Improving Office Communication

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Office of Ocean and Coastal Resource Management
S. C. Department of Health & Environmental Control

Christopher L. Brooks
Bureau Chief
March 15, 1998
# CPM Project
## Improving Office Communication

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</table>
Project Goal

Improve and increase communication and interaction among the five sections of OCRM - Permitting, Planning and Certification, Charleston Harbor Project, Legal, and Enforcement located in three separate OCRM offices by effectively increasing interaction between staff members, by becoming proactive rather than reactive on issues and projects, and by reviewing projects on an on-going basis by all relevant sections and staff in all stages of a project's life. Implement processes by FY 98-99. To measure project success, follow up with two six month surveys for all staff—one at six months, another at one year.

Linda S. Brechko - 248-88-9051
CPM Candidate

Christopher L. Brooks
Bureau Chief

October 15, 1997
Date
Problem Statement

OCR M has grown by leaps and bounds over the past 15 years. As a result, the agency has developed into five very distinct and separate sections - Permitting, Planning and Certification, Charleston Harbor Project, Legal, and Enforcement. The agency has gone from a small group of 15-20 people in one office who knew what was going on all the time everywhere on the coast to an agency with 60 staff members and three offices along the coast of South Carolina. Additionally, laws and rules and regulations have changed over the years regarding regulation of projects on the coast as well as management of our beaches.

Communication and interaction are both a problem. With OCRM staff located in three offices in three regions of the coast (Charleston, Beaufort, and Myrtle Beach), information is not being disseminated to all staff members in an effective manner. Interaction between staff members is often to resolve a problem resulting from a lack of interaction prior to decisions being made on a project. We need to again become proactive and not reactive.

As an example, currently the Planning/Certification staff may review a project for stormwater management with no regard to the permitting requirements of the Permitting staff. The Permitting staff may not discover what the Planning/Certification staff has done until they meet with an applicant regarding a permit only to find that actions of the Planning staff are consistent with Planning requirements, but not consistent with the direct permitting requirements.

Interaction between the five sections would allow on-going projects to be initially reviewed by the relevant sections rather than each section reviewing
individually without input from any other section. This will be a time saving measure
for the public and would bring the views, concerns, and requirements of the individual
sections together to review projects at one time. When a certification project such as
stormwater management requiring an engineer to certify also involves alteration of a
critical area, permitting's biologists would be aware of and able to review the project
at the same time. It would also allow the legal section to view the project from the
beginning and be aware of any possible legal problems that could arise later.
Hopefully this would alleviate some of the legal problems and appeals.

Because Excellence in Customer Service is a major goal of the agency,
each and every section and employee has a vested interest in all projects whether it
is direct or indirect. Because of a lack of communication and interaction between
sections, mistakes are being made and projects are delayed. Improving this
communication and interaction would benefit the public and the staff. Staff would not
only have the knowledge and satisfaction of a job well done, but our goal to deliver
excellent customer service would be obtained.
CPM Project Plan - Communication

STEP 1
Staff Survey
(November, 1997)

STEP 2
Review and Compile Results
(November/December, 1997)

STEP 3
Develop/Refine Procedures
to be Used
(January-March, 1998)

STEP 4
Implement New Procedures
(July, 1998)

STEP 5
Six month Review/Follow-up
(December, 1998)

STEP 6
Fine Tune/Implement
(December, 1998)

STEP 7
One Year Review/Follow-up
(July, 1999)

Step 8
Fine Tune/Implement
(July, 1999)
IMPROVING OFFICE COMMUNICATION

INTRODUCTION

Continued, open communication should be the goal of employees when presented with issues and projects. What exactly is communication? Basically it is defined as the exchange of thoughts, messages, or information. In the past few years, employees of the Office of Ocean and Coastal Resource Management (OCRM) have complained that a lack of communication is a major hurdle in performing their job—both the lack of adequate communication between the various offices (Beaufort, Myrtle Beach, and Charleston) and the lack of adequate communication between the different sections within OCRM. These employees also strongly felt that this lack of communication adversely affected the office's ability to deliver outstanding customer service.

STUDY AREAS

To define this need in greater detail, a questionnaire had to be developed that would address all aspects of office communication and be specific as to which staff, by category, completed each questionnaire. In addition to asking each employee their thoughts on the adequacy of current office communication, the survey asked what they thought could be done to improve communication and where they saw or experienced the most problems.

The Office of Ocean and Coastal Resource Management's offices in Charleston, Beaufort, and Myrtle Beach comprised the study area. Surveys were distributed to all staff and they were asked to complete and return them within a two-
week period. Surveys were anonymous with the exception of a breakdown of job categories (management, technical, administrative, supervisory).

SURVEY DATA ANALYSIS

Initial survey data analysis consisted of compiling answers to the questions first by category and then totaling the numbers as a whole. The various comments from staff members were also listed by job category.

A copy of the Communications Survey Form is included as Tab 5 in this report. Staff members were asked to rate their responses to specific questions relating to the adequacy of communications and the effectiveness of suggested improvements for better communication. Staff were instructed to rate their responses on a scale from best to worst.

RESULTS AND DISCUSSION

Seventy one percent (71%) of all staff rated the adequacy of communication between the Charleston office and the Beaufort and Myrtle Beach offices as a three or less, with five being the best. Sixty one percent (61%) rated communication between sections within OCRM as a three or less, with five being the best. In both cases, a clear majority felt that communication is inadequate. Why? There is no formal mechanism for communication and there is no liaison between the various sections. This translates into site meetings where only one section may be represented, but others should have been; public hearings that other sections were not aware of, but should have been included to allow for a joint hearing; on-going projects where one section is looking at one issue, but the projects involves other sections, other issues; and no follow-up or
follow-through with involved staff when “their” projects are appealed to the courts. Eighty nine percent (89%) of the staff felt that a lack of adequate communication adversely affected their job performance. So what specifically needs to be communicated? Information on public meetings and hearings, on-going projects and project updates, legal updates, and administration information.

Specific comments regarding the problems with communication were similar from employee category to employee category and were similar within job types (i.e., technical, supervisory, administrative, management). One of the most recurring comments dealt with a lack of adequate communication and coordination between the Permitting and Certification staffs even though these sections are physically located down the hall from each other. Several employees felt there was a problem with information flow from the top.

The staff defined through the survey what they thought needed to be communicated on an on-going basis: (a) changes in State and agency policy, (b) training opportunities, meetings, and conferences, (c) events and findings in coastal management practices, and (d) significant permits, certifications, and appeals in the program. Measurement of the success of communication will be easily measured by having this comprehensive list of communication needs.

The survey requested not only information concerning the employee’s perspective on office communications, but also solicited suggestions on what form of communications improvements would be useful to alleviate what they viewed as a problem. Thirty six percent (36%) of the staff believed that a comprehensive newsletter would be beneficial to distribute information. Forty five percent (45%) of the staff felt e-
mail should be utilized to spread information. Forty five percent (45%) of the staff thought meetings would be an effective way to disseminate information. (Percentages total over 100% as some employees checked more than one method of disseminating information.) Other ways suggested by individual employees included: (a) brief reports (one respondent); (b) memos (two respondents); (c) weekly list of projects listing location and project manager (one respondent); (d) updates on the computer for each section (one respondent); (e) daily computer schedule (calendar) of staff and meetings (one respondent); and one person suggested that people get into the habit of asking themselves the question “What do I know that other people need or would want to know?” and put this information out in some form.

Even though forty five percent (45%) of the staff felt meetings would be useful, they wanted an agenda and a regular meeting schedule. These staff wanted a structured meeting, not a “meeting just to meet”. Regularly scheduled meetings (i.e., first Monday of the month) would allow staff to put these dates on their calendars and have the information available that should be presented to the staff. It was also felt that Permitting staff representatives should attend the weekly Certification staff meetings and Certification staff representatives should attend the weekly Permitting Section meetings. These staff members could report back to their respective staff group relaying information on projects the other section is working on that may be of interest or have an impact beyond the one section. It was also suggested that someone from the Legal Section attend both the Permitting and Certification Section meetings.

To develop a standard agenda for regular monthly full staff meetings, comments were solicited from the Management staff group. This group consists of the
Planning Director, Permitting Director, Public Information Director, Office Manager, Charleston Harbor Project Director, staff Legal Counsel, and Enforcement Director. This group, which meets once a week, was asked to review a draft standard meeting agenda and make suggestions (Tab 7). A proposed format for an in-house newsletter was also discussed with this same group (Tab 8).

Forty five percent (45%) of the staff suggested expanded e-mail usage as an effective way to distribute information. When questioned further regarding this particular issue, the majority felt that e-mail would be an effective way to distribute the weekly newsletter. Additionally, e-mail would be a way for each section to advise the newsletter editor of the projects, issues, etc., from that particular section. This would consolidate the information and not overly consume staff time and energy. Below are survey results for all staff sections.

