantage of that learning. We have collected and studied feedback from our customers. We have introduced numerous process and product changes and evaluated their impact. We have examined quantitative performance trends on important activities. From all this, we gain insights into barriers to excellence and understand that there is more work to do. We have a better understanding of where our next challenges lie and have developed this new plan to make those critical challenges *central*.

Two themes are woven prominently into this plan, running through it both horizontally and vertically. The first is “**innovation**” – the idea that OGS must adopt a proactive approach to evolving and reengineering our products and services (as well as the processes that produce these) if we are to be a leading government agency. The second is “**integration**” – the idea that OGS business units must work together in order to yield the best results for our customers. Overlaid on the core goals (i.e., that OGS strives to do the right things well, be customer-oriented, and cultivate its human resources), the twin themes of integration and innovation offer powerful new guideposts for the OGS community.

Committing our plans to writing does not make them real; hard work lies ahead in following through on these strategic “next steps” for excellence.

SPECTRUM OF CUSTOMERS

Inside State Government

STATE AGENCIES

Operating Agencies
Agency officials
Administrative director
Facilities managers and planners
Fiscal officers
Information management directors
Purchasing directors
Telecommunications coordinators

CONTROL AGENCIES

Division of the Budget
Office of the State Comptroller
Attorney General's Office
Department of Civil Service
Office for Technology

EXECUTIVE CHAMBER

OTHER GOVERNMENTAL ORGANIZATIONS

Authorities
Commissions
State University of New York
State Legislature
Judiciary

STATE EMPLOYEES

Outside State Government

LOCAL GOVERNMENTS

Counties
Cities and towns
Fire districts

BUSINESS COMMUNITY

Architecture and engineering firms
Contractors
Consultants
Construction managers
Vendors and suppliers
Landlords
Chambers of commerce

NOT FOR PROFIT ORGANIZATIONS

School districts
Educational institutions
Child care centers
Health care providers
Commodity Supply Food Program
Food banks
Summer food service programs for children
Summer camps
Museums and libraries
NYS Industry for the Disabled
Charitable institutions

GENERAL PUBLIC

Consumers of government services
State citizens
School children
Tourists

OUR STRATEGIC FRAMEWORK

▪ AGENCY MISSION

The New York State Office of General Services manages real property, designs and builds facilities, provides information technology, contracts for goods and services, and delivers diverse support services. We provide government and nonprofit agencies with innovative solutions, integrated service, and best value, enabling the State of New York to function optimally.

▪ AGENCYWIDE GOALS

1. Ensuring Public Benefits from Outstanding Performance

Our first goal is to contribute to the public good by using our specialized talents to achieve outstanding performance in the pursuit of efficient and effective government. We will keep the operational, technological and physical infrastructure for state government in optimal condition. The economic and societal benefits stemming from our programs and projects will be as significant as possible.

2. Meeting our Customers' Needs with Cost-effective Products and Unparalleled Customer Service

Our second goal is to provide each customer with high quality work products and customer service superior to other organizations competing for the work we do. Our service efforts will be responsive to changing needs and well coordinated.

3. Creating and Maintaining an Excellent Place to Work

Our third goal is to provide our employees with a workplace where we all share in a sense of challenge, opportunity, and success. Along with clear, dynamic leadership, our work force will also have the necessary skills, information, work environment, tools, flexibility, and motivation to get the job done for the customer. This will enable us to excel as individuals and as a team.

▪ **TOP STRATEGIC OBJECTIVES ...FOR PROGRAMMATIC ACCOMPLISHMENTS**

- (1) Meet the current and future office space needs of state agency tenants, while helping to meet downtown revitalization goals.
- (2) Enhance the safety and security of people using state properties, as well as protect the facilities themselves.
- (3) Conserve energy use while contributing to environmental quality.
- (4) Preserve and renew the state's physical property assets.
- (5) Streamline the state's contracting systems for ease of use by purchasers, vendors, and contractors.
- (6) Enable high speed, reliable and integrated telecommunication within government and between government and other sectors.
- (7) Develop seamless, cost-competitive publication and distribution services for state agencies.
- (8) Provide a broader range of administrative support services to more state agencies.
- (9) Provide dynamic, year-round cultural and community enrichment in OGS-managed settings.

