This is to give you some feedback from the meetings I had with managers about the service we provide to departments. I’d like you to use this information to think about how we can respond to their needs. We can toss round these ideas at our planning meeting next week.

Firstly, let me say that the managers were very complimentary about all of you. They stressed that their problems are not related to any unhappiness with your performance, as you all are committed and hard working employees.

The problems are:

- All four departments want our services from October–early December and we have trouble getting everything done.
- Our task of preparing the annual report seems to be preoccupying us during this busy period.
- Only Norlene has Excel skills, so she is in demand from everyone.
- We seem to be struggling to get the monthly departmental budget analyses done (I think this is because no-one is really confident or comfortable about doing this job).
- Our budget for temporary staff is untouched so far this year.
- We have been doing some additional work for Greg Murphy in the General Manager’s Office (helping to set up his new software system) and this has kept us from our work in departments.

- Our system for recording and analysing enquiries is very clumsy and time consuming.

- We seem to get some jobs half done because of crises in departments.

- Our computers are getting old and are very slow; also we share a printer with two other departments, which slows things down a lot.

I’m sure that you can think of other problems which are putting added pressure on us.

So, at our planning session, we have a chance to review our priorities, our staffing set up and our expenditure patterns. Have a go at jotting down your thoughts and possible solutions on the attached proforma and bring it to the meeting.

I am sure that we can improve this situation for both the departments we service and for ourselves.

Song Wang