**Survey Results – Total all Sections**

<table>
<thead>
<tr>
<th>Question</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1: On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM’s field offices and main office?</td>
<td>1</td>
<td>8</td>
<td>16</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>#2: On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?</td>
<td>3</td>
<td>6</td>
<td>13</td>
<td>12</td>
<td>2</td>
</tr>
<tr>
<td>#3: As a general rule, do you learn of actions in (a) a timely fashion; (b) sometimes after the fact; (c) always after the fact.</td>
<td>9</td>
<td>25</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#4: Does a lack of communication (a) sometimes affect your job performance; (b) significantly adversely affect your job performance; (c) has no effect.</td>
<td>25</td>
<td>7</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#5: Would increased communication/interaction between the various sections and offices (a) be beneficial to your job performance; (b) have a little effect on your job performance; (c) greatly affect your job performance.</td>
<td>27</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Methods:

<table>
<thead>
<tr>
<th>Methods</th>
<th>Newsletters</th>
<th>E-Mail</th>
<th>Meetings</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #6: What methods</td>
<td>16</td>
<td>20</td>
<td>20</td>
<td>Brief Reports-1</td>
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<tr>
<td>would you like to see used</td>
<td></td>
<td></td>
<td></td>
<td>Memos - 2</td>
</tr>
<tr>
<td>to disseminate information</td>
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<tr>
<td>(i.e., newsletter, e-mail,</td>
<td></td>
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<td></td>
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<tr>
<td>meetings, etc.)?</td>
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<tr>
<td>Question #7: Would a</td>
<td></td>
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<td>24</td>
<td>9</td>
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<tr>
<td>comprehensive in-house</td>
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<tr>
<td>newsletter that incorporates</td>
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<td>news from each section and</td>
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<td>office published weekly</td>
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<tr>
<td>(a) be beneficial to your</td>
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<td></td>
<td></td>
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<tr>
<td>job performance; (b) have</td>
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<td></td>
<td></td>
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<tr>
<td>little effect on your job</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>performance; (c) greatly</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>affect your job performance.</td>
<td></td>
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<tr>
<td>Question #8: Would expanded</td>
<td></td>
<td>19</td>
<td>13</td>
<td>2</td>
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<tr>
<td>e-mail usage (a) be</td>
<td></td>
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<tr>
<td>beneficial to your job</td>
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<td>performance; (b) have little</td>
<td></td>
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<td>effect on your job</td>
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<tr>
<td>performance; (c) greatly</td>
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<tr>
<td>affect your job performance.</td>
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<tr>
<td>Question #9: Would some</td>
<td></td>
<td></td>
<td>26</td>
<td>20</td>
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<tr>
<td>type meeting be beneficial</td>
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<td></td>
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<tr>
<td>to you?</td>
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<tr>
<td>Question #10: If yes, what</td>
<td></td>
<td>14</td>
<td>17</td>
<td>0</td>
</tr>
<tr>
<td>type meeting? (a) full staff</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>meetings; (b) section</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>managers from various</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>sections/offices meeting.</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question #11: If yes, how</td>
<td></td>
<td>19</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>often? (a) monthly; (b)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>twice monthly; (c) weekly.</td>
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<td></td>
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</table>

COMPARISON BY SUBGROUPS OF THE SURVEY

Following is the survey data, by subgroup. Full survey data, with staff comments, can be found in Tab 6.

Administrative Staff

<table>
<thead>
<tr>
<th>Question #1: On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office?</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question #2: On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?</th>
<th>0</th>
<th>4</th>
<th>3</th>
<th>4</th>
<th>0</th>
</tr>
</thead>
</table>

| Question #3: As a general rule, do you learn of actions in (a) a timely fashion; (b) sometimes after the fact; (c) always after  | 1 | 9 | 1 |
| the fact.                                                                                                                       |---|---|---|
| Question #4: Does a lack of communication (a) sometimes affect your job performance; (b) significantly adversely affect your job performance; (c) has no effect. | 8 | 1 | 2 |
| Question #5: Would increased communication/interaction between the various sections and offices (a) be beneficial to your job performance; (b) have a little effect on your job performance; (c) greatly affect your job performance. | 9 | 1 | 1 |

<table>
<thead>
<tr>
<th>Methods:</th>
<th>Newsletters</th>
<th>E-Mail</th>
<th>Meetings</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #6: What methods would you like to see used to disseminate information (i.e., newsletter, e-mail, meetings, etc.)?</td>
<td>7</td>
<td>6</td>
<td>5</td>
<td>Memos - 1</td>
</tr>
<tr>
<td>Question #7: Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) greatly affect your job performance.</td>
<td>9</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Question #8: Would expanded e-mail usage (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) great affect your job performance.</td>
<td>6</td>
<td>4</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question #9: Would some type meeting be beneficial to you?</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #10: If yes, what type meeting? (a) full staff meetings; (b) section managers from various sections/offices meeting.</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Question #11: If yes, how often? (a) monthly; (b) twice monthly; (c) weekly.</td>
<td>5</td>
<td>4</td>
</tr>
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</table>

*Management Staff*

<table>
<thead>
<tr>
<th>Question #1: On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office?</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #2: On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Question #3: As a general rule, do you learn of actions in (a) a timely fashion; (b) sometimes after the fact; (c) always after the fact.</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Question #4: Does a lack of communication (a) sometimes affect your job performance; (b) significantly adversely affect your job performance; (c) has no effect.  

|   | 4 | 1 | 1 |

Question #5: Would increased communication/interaction between the various sections and offices (a) be beneficial to your job performance; (b) have a little effect on your job performance; (c) greatly affect your job performance.  

|   | 4 | 0 | 1 |

### Methods:

<table>
<thead>
<tr>
<th>Methods:</th>
<th>Newsletters</th>
<th>E-Mail</th>
<th>Meetings</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #6: What methods would you like to see used to disseminate information (i.e., newsletter, e-mail, meetings, etc.)?</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>0</td>
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<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #7: Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) greatly affect your job performance.</td>
<td>4</td>
<td>0</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #8: Would expanded e-mail usage (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) greatly affect your job performance.</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #9: Would some type meeting be beneficial to you?</td>
<td>7</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #10: If yes, what type meeting? (a) full staff meetings; (b) section managers from various sections/offices meeting.</td>
<td>1</td>
<td>4</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #11: If yes, how often? (a) monthly; (b) twice monthly; (c) weekly.</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

**Supervisory Staff**

<table>
<thead>
<tr>
<th>Question #1: On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office?</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

| Question #2: On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM? | 1 | 2 | 3 | 2 | 0 |

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #3: As a general rule, do you learn of actions in (a) a timely fashion; (b) sometimes after the fact; (c) always after the fact.</td>
<td>0</td>
<td>7</td>
<td>1</td>
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</tbody>
</table>
Question #4: Does a lack of communication (a) sometimes affect your job performance; (b) significantly adversely affect your job performance; (c) has no effect.

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<th></th>
<th>6</th>
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Question #5: Would increased communication/interaction between the various sections and offices (a) be beneficial to your job performance; (b) have a little effect on your job performance; (c) greatly affect your job performance.

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Methods: Newsletter E-Mail Meetings Other

Question #6: What methods would you like to see used to disseminate information (i.e., newsletter, e-mail, meetings, etc.)?

<table>
<thead>
<tr>
<th></th>
<th>Newsletters</th>
<th>E-Mail</th>
<th>Meetings</th>
<th>Brief Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>Brief Reports-1</td>
</tr>
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</table>

Question #7: Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) greatly affect your job performance.

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Question #8: Would expanded e-mail usage (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) greatly affect your job performance.

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<th>5</th>
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Question #9: Would some type meeting be beneficial to you?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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<td>7</td>
<td>1</td>
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</table>

Question #10: If yes, what type meeting? (a) full staff meetings; (b) section managers from various sections/offices meeting.

<p>| | | | |</p>
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<td>4</td>
<td>4</td>
<td>0</td>
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</table>

Question #11: If yes, how often? (a) monthly; (b) twice monthly; (c) weekly.

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<td>6</td>
<td>0</td>
<td>1</td>
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</table>

Technical Staff

Question #1: On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office?

<table>
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<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<td>1</td>
<td>1</td>
<td>6</td>
<td>2</td>
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</table>

Question #2: On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

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<tr>
<th></th>
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<th>4</th>
<th>4</th>
<th>1</th>
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</table>

Question #3: As a general rule, do you learn of actions in (a) a timely fashion; (b) sometimes after the fact; (c) always after the fact.

|   |   |   |   |   |
|---|---|---|---|
| 4 | 7 | 0 |   |
Question #4: Does a lack of communication (a) sometimes affect your job performance; (b) significantly adversely affect your job performance; (c) has no effect.

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<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Unknown</th>
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<tbody>
<tr>
<td>7</td>
<td>3</td>
<td>1</td>
<td></td>
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</table>

Question #5: Would increased communication/interaction between the various sections and offices (a) be beneficial to your job performance; (b) have a little effect on your job performance; (c) greatly affect your job performance.