▪ **TOP STRATEGIC OBJECTIVES ...FOR ORGANIZATIONAL IMPROVEMENT**

- (1) Promote constant innovation in products, services, and work methods.
- (2) Integrate the work of OGS business units.
- (3) Improve internal communication practices.
- (4) Optimize the management and use of computerized information through an agencywide approach.
- (5) Improve the effectiveness of supervision, management, and leadership activities.
- (6) Build and sustain a broad range of staff expertise.
- (7) Establish coordinated systems for managing our customer relations.
- (8) Improve the speed and reliability with which we perform work.
- (9) Develop strategic partnerships that bring additional value to our performance.
- (10) Use performance measurement data effectively to manage and improve results.

STRATEGIES AND MEASURES FOR ACCOMPLISHING TOP OBJECTIVES

Top Strategic Objectives ...For Programmatic Accomplishments

(1) Meet the current and future office space needs of state agency tenants, while helping to meet downtown revitalization goals.

We will achieve this by:

- Evaluating and rehabilitating existing office space to meet technological advances for better communication and working environments.
- Evaluating major state-owned properties for rehabilitation or disposition to other uses, with relocation of state employees to downtowns.
- Progressing an account executive strategy in our real estate program to allow us to better understand agencies' short- and long-term needs for space (working with agencies' real property and financial managers).
- Surveying state agencies to compile comprehensive information concerning future needs.
- Developing a new set of guidelines relative to state office spaces, using new designs and systems furniture as key tools, and helping agencies adapt to meet the guidelines.
- Developing a long-range strategic plan with respect to the state's office space requirements within the New York City area.
- Utilizing a tenant-broker to assist in leased-space site selection in New York City and developing a similar approach for upstate areas.
- Exploring potential development projects involving rehabilitation of aging infrastructure in cities for state use, through collaboration with local officials.
- Continuing the expansion of OGS' lease auditing function to realize maximum cost avoidance for agencies.
- Fully integrating all real estate transactional requirements into the broader OGS delivery process in accommodating agencies' new requests concerning office needs.

To determine progress we will evaluate:

- Tenant satisfaction ratings
- Percent open space use
- Usable square feet per employee
- Tenant renovation projects – scope; timeliness, budgetary compliance

(2) Enhance the safety and security of people using state properties, as well as protect the facilities themselves.

We will achieve this by:

- Developing disaster preparedness plans for OGS and our tenant agencies, and planning for relocation services should they be needed.
- Implementing an enhanced set of security standards for state-owned office buildings, mailrooms, and parking lots.
- Working with landlords to achieve comparable security in leased locations.
- Further developing our partnership with State Police for security-related activities at Empire State Plaza and Campus.
- Completing a comprehensive upgrade of the fire alarm, smoke detection, and public address systems in state buildings.
- Developing and deploying consultation services for agencies concerning ways they can enhance safety and security of their employees and equipment.
- Developing and implementing a background check methodology for new personnel.
- Implementing new safety training programs (on topics like personal safety, hazardous material, and bomb threat response) for deployment to state agencies in collaboration with existing tenant safety organizations.
- Continuously evaluating available technological innovations for security solutions that may be applicable to state needs.
- Advancing a coordinated risk management program, to include (initially): enhanced procedures for procuring insurance; an equipment maintenance insurance pilot; a Master Builders Risk program for OGS; and a centralized claims reporting system.

To determine progress we will evaluate:

- Dollars invested in new security measures
- Number of incidents (adjusted for building population)
- Customer perceptions of safety (collected via customer survey)
- Cost of claims to state

(3) Conserve energy use while contributing to environmental quality.

