

- (c) Definition of client satisfaction.
 - Based on a survey of clients, what is the current level of satisfaction of users, defined by service area?
- (d) Comparison of operation of the Library of the Department of External Affairs with comparable special libraries in other federal government departments.
 - Are key performance indicators comparable with indicators in other similar libraries?
 - Does the organization structure compare with other similar libraries?
- (e) Development of measurable performance factors to define the Library's service goals.
 - What factors, both qualitative and quantitative, should be used to measure the level of service?

2.3 CONCEPT OF THE MOST EFFICIENT ORGANIZATION STUDY

In recent years, the recurrent theme of management ("I have to do more work with less resources") has been based on the requirement to manage increasingly complex programs and services with limited resources. In both public and private sector organizations, managers are required to focus on three inter-related issues:

- o productivity (as measured by the relationship of input to output);
- o operational methods; and
- o the effective use of organizational resources.

Many organizations have developed structured approaches to review the optimal allocation of resources. Much of the early analysis focused on detailed review of operational methods (work method analysis and industrial engineering techniques) and organizational structures (organization and methods). These techniques helped management to identify potential cost savings through improved operational workflows and the avoidance of organizational duplication. In each technique the primary focus was on the improvement of the existing system. Neither technique satisfactorily addressed the evaluation of alternatives for the delivery of services.

In the last few years, government managers have been required to evaluate a broader range of resource/workload issues, related not just to the improvement of the efficiency of existing work methods and organization structures, but to the evaluation of alternative methods and structures and service delivery options. In 1986, Treasury Board issued guidelines for the evaluation of these alternatives under the general heading of Make or Buy.

The "make or buy" process is designed to assist departments in the difficult process