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<thead>
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<th></th>
<th>Yes</th>
<th>No</th>
<th>Unknown</th>
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<tr>
<td>8</td>
<td>3</td>
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Methods: Newsletters E-Mail Meetings Other

<table>
<thead>
<tr>
<th>Methods</th>
<th>Newsletters</th>
<th>E-Mail</th>
<th>Meetings</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #6: What methods would you like to see used to disseminate information (i.e., newsletter, e-mail, meetings, etc.)?</td>
<td>2</td>
<td>6</td>
<td>4</td>
<td>Memos - 1</td>
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</tbody>
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<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
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<tbody>
<tr>
<td>Question #7: Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) greatly affect your job performance.</td>
<td>5</td>
<td>6</td>
<td>0</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
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<tbody>
<tr>
<td>Question #8: Would expanded e-mail usage (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) greatly affect your job performance.</td>
<td>4</td>
<td>6</td>
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</tbody>
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<th></th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Question #9: Would some type meeting be beneficial to you?</td>
<td>6</td>
<td>5</td>
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<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
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<tbody>
<tr>
<td>Question #10: If yes, what type meeting? (a) full staff meetings; (b) section managers from various sections/offices meeting.</td>
<td>4</td>
<td>5</td>
<td>0</td>
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</table>

<table>
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<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question #11: If yes, how often? (a) monthly; (b) twice monthly; (c) weekly.</td>
<td>6</td>
<td>1</td>
<td>0</td>
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</tbody>
</table>

CONCLUSIONS

The participants felt strongly that there was something lacking in communication and staff interaction. This lack of communication and interaction among sections are diminishing customer service and allowing mistakes to be made and projects to be delayed. Key elements of the problem are a lack of a formal mechanism to communicate information and no liaison between the various sections. This is substantiated by the results of questions one and two, but even more specifically in the
responses to question 4. Staff are strongly in favor of a process or processes that will increase communication within the office. Staff are also anxious to make suggestions for improvements. All staff felt that resolving the communication and interaction problem will improve customer service.

Steps 1 and 2 of the flow chart (Tab 3) reflect the necessary background work to begin the intervention plan. Step 3 develops and refines the procedure to be used. This procedure includes a standard, detailed newsletter format (Tab 8) that incorporates what the staff felt were shortcomings in the survey. The newsletter is to be distributed on a weekly basis to all staff with input from all staff. Also included is a standard staff meeting agenda (Tab 7) with opportunity for staff input on not only the agenda but the frequency of meetings to best suit their information needs.

To evaluate the effectiveness of corrective actions, an updated survey will be distributed at six months and then again at one year (Tabs 9 and 10). The survey will address the current situation and what changes have resulted. It will also address whether or not employees feel there has been an improvement in customer service based on the changes in communication. Survey results will dictate further changes and follow-up.

Upon completion of the project, the changes will be implemented July 1, 1998. The first follow-up will be December, 1998, with an additional follow-up July, 1999.
MEMORANDUM

TO: OCRM Staff
FROM: Linda Brechko
SUBJ: Communication Survey
DATE: November 5, 1997

Attached is a survey regarding communication within OCRM. This survey is one of the steps for the project I'm completing as part of my Certified Public Manager curriculum. The subject I chose for this project is communication.

Would you please complete and return this survey by Monday, November 17? If you have any questions, please let me know.

Thank you for your cooperation.

lsb/1
Enclosure
cc: Chris Brooks
OCRIM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM? (circle response)

1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   _____ a.) in a timely fashion
   _____ b.) sometimes after the fact
   _____ c.) always after the fact

4.) Does a lack of communication

   _____ a.) sometimes affect your job performance
   _____ b.) significantly adversely affect your job performance
   _____ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   _____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   ____________________________________________________________
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   _____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   _____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   _____ a.) yes
   _____ b.) no

10.) If yes, what type meeting?

      _____ a.) full staff meetings
      _____ b.) section managers from various sections/offices meeting

11.) If yes, how often?

      _____ a.) monthly
      _____ b.) twice monthly
      _____ c.) weekly

List the top 3-5 areas where you see problems with communication.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Please check the category which best describes your position.

_____ Administrative (i.e., clerical, support staff)
_____ Management (i.e., directors)
_____ Supervisory (i.e., project managers)
_____ Technical (i.e., field personnel)

Date__________________________________________

Thank you for taking the time to complete this survey.

(November, 1997)
MANAGEMENT
OCRMB - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.
   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication
   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices
   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

Weekly newsletter is very effective for concise info.
Meetings - no
E-mail - fair
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   □ a.) be beneficial to your job performance
   □ b.) have little effect on your job performance
   □ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   □ a.) be beneficial to your job performance
   □ b.) have little effect on your job performance
   □ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   □ a.) yes
   □ b.) no

10.) If yes, what type meeting?

     □ a.) full staff meetings
     □ b.) section managers from various sections/offices meeting

11.) If yes, how often?

     □ a.) monthly
     □ b.) twice monthly
     □ c.) weekly

List the top 3-5 areas where you see problems with communication.

Between permitting & code enforcement
Between main office & field office
Between court, ocm admin & rest of ocm staff
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

Education + awareness of & all staff.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Please check the category which best describes your position.

_____ Administrative (i.e., clerical, support staff)

_____ Management (i.e., directors)

_____ Supervisory (i.e., project managers)

_____ Technical (i.e., field personnel)

Date 11/7/97

Thank you for taking the time to complete this survey.
**OCRМ - Communication Survey**

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   - [ ] a.) in a timely fashion
   - [X] b.) sometimes after the fact
   - [ ] c.) always after the fact

4.) Does a lack of communication

   - [X] a.) sometimes affect your job performance
   - [ ] a.) significantly adversely affect your job performance
   - [ ] b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   - [X] a.) be beneficial to your job performance
   - [ ] b.) have little effect on your job performance
   - [ ] c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   *all of these - especially e-mail and meeting*
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   __ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   __ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   __ a.) yes
   _____ b.) no

10.) If yes, what type meeting?

     __ a.) full staff meetings
     _____ b.) section managers from various sections/offices meeting

11.) If yes, how often?

     __ a.) monthly
     _____ b.) twice monthly
     _____ c.) weekly

List the top 3-5 areas where you see problems with communication.

I currently receive more information that I can handle, but I believe that staff need to be better informed and need a chance to ask questions.

I have suggestions.
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Please check the category which best describes your position.

____ Administrative (i.e., clerical, support staff)
____ Management (i.e., directors)
____ Supervisory (i.e., project managers)
____ Technical (i.e., field personnel)

Date ___________________________

Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   √ a.) in a timely fashion
   ___ b.) sometimes after the fact
   ___ c.) always after the fact

4.) Does a lack of communication

   ___ a.) sometimes affect your job performance
   ___ a.) significantly adversely affect your job performance
   √  b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   ___ a.) be beneficial to your job performance
   ___ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   All forms of communication would be helpful. E-mail would seem to be the quickest.
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   -a.) be beneficial to your job performance
   -b.) have little effect on your job performance
   -c.) greatly affect your job performance

8.) Would expanded e-mail usage

   -a.) be beneficial to your job performance
   -b.) have little effect on your job performance
   -c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   -a.) yes
   -b.) no

10.) If yes, what type meeting?

    -a.) full staff meetings
    -b.) section managers from various sections/offices meeting

11.) If yes, how often?

    -a.) monthly
    -b.) twice monthly
    -c.) weekly

List the top 3-5 areas where you see problems with communication.

Mainly in areas dealing with consistency among the various offices.
Are there specific, recurring instances that need to be addressed? 

__________________________

From your experience, what suggestions would you make for improving communication/interaction?

__________________________

__________________________

__________________________

__________________________

Please check the category which best describes your position.

___ Administrative (i.e., clerical, support staff)

___ Management (i.e., directors)

___ Supervisory (i.e., project managers)

___ Technical (i.e., field personnel)

Date 11-12-97

Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication

   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   From management, news should appropriately trickle-down regardless of that mechanism is e-mail, meetings or written response.
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   ____ a.) be beneficial to your job performance
   ____ b.) have little effect on your job performance
   __ x c.) greatly affect your job performance

8.) Would expanded e-mail usage

   __ x a.) be beneficial to your job performance
   ____ b.) have little effect on your job performance
   ____ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   __ x a.) yes
   ____ b.) no

10.) If yes, what type meeting?

     ____ a.) full staff meetings
     __ x b.) section managers from various sections/offices meeting

11.) If yes, how often?

     ____ a.) monthly
     ____ b.) twice monthly
     __ x c.) weekly

List the top 3-5 areas where you see problems with communication.

I DON'T FEEL I'M MISSING OUT ON INFO @ WORK.

That's not to say some things couldn't be improved upon. I think
it's up to section leaders/managers to properly disseminate necessary
info to others. They could use the Public Info. Director for help.
Are there specific, recurring instances that need to be addressed?

If there are, communications problems it's between

DHEC in Cola, and OCM in Charleston.

From your experience, what suggestions would you make for improving communication/interaction?

Actually follow up on info to be distributed. Ask the people who were supposed to get it if they actually received the info.

Make sure someone has been assigned to disseminate certain info.

Please check the category which best describes your position.