We will achieve this by:

- Providing agencies with guidance and interpretation on implementation of Executive Order 111 standards.
- Assessing overall progress in implementation of energy-saving HVAC (heating, ventilation and cooling) systems and power plants in OGS' buildings portfolio, and acting to complete the planned projects.
- Encouraging the use, and coordinating the installation of, energy-saving products (EnergyStar) in all state-owned facilities.
- Consulting with New York State Energy Research and Development Authority in the development and implementation of energy efficiency standards for energy-using products and appliances in state workplaces.
- Installing energy-savings technologies (such as automatic lights and hibernation mode on computers) in buildings where not presently utilized.
- Following Green Building standards, to the extent practicable, when developing new buildings and substantial renovation building projects.
- Working with landlords to achieve compliance with new standards for energy savings products and Executive Order 111 in state-leased properties.
- Exploring and implementing co-generation power projects, with the New York Power Authority.
- Experimenting with alternative power sources as a component of OGS building operations; evaluating the merits for further deployment and as potential models for other state agencies that have facility programs as well as other public and private real property managers.
- Continuing to increase the proportion of alternative fueled vehicles (AFV) in the OGS and state fleets, in concert with the Clean Fueled Vehicles Council.
- Working with the CFV Council to establish a network of fueling stations in strategic locations statewide, and taking steps to fill gaps in the network that may be identified by state fleet users.
- Expanding the range of alternative fuels used by the state fleet by working with industry to develop capacity for using ethanol- and propane-fueled vehicles.

To determine progress we will evaluate:

- Rate of MMBTU consumption per square foot in state buildings
- Existence of standards and degree of energy standards compliance in buildings
- Cost per square foot for energy use by OGS
- Percentage of Alternative Fueled Vehicles in OGS and state fleets
- Percentage completion of fueling infrastructure installation
- Performance relative to Building Owners and Managers Association (BOMA) and General Services Administration (GSA) standards for building energy use

(4) Preserve and renew the state's physical property assets.

We will achieve this by:

- Developing more discriminating standards for evaluating the condition of buildings in the state's real estate portfolio.
- Evaluating the condition and degree of utilization of state's real property assets, and counseling agencies regarding cost-effective alternatives for under-utilized property;
- Expanding the role of the Design and Construction group as consultant regarding all the state's property assets, and involving them in the inventory of the condition of these assets;
- Implementing a new computer-based Maintenance Management System statewide to support better project management, inventory control, and performance analysis.
- Establishing fixed accounts for preventive maintenance funding for projects, equipment, and training.
- Pursuing legislative change to enable expansion of opportunities for potential Design and Construction and Real Property Management and Development customers.

To determine progress we will evaluate:

- Percentage of potential sites reviewed
- Facility condition findings/ratings
- Work project milestones achieved
- Projects completed within budget
- Dollars spent on preventive maintenance per square foot in OGS space
- Dollars and number of emergency construction
- Success rate of legislative proposals

(5) Streamline the state’s contracting systems for ease of use by purchasers, vendors, and contractors.

We will achieve this by:

- Involving customers and businesses in identifying contracting improvement opportunities.
- Determining customers’ future needs and developing a comprehensive plan for future contract development.
- Regularly evaluating expiring contracts to address customers’ changing needs as well as changes in available products.
- Exploring better methods for tracking and evaluating contract utilization.
- Extending use of OGS’ new online vendor registration and bid notification service to agencies conducting their own bid solicitations.
- Creating an online customer registration system.
- Pursuing e-procurement pilots, such as reverse auctions.
- Reviewing and updating standard language used in commodity, service and technology contracts and appendices, to reflect emerging procurement practices.
- Acting to strengthen OGS’ relationship with control agencies.

To determine progress we will evaluate:

- New registrations, vendors and customers
- Timeliness of contract establishment and renewals
- Contract enhancements implemented
- Competitiveness of contracts
- Contract utilization
- Purchaser satisfaction
- Vendor satisfaction

(6) Enable high speed, reliable and integrated telecommunication within government and between government and other sectors.