_____ Administrative (i.e., clerical, support staff)
_____ Management (i.e., directors)
_____ Supervisory (i.e., project managers)
_____ Technical (i.e., field personnel)

Date 11/5/97

Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   [ ] a.) in a timely fashion
   [ ] b.) sometimes after the fact
   [ ] c.) always after the fact

4.) Does a lack of communication

   [ ] a.) sometimes affect your job performance
   [ ] a.) significantly adversely affect your job performance
   [ ] b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   [ ] a.) be beneficial to your job performance
   [ ] b.) have little effect on your job performance
   [ ] c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   meetings
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly
   _____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

8.) Would expanded e-mail usage
   _____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?
   _____ a.) yes
   _____ b.) no

10.) If yes, what type meeting?
     _____ a.) full staff meetings
     _____ b.) section managers from various sections/offices meeting

11.) If yes, how often?
     _____ a.) monthly
     _____ b.) twice monthly
     _____ c.) weekly

List the top 3-5 areas where you see problems with communication.

- On projects which encompass both permitting issues and certification issues.
- On policy developed in Cola by Show's EQC.
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Please check the category which best describes your position.

____ Administrative (i.e., clerical, support staff)
____ Management (i.e., directors)
____ Supervisory (i.e., project managers)
____ Technical (i.e., field personnel)

Date 11/12/97________

Thank you for taking the time to complete this survey.
OCRMI - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication

   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   E-mail & meetings
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   - a.) be beneficial to your job performance
   - b.) have little effect on your job performance
   - c.) greatly affect your job performance

8.) Would expanded e-mail usage

   - a.) be beneficial to your job performance
   - b.) have little effect on your job performance
   - c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   - a.) yes
   - b.) no

10.) If yes, what type meeting?

   - a.) full staff meetings
   - b.) section managers from various sections/offices meeting

11.) If yes, how often?

   - a.) monthly
   - b.) twice monthly
   - c.) weekly

List the top 3-5 areas where you see problems with communication.

Between satellite offices & Charleston

Between Col. & Chas.

Within Corp. staff on certain projects

Between different sections & permitting program

On large controversial projects.
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________

________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

Have @ least all the section managers get together a minimum of once a month & discuss all controversial or agency wide important projects. Examples: TOP Sandbag case, Berkeley Co. Race Track, etc.

________________________________________________________________________

Please check the category which best describes your position.

✓ Administrative (i.e., clerical, support staff)
✓ Management (i.e., directors)

Supervisory (i.e., project managers)

Technical (i.e., field personnel)

Date 1/7/97

Thank you for taking the time to complete this survey.
SUPERVISORY
OCR M - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

_____ a.) in a timely fashion
_____ b.) sometimes after the fact
X c.) always after the fact

4.) Does a lack of communication

_____ a.) sometimes affect your job performance
X b.) significantly adversely affect your job performance
_____ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

_____ a.) be beneficial to your job performance
____ b.) have little effect on your job performance
X c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

brief reports
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   ___ a.) be beneficial to your job performance
   ___ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   ___ a.) be beneficial to your job performance
   ___ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   ___ a.) yes
   ___ b.) no

10.) If yes, what type meeting?

     ___ a.) full staff meetings
     ___ b.) section managers from various sections/offices meeting

11.) If yes, how often?

     ___ a.) monthly
     ___ b.) twice monthly
     ___ c.) weekly

List the top 3-5 areas where you see problems with communication.

---

Certification is independent and redundant

Legal

---
Are there specific, recurring instances that need to be addressed?

Certification

From your experience, what suggestions would you make for improving communication/interaction?

Brief (oral) report followed by long written report

Please check the category which best describes your position.

- Administrative (i.e., clerical, support staff)
- Management (i.e., directors)
- Supervisory (i.e., project managers)
- Technical (i.e., field personnel)

Date 11/17/97

Thank you for taking the time to complete this survey.
**OCRM - Communication Survey**

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication

   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   [Blank line]

   [Blank line]
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly
   
   __ a.) be beneficial to your job performance
   ____ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

8.) Would expanded e-mail usage
   
   __ a.) be beneficial to your job performance
   ___ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?
   
   __ a.) yes
   ____ b.) no

10.) If yes, what type meeting?
    
   __ a.) full staff meetings
   ___ b.) section managers from various sections/offices meeting

11.) If yes, how often?
    
   __ a.) monthly
   ____ b.) twice monthly
   ___ c.) weekly

List the top 3-5 areas where you see problems with communication.

communication between sections is the largest,
within sections the second. I don't think see a need for CRM, but the communication
were obviously a problem
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

Please check the category which best describes your position.

____ Administrative (i.e., clerical, support staff)
____ Management (i.e., directors)
✓ Supervisory (i.e., project managers)
____ Technical (i.e., field personnel)

Date ________________

Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

   [Circle 3]

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

   [Circle 3]

3.) As a general rule, do you learn of actions, policies, etc.

   __ a.) in a timely fashion
   __ b.) sometimes after the fact
   __ c.) always after the fact

4.) Does a lack of communication

   __ a.) sometimes affect your job performance
   __ a.) significantly adversely affect your job performance
   __ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   __ a.) be beneficial to your job performance
   __ b.) have little effect on your job performance
   __ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   MEETINGS
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly
   
   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

8.) Would expanded e-mail usage
   
   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?
   
   a.) yes
   b.) no

10.) If yes, what type meeting?
    
   a.) full staff meetings
   b.) section managers from various sections/offices meeting

11.) If yes, how often?

   a.) monthly
   b.) twice monthly
   c.) weekly

List the top 3-5 areas where you see problems with communication.

   Communication between sections is lacking & unclear.

   Communication within sections could be improved.

   Communication with external stakeholders is lacking.

   Communication regarding project updates is insufficient.

   Communication on urgent matters is not prioritized.

   Communication on performance metrics is inconsistent.
Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- Administrative (i.e., clerical, support staff)
- Management (i.e., directors)
- Supervisory (i.e., project managers)
- Technical (i.e., field personnel)

Date 14-5-97

Thank you for taking the time to complete this survey.
OCRPM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)
   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?
   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.
   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication
   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices
   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?
   All
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- [ ] a.) be beneficial to your job performance
- [ ] b.) have little effect on your job performance
- [ ] c.) greatly affect your job performance

8.) Would expanded e-mail usage

- [ ] a.) be beneficial to your job performance
- [ ] b.) have little effect on your job performance
- [ ] c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- [ ] a.) yes
- [ ] b.) no

10.) If yes, what type meeting?

- [ ] a.) full staff meetings
- [ ] b.) section managers from various sections/offices meeting

11.) If yes, how often?

- [ ] a.) monthly
- [ ] b.) twice monthly
- [ ] c.) weekly

List the top 3-5 areas where you see problems with communication.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________________________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

Please check the category which best describes your position.

____ Administrative (i.e., clerical, support staff)

____ Management (i.e., directors)

____ Supervisory (i.e., project managers)

____ Technical (i.e., field personnel)

Date 11/5/97


Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5  Don't know

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication

   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   Meetings, e-mail, the weekly press the way [handwritten]
   used to do it
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   _____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   _____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

    _____ a.) yes
    _____ b.) no

10.) If yes, what type meeting?

    _____ a.) full staff meetings
    _____ b.) section managers from various sections/offices meeting

11.) If yes, how often?

    _____ a.) monthly
    _____ b.) twice monthly
    _____ c.) weekly

List the top 3-5 areas where you see problems with communication.

The many facets and permits for a large project sometimes don't get coordinated or sections don't consult with other project managers.
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

Put out a weekly list of projects with location and project manager listed. Post list in break room and on g-drive so anyone can find out who it is they need to discuss a project with. Also, put out an in-house referral list so you know who works in specific counties/geographic areas, etc.

Please check the category which best describes your position.

____ Administrative (i.e., clerical, support staff)
____ Management (i.e., directors)
____ Supervisory (i.e., project managers)
____ Technical (i.e., field personnel)

Date 11/17/77

Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication

   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   all the above. Many people at upper levels do not seem to be concerned about this problem. It's a power thing!
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   _____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   ____ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   _____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   ____ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   ____ a.) yes
   ____ b.) no

10.) If yes, what type meeting?

    _____ a.) full staff meetings
    ____ b.) section managers from various sections/offices meeting

11.) If yes, how often?

    _____ a.) monthly
    _____ b.) twice monthly
    ____ c.) weekly

List the top 3-5 areas where you see problems with communication.

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
Are there specific, recurring instances that need to be addressed?

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

Please check the category which best describes your position.

____ Administrative (i.e., clerical, support staff)
____ Management (i.e., directors)
☒  Supervisory (i.e., project managers)
____ Technical (i.e., field personnel)

Date  Nov 6, 1997

Thank you for taking the time to complete this survey.
OCR - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3  (4)  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3  (4)  5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   [ ] b.) sometimes after the fact
   [ ] c.) always after the fact

4.) Does a lack of communication

   [ ] a.) sometimes affect your job performance
   [ ] b.) significantly adversely affect your job performance
   [ ] c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   [ ] a.) be beneficial to your job performance
   [ ] b.) have little effect on your job performance
   [ ] c.) greatly affect your job performance

6.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   [ ] a.) be beneficial to your job performance
   [ ] b.) have little effect on your job performance
   [ ] c.) greatly affect your job performance
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   __ a.) be beneficial to your job performance
   ___ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   ___ a.) be beneficial to your job performance
   __ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   __ a.) yes
   ___ b.) no

10.) If yes, what type meeting?