We will achieve this by:

- Evaluating new technologies and leveraging them to create new service offerings.
- Establishing and marketing, as a new product, a consulting practice in telecommunications areas such as needs assessment, network design to support new program delivery models, problem resolution, and billing analysis.
- Planning to improve network reliability, addressing a number of factors including disaster recovery.
- Supporting the migration of state agency services onto the NYeNet.
- Developing a new network for State Lottery operations.
- Developing a successor solution to the current long distance phone network.
- Developing and implementing a plan to fill orders in timely manner.
- Conducting marketing activities aimed at expanding the customer base.

To determine progress we will evaluate:

- Capacity
- Service uptime
- Time from order to installation
- Size of customer base
- User satisfaction
- Costs recovery

(7) Develop seamless, cost-competitive publication and distribution services for state agencies.

We will achieve this by:

- Evaluating equipment needs and developing a long-range equipment investment plan.
- Utilizing private sector providers as partners to improve total performance and customer satisfaction.
- Expanding service capability for publication development and graphic design.
- Developing and implementing plans to increase the quality, timeliness, and reliability of printing jobs.
- Using technology to improve services and customer relations.
- Marketing our newest capabilities (such as individualized custom labeling as part of print process, a mail sorting function that saves money, seamless copy-and-mail service).
- Identifying and adopting additional characteristics of state-of-the-industry print and distribution services.
- Developing mechanisms to offer full range of package delivery at least expensive option.

To determine progress we will evaluate:

- New services/solutions introduced
- Competitiveness of job price quotations
- Cost of production and cost of distribution
- Costs recovery
- Customer satisfaction with deliverables and service
- Size of active customer base

(8) Provide a broader range of administrative support services to more state agencies.

We will achieve this by:

- Conducting an assessment of the needs of agencies – particularly smaller agencies – for administrative support.
- Developing a plan to strategically target groups of agencies and define scope of services that OGS can offer to create cost-efficiencies for the state.
- Developing a portfolio of services to match needs.
- Coordinating with the Division of the Budget and Executive Chamber to market services.
- Improving our ability to communicate with smaller agencies while providing support.

To determine progress we will evaluate:

- Number of agencies supported
- Types of administrative support offered
- Cost savings to customers
- Procedures simplified

(9) Provide dynamic, year-round cultural and community enrichment in OGS-managed settings.

We will achieve this by:

- Improving our ability to identify the specific interests and preferences of the public in cultural events, researching new possibilities, and tailoring our offerings accordingly.
- Assessing opportunities at all facilities for cultural and community events (in relation to current level of effort) and enhancing programming where feasible.
- Partnering with local hotels and restaurants to support trade show participants, meet customer needs, and increase the Convention Center business.
- Reviewing the Convention Center’s business model to improve financial viability.
- Expanding partnerships with corporate partners to develop and underwrite program.
- Expanding partnerships with local community and civic groups to develop programs.
- Expanding partnerships with other arts and cultural programs.
- Publicizing to the state work force, events and productions in OGS-managed facilities.
- Expanding the Plaza Ambassadors (volunteer information guides) program.
- Developing a coordinated approach to management and services related to memorials.

To determine progress we will evaluate:

- Number of events held
- Usage of various venues available
- Attendance
- Convention Center bookings
- Costs recovery
- Time required for permit approvals for venue use

Top Strategic Objectives ...For Organizational Improvement

(1) Promote constant innovation in products, services, and work methods.