   ___ a.) full staff meetings
   ____ b.) section managers from various sections/offices meeting

11.) If yes, how often?

   ___ a.) monthly
   ____ b.) twice monthly
   ___ c.) weekly

List the top 3-5 areas where you see problems with communication.

1) Status of grant budgets
2) Status of purchase requests
3) Status of major projects outside of my section
Are there specific, recurring instances that need to be addressed?


From your experience, what suggestions would you make for improving communication/interaction?

We need a method for disseminating information (I think an in-house newsletter would be best), but we also need to get people to start asking themselves the question "What do I know that other people need or would want to know?"


Please check the category which best describes your position.

____ Administrative (i.e., clerical, support staff)
____ Management (i.e., directors)
✓ Supervisory (i.e., project managers)
____ Technical (i.e., field personnel)

Date 11/6/97

Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

a.) in a timely fashion
b.) sometimes after the fact
c.) always after the fact

4.) Does a lack of communication

a.) sometimes affect your job performance
b.) significantly adversely affect your job performance
b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

a.) be beneficial to your job performance
b.) have little effect on your job performance
c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

Newsletter
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   ✓ a.) be beneficial to your job performance
   ✓ b.) have little effect on your job performance
   __ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   ✓ a.) be beneficial to your job performance
   __ b.) have little effect on your job performance
   __ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   ✓ a.) yes
   __ b.) no

10.) If yes, what type meeting?

     __ a.) full staff meetings
     ✓ b.) section managers from various sections/offices meeting

11.) If yes, how often?

     ✓ a.) monthly
     __ b.) twice monthly
     __ c.) weekly

List the top 3-5 areas where you see problems with communication.

Ches Harbor

Field Office - Main

Data Security / Accounting / Planning
Are there specific, recurring instances that need to be addressed?

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

Temporary assignment of staff to do different jobs as much as possible.

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

Please check the category which best describes your position.

____ Administrative (i.e., clerical, support staff)

____ Management (i.e., directors)

____ Supervisory (i.e., project managers)

____ Technical (i.e., field personnel)

Date  NOV 5/1997

Thank you for taking the time to complete this survey.
TECHNICAL
OCR - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

_____ a.) in a timely fashion
_____ b.) sometimes after the fact
_____ c.) always after the fact

4.) Does a lack of communication

_____ a.) sometimes affect your job performance
_____ a.) significantly adversely affect your job performance
_____ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

_____ a.) be beneficial to your job performance
_____ b.) have little effect on your job performance
_____ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

__________________________________________

[Signature]
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   - [ ] a.) be beneficial to your job performance
   - [ ] b.) have little effect on your job performance
   - [ ] c.) greatly affect your job performance

8.) Would expanded e-mail usage

   - [ ] a.) be beneficial to your job performance
   - [ ] b.) have little effect on your job performance
   - [ ] c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   - [ ] a.) yes
   - [x] b.) no

10.) If yes, what type meeting?

   - [ ] a.) full staff meetings
   - [ ] b.) section managers from various sections/offices meeting

11.) If yes, how often?

   - [ ] a.) monthly
   - [ ] b.) twice monthly
   - [ ] c.) weekly

List the top 3-5 areas where you see problems with communication.

   people just need to make a decision
   and then clearly speak English
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

Speak, choose words carefully, and repeat for clarity.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Please check the category which best describes your position.

_____ Administrative (i.e., clerical, support staff)

_____ Management (i.e., directors)

_____ Supervisory (i.e., project managers)

_____ Technical (i.e., field personnel)

Date _______ 11-6-97

Thank you for taking the time to complete this survey.
OCR - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM’s field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

_____a.) in a timely fashion
_____b.) sometimes after the fact
_____c.) always after the fact

4.) Does a lack of communication

_____a.) sometimes affect your job performance
_____a.) significantly adversely affect your job performance
_____b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

_____a.) be beneficial to your job performance
_____b.) have little effect on your job performance
_____c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

All the above
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly
   - __a.) be beneficial to your job performance
   - __b.) have little effect on your job performance
   - __c.) greatly affect your job performance

8.) Would expanded e-mail usage
   - __a.) be beneficial to your job performance
   - __b.) have little effect on your job performance
   - __c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?
   - __a.) yes
   - __b.) no

10.) If yes, what type meeting?
    - __a.) full staff meetings
    - __b.) section managers from various sections/offices meeting

11.) If yes, how often?
    - __a.) monthly
    - __b.) twice monthly
    - __c.) weekly

List the top 3-5 areas where you see problems with communication.
Are there specific, recurring instances that need to be addressed?

Enforcement

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

_____ Administrative (i.e., clerical, support staff)
_____ Management (i.e., directors)
_____ Supervisory (i.e., project managers)
_____ Technical (i.e., field personnel)

Date  Nov. 12, 1997

Thank you for taking the time to complete this survey.
OCRMA - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication

   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   Meetings, e-mail, phone

   At least I would like to be made aware of meetings.

   Date & Time
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly
   
   ✔ a.) be beneficial to your job performance
   □ b.) have little effect on your job performance
   □ c.) greatly affect your job performance

8.) Would expanded e-mail usage
   
   ✔ a.) be beneficial to your job performance
   □ b.) have little effect on your job performance
   □ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?
   
   ✔ a.) yes
   □ b.) no

10.) If yes, what type meeting?
    
   ✔ a.) full staff meetings
   ✔ b.) section managers from various sections/offices meeting

11.) If yes, how often?
    
   ✔ a.) monthly
   □ b.) twice monthly
   □ c.) weekly

List the top 3-5 areas where you see problems with communication.

1. Major Permit info should always be sent to the field office when major permit or enforcement info is related to that field office. Also any info that will pertain to field office functions.

2. Need to be made aware of meetings. Date & Time.
Are there specific, recurring instances that need to be addressed?

Yes, into needed should be sent on a timely manner when requested or at least a call or E-mail as to why info has not been received.

From your experience, what suggestions would you make for improving communication/interaction?

When a request for information, that is required for permitting Technical staff to Admin (clerical or support) a response would be appreciated.

(Requests from field office to main office).

Please note there are a few who do not respond others are more than willing to provide necessary info and help.

Please check the category which best describes your position.

- Administrative (i.e., clerical, support staff)
- Management (i.e., directors)
- Supervisory (i.e., project managers)
- Technical (i.e., field personnel)

Date 11-7-97

Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion  
   b.) sometimes after the fact  
   c.) always after the fact

4.) Does a lack of communication

   a.) sometimes affect your job performance  
   b.) significantly adversely affect your job performance  
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance  
   b.) have little effect on your job performance  
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   newsletter, e-mail, and a consistent input into the GIS
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly
   
   _____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

8.) Would expanded e-mail usage
   
   _____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?
   
   _____ a.) yes
   _____ b.) no

10.) If yes, what type meeting?
    
    _____ a.) full staff meetings
    _____ b.) section managers from various sections/offices meeting

11.) If yes, how often?
    
    _____ a.) monthly
    _____ b.) twice monthly
    _____ c.) weekly

List the top 3-5 areas where you see problems with communication.

   mainly after decisions have been reached, a piece of information is presented that greatly affects the decisions

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
Are there specific, recurring instances that need to be addressed?

__________________________________________________________________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

- a meeting between legal, permitting, and certification
- where we discuss decisions on projects. This could be limited
to projects that permitting and certification handle jointly.
- legal needs an opportunity to have some input on projects prior
to issuance.

__________________________________________________________________________________________________________________________________

Please check the category which best describes your position.

- [ ] Administrative (i.e., clerical, support staff)
- [ ] Management (i.e., directors)
- [ ] Supervisory (i.e., project managers)
- [x] Technical (i.e., field personnel)

Date 11/5/97

Thank you for taking the time to complete this survey.
Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   [ ] a.) in a timely fashion
   [ ] b.) sometimes after the fact
   [ ] c.) always after the fact

4.) Does a lack of communication

   [ ] a.) sometimes affect your job performance
   [ ] a.) significantly adversely affect your job performance
   [ ] b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   [ ] a.) be beneficial to your job performance
   [ ] b.) have little effect on your job performance
   [ ] c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   WRITTEN MEMOS
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   a.) be beneficial to your job performance
   ___ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   a.) be beneficial to your job performance
   ___ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   a.) yes
   ___ b.) no

10.) If yes, what type meeting?

   a.) full staff meetings
   ___ b.) section managers from various sections/offices meeting

11.) If yes, how often?

   a.) monthly
   ___ b.) twice monthly
   ___ c.) weekly

List the top 3-5 areas where you see problems with communication.

FROM MY OWN VIEWPOINT COMMUNICATION WORKS WELL - BUT THEN I AM A COMMUNICATOR!
Are there specific, recurring instances that need to be addressed?

MARINA PERMITS BEING ISSUED WITHOUT ENFORCEMENT INPUT

From your experience, what suggestions would you make for improving communication/interaction?

EVERYONE SHOULD MAKE A CONSCIOUS EFFORT TO KEEP FELLOW EMPLOYEES INFORMED

Please check the category which best describes your position.

[ ] Administrative (i.e., clerical, support staff)
[ ] Management (i.e., directors)
[ ] Supervisory (i.e., project managers)
[ ] Technical (i.e., field personnel)

Date 11/6/97

Thank you for taking the time to complete this survey.
Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  

   

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  

   

3.) As a general rule, do you learn of actions, policies, etc.

   ____ a.) in a timely fashion

   ____ b.) sometimes after the fact

   ____ c.) always after the fact

4.) Does a lack of communication

   ____ a.) sometimes affect your job performance

   ____ b.) significantly adversely affect your job performance

   ___ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   ____ a.) be beneficial to your job performance

   ___ b.) have little effect on your job performance

   ____ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   ____________________________
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   a.) be beneficial to your job performance
   □ b.) have little effect on your job performance
   □ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   a.) be beneficial to your job performance
   □ b.) have little effect on your job performance
   □ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   a.) yes
   □ b.) no

10.) If yes, what type meeting?

   a.) full staff meetings
   □ b.) section managers from various sections/offices meeting

11.) If yes, how often?

   a.) monthly
   □ b.) twice monthly
   □ c.) weekly

List the top 3-5 areas where you see problems with communication.

Other agencies w/ DHHC (WATER & WASTEWATER)
Are there specific, recurring instances that need to be addressed?

__________________________________________________________________________

__________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

Please check the category which best describes your position.

___ Administrative (i.e., clerical, support staff)
___ Management (i.e., directors)
___ Supervisory (i.e., project managers)
___ Technical (i.e., field personnel)

Date 11/6/97

Thank you for taking the time to complete this survey.
Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM’s field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication

   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   informal meetings between core members & staff meetings
to discuss events, perceptions, & goals
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   a.) be beneficial to your job performance
   [ ] b.) have little effect on your job performance
   [ ] c.) greatly affect your job performance

8.) Would expanded e-mail usage

   a.) be beneficial to your job performance
   [ ] b.) have little effect on your job performance
   [ ] c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   [ ] a.) yes
   [ ] b.) no

10.) If yes, what type meeting?

    a.) full staff meetings
    [ ] b.) section managers from various sections/offices meeting

11.) If yes, how often?

    a.) monthly
    [ ] b.) twice monthly
    [ ] c.) weekly

List the top 3-5 areas where you see problems with communication.

- Scheduling
- Paperwork
- Purchasing
- Program Development
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Please check the category which best describes your position.

____ Administrative (i.e., clerical, support staff)
____ Management (i.e., directors)
____ Supervisory (i.e., project managers)
____ Technical (i.e., field personnel)

Date 11/15/97

Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- a.) in a timely fashion
- b.) sometimes after the fact
- c.) always after the fact

4.) Does a lack of communication

- a.) sometimes affect your job performance
- b.) significantly adversely affect your job performance
- c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- a.) be beneficial to your job performance
- b.) have little effect on your job performance
- c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

Meetings
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   ____ a.) be beneficial to your job performance
   ____ b.) have little effect on your job performance
   ____ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   ____ a.) be beneficial to your job performance
   ____ b.) have little effect on your job performance
   ____ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   ____ a.) yes
   ____ b.) no

10.) If yes, what type meeting?

   ____ a.) full staff meetings
   ____ b.) section managers from various sections/offices meeting

11.) If yes, how often?

   ____ a.) monthly
   ____ b.) twice monthly
   ____ c.) weekly

List the top 3-5 areas where you see problems with communication.

Between Permitting + Certification; Management + Staff

[Signature]
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Please check the category which best describes your position.

____ Administrative (i.e., clerical, support staff)
____ Management (i.e., directors)
____ Supervisory (i.e., project managers)
____ Technical (i.e., field personnel)

Date 11-6-97

Thank you for taking the time to complete this survey.
OCRMM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication

   a.) sometimes affect your job performance
   X  b.) significantly adversely affect your job performance
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance
   X  b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   Email
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   a.) be beneficial to your job performance
   x b.) have little effect on your job performance
   c.) greatly affect your job performance

8.) Would expanded e-mail usage

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   x c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   a.) yes
   x b.) no

10.) If yes, what type meeting?

    a.) full staff meetings
    b.) section managers from various sections/offices meeting

11.) If yes, how often?

    a.) monthly
    b.) twice monthly
    c.) weekly

List the top 3-5 areas where you see problems with communication.
Are there specific, recurring instances that need to be addressed?

____________________________________________________________________________

____________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

Please check the category which best describes your position.

_____ Administrative (i.e., clerical, support staff)

_____ Management (i.e., directors)

_____ Supervisory (i.e., project managers)

X _____ Technical (i.e., field personnel)

Date 11/4/97

Thank you for taking the time to complete this survey.
OCR-M - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   □ b.) sometimes after the fact
   □ c.) always after the fact

4.) Does a lack of communication

   □ a.) sometimes affect your job performance
   □ b.) significantly adversely affect your job performance
   □ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   □ a.) be beneficial to your job performance
   □ b.) have little effect on your job performance
   □ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   E-MAIL : RETURNED PHONE CALLS
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

8.) Would expanded e-mail usage

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   a.) yes
   b.) no

10.) If yes, what type meeting?

    a.) full staff meetings
    b.) section managers from various sections/offices meeting

11.) If yes, how often?

    a.) monthly
    b.) twice monthly
    c.) weekly

List the top 3-5 areas where you see problems with communication.

CALS NOT RETURNED
Delayed Action on Public Notices
Major Activities w/ Corps


Are there specific, recurring instances that need to be addressed?

MAJOR ACTIVITY - JOINT PUBLIC NOTICES L/C ORDS
(DELAYS FOR MONTHS BEFORE GOING OUT ON NOTICE)

From your experience, what suggestions would you make for improving communication/interaction?

INCREASED CORRESPONDENCE

Please check the category which best describes your position.

- Administrative (i.e., clerical, support staff)
- Management (i.e., directors)
- Supervisory (i.e., project managers)
- Technical (i.e., field personnel)

Date November 7, 1997

Thank you for taking the time to complete this survey.
OCRMS- Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

a.) in a timely fashion
b.) sometimes after the fact
c.) always after the fact

d.)

4.) Does a lack of communication

a.) sometimes affect your job performance
b.) significantly adversely affect your job performance
b.) has no effect

d.)

5.) Would increased communication/interaction between the various sections and offices

a.) be beneficial to your job performance
b.) have little effect on your job performance
c.) greatly affect your job performance

d.)

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

---
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly
   a.) be beneficial to your job performance  
   ✔ b.) have little effect on your job performance  
   c.) greatly affect your job performance

8.) Would expanded e-mail usage
   a.) be beneficial to your job performance  
   ✔ b.) have little effect on your job performance  
   c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?
   a.) yes  
   ✔ b.) no

10.) If yes, what type meeting?
    a.) full staff meetings  
    ✔ b.) section managers from various sections/offices meeting

11.) If yes, how often?
    a.) monthly  
    ✔ b.) twice monthly  
    c.) weekly

List the top 3-5 areas where you see problems with communication.

• Different Sections seem to be isolated
• Monthly update meeting do let everyone know what issues are currently being dealt with in the agency
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

Better communication between sections about future needs and goals.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Please check the category which best describes your position.

____ Administrative (i.e., clerical, support staff)

____ Management (i.e., directors)

____ Supervisory (i.e., project managers)

✓  Technical (i.e., field personnel)

Date 11/13/97

Thank you for taking the time to complete this survey.
ADMINISTRATIVE
OCRMA - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.

   _____ a.) in a timely fashion
   _____ b.) sometimes after the fact
   ✔️  c.) always after the fact

4.) Does a lack of communication

   ✔️  a.) sometimes affect your job performance
   _____ a.) significantly adversely affect your job performance
   _____ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   ✔️  a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   Changes in existing procedures should be given in a timely manner, not after the fact. See that input from the field offices is given more attention in regards to final decisions affecting that field offices' area.
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   [ ] a.) be beneficial to your job performance
   [ ] b.) have little effect on your job performance
   [ ] c.) greatly affect your job performance

8.) Would expanded e-mail usage

   [ ] a.) be beneficial to your job performance
   [ ] b.) have little effect on your job performance
   [ ] c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   [ ] a.) yes
   [ ] b.) no

10.) If yes, what type meeting?

   [ ] a.) full staff meetings
   [ ] b.) section managers from various sections/offices meeting

11.) If yes, how often?

   [ ] a.) monthly
   [ ] b.) twice monthly
   [ ] c.) weekly

List the top 3-5 areas where you see problems with communication.

1. Lack of communication between Charleston and field offices on decisions affecting that area. Sometimes decisions made in Charleston have adverse effects on field offices. No input from field offices is considered before decisions are made.

2. Feelings that only a few people are given the responsibility to decide what is to be done and by whom. When asked for help from Charleston, not done in a timely manner.

3. Lack of updated equipment given to field offices to make them more equipped to do their job. Field offices given last priority.