We will achieve this by:

- Developing and communicating a case for change that motivates employees to be proactive in looking for, sponsoring, and producing innovations.
- Educating staff concerning principles of innovation in organizations and bringing in engaging speakers to further stimulate the process.
- Dedicating an area on OGSNow as an innovation resource center on which employees may draw for innovation tools and techniques.
- Interacting with leading organizations in related fields to learn about latest innovations.
- Creating the concept of “innovation laboratories” to allow OGS employees with a promising idea to develop and test it in a sanctioned and supported manner.
- Experimenting with specific means for innovation such as prototyping, cocreation, and hot teams as brainstorming mechanisms.
- Redirecting some funds for research and development activities as a component of business unit work.
- Exploring potential partnerships with nearby universities to collaborate on innovation projects at OGS.
- Encouraging and recognizing employees who investigate and test non-traditional solutions to traditional problems, and showcasing people and results associated with creative ventures in OGS.
- Using comparative performance results to determine the impact of innovation efforts.

To determine progress we will evaluate:

- Direct spending and other investments in research and development
- New product and service method introductions

(2) Integrate the work of OGS business units.

We will achieve this by:

- Working to create an understanding throughout the agency that integration among specific service efforts on behalf of customers is needed to produce better overall results.
- Adopting the concept that “every employee is an OGS business person;” educating our staff about the wider range of OGS products and services (beyond those of their immediate unit), and providing them with suitable reference and marketing tools.
- Providing staff with explicit guidance about how to perform effective planning and communication when more than one unit is involved.
- Developing forums for cross-functional discussion of service and business process changes during planning phases, including staff close to the work.
- Promulgating and cultivating a “total project ownership” concept so that personnel feel and act with concern for the whole rather than for their part only.
- Studying project management methods used successfully in other public and private agencies, and evaluating their transferability to OGS.
- Adopting agency project management protocols, supported with office tools (paper and electronic) that will support solution integration in OGS.
- Training personnel in the use of established project management protocols and tools, and monitoring the extent of utilization.
- Assigning specific project leaders whenever there is work requiring cooperation between multiple business units, and empowering those individuals to manage the effort on a cross-functional basis.
- Employing a “hot team” approach to special projects, creating ad hoc teams with cross-functional representation.
- Encouraging and facilitating the use of shared data and information among units.
- Establishing a more comprehensive model for office space renovation projects that identifies all related activities and needs of customers when undergoing major change, and offers ongoing coordination of services (facilitated by a single point of contact) on behalf of customers.

- Developing and implementing plans to increase the level of program integration in other targeted areas, including but not limited to: capital planning, construction services, convention center operations, and internal purchasing and billing activities. This might include both structural and functional change to streamline and better coordinate efforts.

To determine progress we will evaluate:

- Reduction in duplicative activities
- Costs avoided
- On-time delivery rate of inter-unit projects
- Customer reports
- Employee reports: level of inter-unit cooperation
- OGS executive evaluations of total agency performance and business unit contribution

(3) Improve internal communication practices.

We will achieve this by:

- Developing a comprehensive plan to guide us in implementing a more complete communications model.
- Defining clear expectations for employees and supervisors concerning effective communication practices (including upward, downward and lateral), and creating accountability to the expectations.
- Systematically developing the communication skills of employees, especially executives, managers, and supervisors.
- Providing all employees with access to a computer desktop, an e-mail address, and training in how to use these communication tools.
- Expanding utilization of the agency's intranet, OGSNow, as a means for exchanging information, by increasing employees' familiarity with it and making it the preferred distribution channel.
- Cultivating a culture that supports and expects all employees to be included in regular staff meetings.
- Enhancing labor-management communication (such as increasing the frequency of labor-management meetings, working with the unions to provide organizational briefings at general membership meetings, and inviting union representatives as guests at selected senior staff meetings).
- Sustaining current newsletters to communicate organizational information and broaden staff awareness of agency endeavors and progress.

To determine progress we will evaluate:

- Percentage of employees trained in communication skills
- Percentage of employees with e-mail access
- Rate of employee use of OGSNow
- Quality of meetings and assemblies with staff
- Employee satisfaction with communication practices

(4) Optimize the management and use of computerized information through an agencywide approach.