4. Equal considerations for field offices as given in Charleston.

5. Weekly staff meetings in field offices to discuss problems (if any) and at least once a month meetings (with adequate notices) for input to resolve these problems. Maybe even a suggestion box. When there are meetings, no agenda is given.
Are there specific, recurring instances that need to be addressed?

Lack of help in a timely manner from Charleston to the field offices.
More communication of the problems that the field offices are experiencing

From your experience, what suggestions would you make for improving communication/interaction?

As stated on page 2

Please check the category which best describes your position.

X  Administrative (i.e., clerical, support staff)

Management (i.e., directors)

Supervisory (i.e., project managers)

Technical (i.e., field personnel)

Date  11/6/97

Thank you for taking the time to complete this survey.
OCR M - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.?

   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication

   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.?)

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   _a.) be beneficial to your job performance
   _b.) have little effect on your job performance
   _c.) greatly affect your job performance

8.) Would expanded e-mail usage

   _a.) be beneficial to your job performance
   _b.) have little effect on your job performance
   _c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   _a.) yes
   _b.) no

10.) If yes, what type meeting?

   _a.) full staff meetings
   _b.) section managers from various sections/offices meeting

11.) If yes, how often?

   _a.) monthly
   _b.) twice monthly
   _c.) weekly

List the top 3-5 areas where you see problems with communication.

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
Are there specific, recurring instances that need to be addressed?

_____________________________________________________________________

_____________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

_____________________________________________________________________

_____________________________________________________________________

_____________________________________________________________________

_____________________________________________________________________

_____________________________________________________________________

Please check the category which best describes your position.

✓ Administrative (i.e., clerical, support staff)

____ Management (i.e., directors)

____ Supervisory (i.e., project managers)

____ Technical (i.e., field personnel)

Date______________________________

Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc.
   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication
   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices
   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly
   ___ a.) be beneficial to your job performance
   ___ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

8.) Would expanded e-mail usage
   ___ a.) be beneficial to your job performance
   ___ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?
   ___ a.) yes
   ___ b.) no

10.) If yes, what type meeting?
     ___ a.) full staff meetings
     ___ b.) section managers from various sections/offices meeting

11.) If yes, how often?
     ___ a.) monthly
     ___ b.) twice monthly
     ___ c.) weekly

List the top 3-5 areas where you see problems with communication.

Each news worthy event involving another section becomes known to me from the newspaper and not the office
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Please check the category which best describes your position.

X Administrative (i.e., clerical, support staff)

____ Management (i.e., directors)

____ Supervisory (i.e., project managers)

____ Technical (i.e., field personnel)

Date  Nov 14, 1997

Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

   3

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

   2

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   X b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication

   X a.) sometimes affect your job performance
   a.) significantly adversely affect your job performance
   b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   X a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   ALL OF THE ABOVE

   ________________________________
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly
   ______ a.) be beneficial to your job performance
   ______ b.) have little effect on your job performance
   ______ c.) greatly affect your job performance

8.) Would expanded e-mail usage
   ______ a.) be beneficial to your job performance
   ______ b.) have little effect on your job performance
   ______ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?
   ______ a.) yes
   ______ b.) no

10.) If yes, what type meeting?
    ______ a.) full staff meetings
    ______ b.) section managers from various sections/offices meeting

11.) If yes, how often?
    ______ a.) monthly
    ______ b.) twice monthly
    ______ c.) weekly

List the top 3-5 areas where you see problems with communication.

LACK OF COMMUNICATION BETWEEN SECTIONS ON SPECIFIC PROJECTS
LACK OF COMMUNICATION FROM SUPERIOR CHIEF ON DIRECTION &
ASSIGNMENT OF DUTIES & RESPONSIBILITIES
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

I don’t know if there are any institutional changes that would significantly help. Individuals must have it impressed on them that they need to share information.

________________________________________________________________________

Please check the category which best describes your position.

[ ] Administrative (i.e., clerical, support staff)
[ ] Management (i.e., directors)
[ ] Supervisory (i.e., project managers)
[ ] Technical (i.e., field personnel)

Date: 11/13/97

Thank you for taking the time to complete this survey.
OCR - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

    1    2    3    4    5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

    1    2    3    4    5

3.) As a general rule, do you learn of actions, policies, etc.

   _____ a.) in a timely fashion  
   _____ b.) sometimes after the fact  
   _____ c.) always after the fact

4.) Does a lack of communication

   _____ a.) sometimes affect your job performance  
   _____ a.) significantly adversely affect your job performance  
   _____ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   _____ a.) be beneficial to your job performance  
   _____ b.) have little effect on your job performance  
   _____ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   e-mail for urgent things and meetings for less urgent things like projects of interest, programs, etc.
   a newsletter or monthly publication may be more appealing to the staff than meetings.
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   √ a.) be beneficial to your job performance  
   ___ b.) have little effect on your job performance  
   ___ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   √ a.) be beneficial to your job performance  
   ___ b.) have little effect on your job performance  
   ___ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   √ a.) yes  
   ___ b.) no

10.) If yes, what type meeting?

   √ a.) full staff meetings  
   ___ b.) section managers from various sections/offices meeting

11.) If yes, how often?

   √ a.) monthly  
   ___ b.) twice monthly  
   ___ c.) weekly

List the top 3-5 areas where you see problems with communication.

   Permitting and Certification/stormwaters Jurisdictions sometimes cross, better communication would prevent one section from approving a permit the other wouldn't.

   ____________________________
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________

________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

________________________________________________________________________

________________________________________________________________________

Please check the category which best describes your position.

✔ Administrative (i.e., clerical, support staff)

___ Management (i.e., directors)

___ Supervisory (i.e., project managers)

___ Technical (i.e., field personnel)

Date_________ 11.20.97

Thank you for taking the time to complete this survey.
**OCRM - Communication Survey**

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  [ ] 3  [ ] 4  [ ] 5  [ ]

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  [ ] 2  [ ] 3  [ ] 4  [ ] 5  [ ]

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion  [ ]
   b.) sometimes after the fact  [x]
   c.) always after the fact  [ ]

4.) Does a lack of communication

   a.) sometimes affect your job performance  [ ]
   b.) significantly adversely affect your job performance  [x]
   c.) has no effect  [ ]

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance  [ ]
   b.) have little effect on your job performance  [x]
   c.) greatly affect your job performance  [ ]

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   Newsletter, Memos. A lot of people don't read EMAILS.  
   Sometimes. MEETINGS.
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   [ ] a.) be beneficial to your job performance
   [ ] b.) have little effect on your job performance
   [ ] c.) greatly affect your job performance

8.) Would expanded e-mail usage

   [ ] a.) be beneficial to your job performance
   [ ] b.) have little effect on your job performance
   [ ] c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   [ ] a.) yes
   [ ] b.) no

Sometimes - when it would directly affect all of us in day-to-day tasks.

10.) If yes, what type meeting?

   [ ] a.) full staff meetings
   [ ] b.) section managers from various sections/offices meeting

11.) If yes, how often?

   [ ] a.) monthly
   [ ] b.) twice monthly
   [ ] c.) weekly

List the top 3-5 areas where you see problems with communication.

I see it mainly in supervisory positions.
- Not being specific in certain areas of work.
- Not returning phone calls/emails.
- Not being able to answer questions that pertain to daily tasks.
Are there specific, recurring instances that need to be addressed?

Not really.

From your experience, what suggestions would you make for improving communication/interaction?

I think, as I said before, when there are updates that affect everyone's job task it needs to be addressed <prior> to it happening.

I also think a suggestion box might be handy to have in our office.

Please check the category which best describes your position.

- [x] Administrative (i.e., clerical, support staff)
- [ ] Management (i.e., directors)
- [ ] Supervisory (i.e., project managers)
- [ ] Technical (i.e., field personnel)

Date 11/12/97

Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication

   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   X c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance
   X b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   Staff meetings for entire staff
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   ___ a.) be beneficial to your job performance
   ___ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   ___ a.) be beneficial to your job performance
   ___ b.) have little effect on your job performance
   ___ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   ___ a.) yes
   ___ b.) no

10.) If yes, what type meeting?

    ___ a.) full staff meetings
    ___ b.) section managers from various sections/offices meeting

11.) If yes, how often?

    ___ a.) monthly
    ___ b.) twice monthly
    ___ c.) weekly

List the top 3-5 areas where you see problems with communication.

field offices are not aware of how to use many of our computer programs.
Otherwise communication is fairly good.
Are there specific, recurring instances that need to be addressed?

____________________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

Please check the category which best describes your position.

[X] Administrative (i.e., clerical, support staff)
[ ] Management (i.e., directors)
[ ] Supervisory (i.e., project managers)
[ ] Technical (i.e., field personnel)

Date 11-6-97

Thank you for taking the time to complete this survey.
Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1    2    3    4    5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1    2    3    4    5

3.) As a general rule, do you learn of actions, policies, etc.

   a.) in a timely fashion
   b.) sometimes after the fact
   c.) always after the fact

4.) Does a lack of communication

   a.) sometimes affect your job performance
   b.) significantly adversely affect your job performance
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   ____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

8.) Would expanded e-mail usage

   ____ a.) be beneficial to your job performance
   _____ b.) have little effect on your job performance
   _____ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   ____ a.) yes
   _____ b.) no

10.) If yes, what type meeting?