We will achieve this by:

- Developing a common vision, with identified priorities and funding plan, for how OGS will evolve and utilize its information technology.
- Creating a plan to increase staff access to information *across* data sources, while establishing appropriate levels of data and information security (policy and practice).
- Creating an agency plan for future application development, with objectives and timetables articulated and shared, and sustaining close communication between Information Resource Management and programs relative to in-progress information technology projects.
- Following a protocol for ensuring that the functionalities planned for specific applications are discussed on a cross-functional basis as these new applications are designed and deployed.
- Involving users of the agency's information systems in determining what systems are developed and how they are accessed.
- Identifying further areas for electronic delivery of OGS services.
- Developing a computer-based application to support convenient exchange and live updating of information relative to progress on team projects and objectives that are shared across units.
- Creating formal processes to ensure that data and information used for decision-making, such as performance data, are reliable.
- Undertaking an enterprise-wide effort to improve records management.
- Continuing the standardization and upgrading of hardware and software used in OGS.

To determine progress we will evaluate:

- Existence of information management plans
- Amount and distribution of funding for information technology
- End user satisfaction

(5) Improve the effectiveness of supervision, management, and leadership activities.

We will achieve this by:

- Enumerating core competencies for all supervisory/management levels, conducting self-assessments, and developing personal plans for achieving mastery.
- Increasing accountability for effectiveness of supervisors/managers through combination of explicit performance expectations and annual performance reviews, including use of 360-degree assessment tools (i.e., performance feedback from peers and staff as well as supervisor).
- Developing and requiring an orientation program for new supervisors, stressing their role in the organization, importance of communication, eliciting good results and innovation from staff, project management responsibilities, techniques to produce integrated solutions, and other key subjects.
- Conducting a mandatory supervisory and management refresher program to update and build skills.
- Establishing mentoring relationships between key executives and new or veteran supervisors and managers to provide shadow coaching and strengthen competencies.
- Creating a new recognition category for outstanding managerial and supervisory practice in the organization.
- Identifying and cultivating leadership potential and behaviors at all staff levels and drawing on these individuals to help champion new strategies.

To determine progress we will evaluate:

- Percentage of targeted employees receiving supervisory/managerial/leadership training
- Employees' quality of work life ratings

(6) Build and sustain the broad range of staff expertise.

We will achieve this by:

- Building an inventory of competencies, and using it to assess skill assets and gaps in OGS' work force.
- Expanding employee development delivery vehicles (including web-based) to provide more avenues for employees to broaden or refresh skills.
- Using informal and formal inducements to increase the number of employees who are actively augmenting the breadth and depth of their professional skills.
- Continuing to work with Civil Service toward a dual track promotional system -- one track for technical professionals and another for professionals with managerial responsibilities.
- Developing a targeted recruitment campaign, conducting outreach at selected colleges and universities, and focusing these efforts on hard-to-fill titles.
- Exploring, from an enterprise-level perspective, further use of alternative work schedules as tools for making OGS attractive as an employer.
- Assisting with employees' career mobility by providing career planning guides, supporting exam preparation programs, and developing alternative testing methods in partnership with Civil Service. Also, providing training roadmaps for key titles (as part of career planning guidance), so that employees may follow specific, logical development paths toward fulfillment of professional and career goals.
- Emphasizing training for professional staff in consulting skills and project management.

To determine progress we will evaluate:

- Percentage of titles with defined competencies
- Percentage of employees with individual development plans
- Training investment as percentage of budget
- Percentage of employees using OGS and negotiated tuition reimbursement programs
- Number of employees trained in project management
- Average days of training and development received by employees
- Evidence of knowledge transfer
- Evidence of new training and development used on the job

(7) Establish coordinated systems for managing our customer relations.