   _____ a.) full staff meetings
   _____ b.) section managers from various sections/offices meeting

11.) If yes, how often?

   _____ a.) monthly
   _____ b.) twice monthly
   _____ c.) weekly
   _____ d.) Every other month

List the top 3-5 areas where you see problems with communication.

   Between sections

   Interoffice not knowing what's going on in sections we don't interact with weekly or daily - SHR, Legal
Are there specific, recurring instances that need to be addressed?

Section Problem:

Applications from the Corps sometimes get lost in certification when we are supposed to be processing them in permitting. Also, some staff members aren't aware of how Corps Joint Apps are numbered so you can tell which section they belong in.

From your experience, what suggestions would you make for improving communication/interaction?

When new rules/processes are implemented everyone needs to be aware of them—App. Requirements etc. not just individual sections. Publish them & handout every 3-6 months possibly. Keep an update on computers for each section like internet info. It would be nice to have a computer schedule daily of Staff member whereabouts—maybe the receptionist could enter in calendar from board each day & update after lunch & send to everyone. It should take only minutes with right program.

Please check the category which best describes your position.

- Administrative (i.e., clerical, support staff)
- Management (i.e., directors)
- Supervisory (i.e., project managers)
- Technical (i.e., field personnel)

Date 11-6-97

Thank you for taking the time to complete this survey.
OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

   [ ] 3

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

   [ ] 3

3.) As a general rule, do you learn of actions, policies, etc.

   [ ] a.) in a timely fashion
   [ ] b.) sometimes after the fact
   [   ] c.) always after the fact

4.) Does a lack of communication

   [ ] a.) sometimes affect your job performance
   [   ] a.) significantly adversely affect your job performance
   [   ] b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

   [ ] a.) be beneficial to your job performance
   [   ] b.) have little effect on your job performance
   [   ] c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   E-Mail + newsletter for some things
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- [ ] a.) be beneficial to your job performance
- [ ] b.) have little effect on your job performance
- [ ] c.) greatly affect your job performance

8.) Would expanded e-mail usage

- [ ] a.) be beneficial to your job performance
- [ ] b.) have little effect on your job performance
- [ ] c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- [ ] a.) yes
- [ ] b.) no

10.) If yes, what type meeting?

- [ ] a.) full staff meetings
- [ ] b.) section managers from various sections/offices meeting

11.) If yes, how often?

- [ ] a.) monthly
- [ ] b.) twice monthly
- [ ] c.) weekly

List the top 3-5 areas where you see problems with communication.

- [ ] not sure Charleston get mail on time PO
- [ ] calls not returned E-Mail
- [ ] policies not known when they change
Are there specific, recurring instances that need to be addressed?

[Handwritten: "All not going as we are letting you know."]

From your experience, what suggestions would you make for improving communication/interaction?

[Handwritten: "Better communication"]

Please check the category which best describes your position.

- [ ] Administrative (i.e., clerical, support staff)
- [ ] Management (i.e., directors)
- [ ] Supervisory (i.e., project managers)
- [ ] Technical (i.e., field personnel)

Date 11/10/97

Thank you for taking the time to complete this survey.
OCRMI Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

a.) in a timely fashion
b.) sometimes after the fact
c.) always after the fact

4.) Does a lack of communication

a.) sometimes affect your job performance
b.) significantly adversely affect your job performance
b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

a.) be beneficial to your job performance
b.) have little effect on your job performance
c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

e-mail, newsletters
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

8.) Would expanded e-mail usage

   a.) be beneficial to your job performance
   b.) have little effect on your job performance
   c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

   a.) yes
   b.) no

10.) If yes, what type meeting?

   a.) full staff meetings
   b.) section managers from various sections/offices meeting

11.) If yes, how often?

   a.) monthly
   b.) twice monthly
   c.) weekly

List the top 3-5 areas where you see problems with communication.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Are there specific, recurring instances that need to be addressed?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

From your experience, what suggestions would you make for improving communication/interaction?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Please check the category which best describes your position.

☑ Administrative (i.e., clerical, support staff)

☐ Management (i.e., directors)

☐ Supervisory (i.e., project managers)

☐ Technical (i.e., field personnel)

Date 11-5-97

Thank you for taking the time to complete this survey.
Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

   1  2  3  4  5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

   1  2  3  4  5

3.) As a general rule, do you learn of actions, policies, etc. 

   a.) in a timely fashion  
   b.) sometimes after the fact  
   c.) always after the fact

4.) Does a lack of communication sometimes affect your job performance?

   a.) sometimes affect your job performance  
   b.) significantly adversely affect your job performance  
   c.) has no effect

5.) Would increased communication/interaction between the various sections and offices be beneficial to your job performance?

   a.) be beneficial to your job performance  
   b.) have little effect on your job performance  
   c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

   e-mail & newsletters
7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

_____ a.) be beneficial to your job performance
_____ b.) have little effect on your job performance
_____ c.) greatly affect your job performance

8.) Would expanded e-mail usage

_____ a.) be beneficial to your job performance
_____ b.) have little effect on your job performance
_____ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

_____ a.) yes
_____ b.) no

10.) If yes, what type meeting?

_____ a.) full staff meetings
_____ b.) section managers from various sections/offices meeting

11.) If yes, how often?

_____ a.) monthly
_____ b.) twice monthly
_____ c.) weekly

List the top 3-5 areas where you see problems with communication.

1. Lack of communication in regards to receiving information on meetings, personnel on leave, etc.
Are there specific, recurring instances that need to be addressed?

No

From your experience, what suggestions would you make for improving communication/interaction?

Overall, communication/interaction is good. I think, would communicate to me what's happening or where they are more effectively if their section head communicated it then how important this is.

Please check the category which best describes your position.

[ ] Administrative (i.e., clerical, support staff)
[ ] Management (i.e., directors)
[ ] Supervisory (i.e., project managers)
[ ] Technical (i.e., field personnel)

Date 11-6-97

Thank you for taking the time to complete this survey.
Agenda
OCRM Staff Meeting
(insert date/time)

I. Welcome

II. Office Updates (5 minute limit)
   A. Charleston Office
   B. Beaufort Office
   C. Myrtle Beach Office
   D. Columbia Office

III. Department Updates (5 minute limit)
   A. Planning Department
   B. Permitting Department
   C. Legal Department
   D. Charleston Harbor Project

IV. Questions? Comments?

V. Meeting Evaluation

VI. Next Meeting Date/Time

What do YOU know that other people need or would want to know?
<table>
<thead>
<tr>
<th>News from Charleston!</th>
<th>From the Permitting Section...</th>
</tr>
</thead>
<tbody>
<tr>
<td>What's new in Beaufort?</td>
<td>From the Planning Section...</td>
</tr>
<tr>
<td>What's new from Myrtle Beach?</td>
<td>From the Legal Section...</td>
</tr>
<tr>
<td>What's Happening in Columbia?</td>
<td>From Charleston Harbor Project...</td>
</tr>
</tbody>
</table>

(there's more!)
<table>
<thead>
<tr>
<th>Upcoming Meetings, Public Hearings, Events</th>
<th>Traveling?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Update</td>
<td>Make a Note!</td>
</tr>
<tr>
<td>Birthdays</td>
<td>Housekeeping Stuff!</td>
</tr>
<tr>
<td>Family News</td>
<td></td>
</tr>
<tr>
<td>Other....</td>
<td></td>
</tr>
</tbody>
</table>

the end......
In order to evaluate the effectiveness of the implementation of newsletters, staff meetings, and expanded e-mail usage to improve office communication, please complete the following survey.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM? (circle response)

1 2 3 4 5

3.) How effective in disseminating information would you rate the in-house office newsletter over the past 6 months?

   _____ a.) very effective
   _____ b.) somewhat effective
   _____ c.) no noticeable impact

4.) How effective would you rate the monthly staff meetings in disseminating information over the past 6 months?

   _____ a.) very effective
   _____ b.) somewhat effective
   _____ c.) no noticeable impact

5.) How effective would you rate expanded e-mail usage in disseminating information over the past 6 months?

   _____ a.) very effective
   _____ b.) somewhat effective
   _____ c.) no noticeable impact

6.) If improvements to the newsletter are needed, what would you suggest?

   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
7.) If improvements are needed for the monthly staff meetings, what would you suggest?

________________________________________________________________________

________________________________________________________________________

8.) If improvements are needed for the way e-mail is handled, what would you suggest?

________________________________________________________________________

________________________________________________________________________

9.) Are there recurring communication problems that have not been addressed? What are they?

________________________________________________________________________

________________________________________________________________________

10.) What would you suggest to resolve the issues in question 9?

________________________________________________________________________

________________________________________________________________________

11.) Have you noticed any improvement in our customer service?

   _____Yes   _____No

Any other comments or observations???
In order to evaluate the effectiveness of the implementation of newsletters, staff meetings, and expanded e-mail usage to improve office communication, please complete the following survey.

NOTE: This survey will be created after reviewing the comments from the six month survey and implementation of any changes as a result of that survey.