We will achieve this by:

- Defining and communicating an OGS customer relationship management model, taking into account the differences among business units in mission and methods.
- Expanding use of interdisciplinary approaches for serving our customers more fully.
- Expanding our business units' use of customer account executives dedicated to serving specific sets of customers.
- Providing staff development in customer relationship management concepts and customer service skills.
- Continuing customer outreach visits on various levels, and involving staff in face-to-face meetings with customers when we collect input and feedback.
- Increasing the use of focus groups conducted by objective facilitators to gain insights into customers' needs.
- Refining our formal customer satisfaction measurement methodology through a comprehensive, coordinated approach; more thorough analysis of data; sharing of customer satisfaction results with staff; and use of data to prioritize improvement efforts.
- Evaluating and using our customer complaints information to reveal underlying systemic problems and opportunities.
- Increasing staff accountability for customer service and satisfaction results.
- Establishing a Customer Relationship Council, comprised of OGS personnel, charged with helping to steer this organizational objective.

To determine progress we will evaluate:

- Number of customer outreach visits
- Participation in, and ratings of, customer forums and focus group events
- Customer satisfaction ratings of service
- Results from "mystery shopper" tests of customer service

(8) Improve the speed and reliability with which we perform work.

We will achieve this by:

- Identifying opportunities within OGS' core business processes that should be priorities for timeliness improvements.
- Engaging control agencies in the objective to reduce cycle time on our processes that overlap with theirs.
- Developing process road maps and using them to identify and eliminate unnecessary or redundant procedures to free up time.
- Taking advantage of technology and strategic partnerships to shorten work processes and speed up transaction times.
- Developing employees' skills in project scoping.
- Expanding the use of targets for timeliness based on industry standards or other competitive benchmarks.
- Accurately identifying customer expectations for time performance on specific products, projects, and services; negotiating time goals with customers; and renegotiating agreed-to deadlines when barriers to meeting original goals arise.
- Marshalling all pertinent disciplines into a team approach at the start of new initiatives and projects, rather than taking a sequential approach.
- Creating formal alternative service delivery tracks to draw on when circumstances warrant unusual speed.

To determine progress we will evaluate:

- Cycle times for key processes
- Percentage of deliverables that are on-time
- Customer satisfaction with time performance, but also quality

(9) Develop strategic partnerships that bring additional value to our performance.

We will achieve this by:

- Identifying outside resources in the domains of private consultants, academia, not-for profits; and using these selectively to leverage our own professional capabilities.
- Exploring new partnering opportunities to complement current services.
- Partnering with the private sector for expanded training opportunities.
- Evaluating the benefits of strategic partnerships through a periodic, formal process.

To determine progress we will evaluate:

- Number and scope of partnerships
- Performance results related to partnerships

(10) Use performance measurement data effectively to manage and improve results

- Furthering managers and staff's understanding of how to analyze performance measurement results, and how to balance the interaction of key performance indicators.
- Automating additional elements of data collection and reporting.
- Introducing independent verification of performance data.
- Using performance data and information to review the long-term competitiveness and viability of OGS programs.
- Exploring possible introduction of organizational incentives for improvements in selected key performance indicators.

To determine progress we will evaluate:

- Overall performance indices in relation to results on specific measures
- Quality of management reports
- Performance data auditing results

IMPLEMENTATION OF THE PLAN

OGS will put this plan into effect through the following steps:

1. OGS executives will share and discuss the plan with all OGS employees, explaining how it refreshes and builds on our original plan.
2. OGS will share the plan with its customers and stakeholders by posting it on our external web site, sending printed copies to key customers, and discussing it during customer outreach events.
3. Our executive team, with the help of other staff, will engage in tactical planning to specify priority strategies to be pursued through a defined, enterprise-level approach and establish responsibilities and time frames.
4. Business units will develop and use business unit level operational plans that outline specific activities, responsibilities, and time frames to address strategic objectives pertinent to the unit.
5. Our executive team, with the help of other staff, will relate budgetary planning and allocations to the strategic plan.
6. The Strategic Plan and associated business unit plans will be posted on OGSNow, our intranet site. Progress reports will be maintained there as well.