

# Bridging the Communication Gap

## USPTO Internal Conference After Action Report



**Office of Quality Management**  
**February 2001**

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## **Overview**

In November 1999 several USPTO employees spoke at the Inter-Agency Benchmarking & Best Practices Council on activities and initiatives being introduced or implemented in the USPTO. At that time it was mentioned that it would be beneficial if our USPTO employees could hear some of these presentations without having to pay a conference fee or spend 2-3 days away from work.

This discussion sparked the idea for an internal conference at the USPTO, and in March 2000 the decision was made to pursue this idea. The concept was that USPTO employees that have made presentations to customer or stakeholder groups would share this information with our own employees. The internal conference would provide another method of communicating within our agency the numerous activities and initiatives that are happening around our campus.

The first step to making this idea a reality was to present the concept to the Operations Council (Ops). The Ops Council supported the idea and the discussion was then taken to the Executive Committee for approval. With final approval in place the Office of Quality Management (OQM) took ownership of the idea and started work toward the conference design and preparation.

OQM briefed Ops on the preliminary plans and solicited input, recommendations, and agreement on these ideas. (See Appendix 1)

Next OQM surveyed the USPTO employees to see how many employees would be interested in attending an internal conference and to identify the subjects/information employees would be most valuable. This information was gathered using an automated survey tool developed by the Center for Quality Services and facilitated by putting the survey on What's New. (See Appendix 2)

Once the survey was completed and analyzed the next task was to recruit speakers/presenters. This proved to be a simple task, as the leadership of the organization stepped forward and volunteered to either serve as speakers or ask others within in their area to speak. After the theme "Bridging the Communication Gap" was selected and an agenda was decided upon, a conference registration package (See Appendix 3) and flyer was created (See Appendix 4). All USPTO employees were invited to attend up to two sessions and all employees were given two hours of official time so that they could participate. This time was tracked by the cost code (011093) that was used by participants who attended the conference. The conference was advertised on the What's New, on the Quality Home Page, on the Plasma screens, with a banner on the USPTO Intranet and over 1000 flyers were provided to managers for dissemination throughout the USPTO campus.

## **Results**

Registration was performed electronically and all registration forms were either received into an e-mailbox or by fax at OQM. Approximately 600 employees responded and registered for two sessions each. The topics offered were: USPTO New Space, the USPTO Budget, Employee Communication at USPTO, Complaint Handling in a TC, What is the Balanced Scorecard and How is it Used in the USPTO, What is Activity Based Costing and How does it Affect USPTO Employees, the Role of the USPTO's Quality Office, The Patent Customer Satisfaction Survey Results-2000, USPTO's Journey to Improve Customer Service, the Patent Commissioner's Performance Agreement, Patent Operations Overview, Trends in Patent Quality Review, Business Methods Patents, the Trademark Commissioner's Performance Agreement, Trademark Work at Home, Trends in Trademark Review, Trademark Operations Overview, USPTO University, What Can it do for You, Benchmarking, A methodology used for Best Practice Research and Process Improvement, and The Trademark Customer Satisfaction Survey Results-2000.

The response and turn out was good, but some of the employees that pre-registered did not participate. On the flip side, there were numerous walk-ins which was an indication that the employees that attended earlier sessions provided positive feedback to co-workers. We had approximately 711 participants sign-in (not all participants signed in and not all will use the cost code so we will not have an exact count of attendance).

All participants were asked to complete a feedback sheet for each session that they attended. (See Appendix 5) The 518 feedback sheets received (See Appendix 5A) indicates that this venture was a success. Several feedback sheets indicated that they were satisfied or very satisfied (455) with the session that they attended. Many stressed the need for more of these types of sessions and several thought that the speakers, the presentations, and the information presented was excellent. Some of the comments from the feedback sheets are:

- It's nice to know what is in the future.
- It will help me decide if I want to continue working at the office after the move.
- Knowing what to expect diminishes anxiety about moving.
- This is the first time I have heard first hand this much detail. Adds to my personal comfort level that translates into job satisfaction.
- I have a better understanding of the organization.
- I understand how upper management is trying to communicate with us.
- Helped me recognize the importance of being an informed employee and being an active employee to make USPTO a better place to work.

- Happy to know that every job in USPTO is put into the cost system.
- Just adds to knowing and understanding.
- Importance of ABC.
- More consistent examination with the office in general.
- More confident that quality is monitored and valued in addition to quantity.
- A better idea of standard guidelines.
- It will help me examine better.
- I'm more aware of the budgeting process.
- Good information to know how our agency operates within the bigger US Government budget practice.
- I have a better understanding of what happens to the money I see on the patent applications.
- Balanced Scorecards help understand what management is trying to do.
- Better understanding of measures and goals.
- Gave me a broad understanding of what's happening across the office with regard to quality.
- To motivate the employee to work harder to accomplish the goal together instead of only management cares about them.
- It shows me where I fit in the organization.
- Every examiner in the office should hear the lecture, should be a requirement (Trends in Patent Quality Review).
- Better understanding of QR process.
- I learned about an aspect of the USPTO that I didn't know about. I'm more "Patent" savvy now.

**All speakers received a plaque for their participation in the conference. Each session was facilitated by a host/hostess and the host/hostess also received recognition in the form of a plaque. (Note: All hosts/hostesses were OQM employees.)**

## **Lessons Learned**

Even though this was a huge success there are still things that can be improved upon next time. Some lessons learned are:

- Need to improve communication and advertising. Many employees didn't hear about the conference.
- Need to select a date that fits the needs of a majority of the employees. The time and date selected for this conference turned out to be bad for examiners because it was at the end of the quarter.
- Need to provide confirmation reminders. The registration confirmation didn't indicate the session that the employee registered for and some

participants forgot – this caused confusion for participants the day of the conference.

- Need to centralize the location for the conference. The whole campus was used due to lack of a large conference facility. (Four different buildings across campus were used and this is difficult to manage).
- Need to ensure that all equipment is working and that you have access to back-ups in case of failure.

### USPTO Internal Conference

Internal Communication is a key to a healthy and knowledgeable workforce. What better way to communicate with the USPTO employee but to share with them information that we share with others? USPTO employees speak continually at external conferences sharing the USPTO story/information with perfect strangers. It is important that we share this same story/information with our own employees. It is suggested that we hold a USPTO Internal Conference and share this information with our employees (i.e., PBO information, Quality story, Tele-Commuting, Performance Measures, Performance Agreements, Benchmarking, Activity Based Costing, Employee Communication Mailbox, Patent Process, Trademark Process, PCT, Baldrige Assessment Results, USPTO University/WED, HR transformation, etc.)

The conference can be formatted similar to those held externally. We can have keynote speakers (i.e., Todd, Nick, Ann, etc.) with breakout sessions all featuring different topics (scheduled more than once) and/or we can hold topic speakers scheduled in one large room one right after another for all attendees to hear.

The conference can be scheduled for two-three days or we can try to schedule everything in one full day (no repeated topics). We can address all USPTO employees or we can initially speak to managers and support staff.

Questions to be answered:

1. Who is the audience
2. Timeframe (looking at 1<sup>st</sup> week of November)
3. Theme of conference
4. Topics for consideration
5. Format (One day or two-three days w/ breakout sessions)
6. Preferred speakers
7. Host (Office of Quality Management)
8. Representatives from each major business unit
9. Location (Patent theatre, Patent Academy, spread throughout USPTO)

## **USPTO Internal Conference (Specifics)**

### **Under Way:**

- Internal Conference is scheduled for the week of December 4<sup>th</sup>
- All USPTO employees are invited
- Theme is **Bridging the Communication Gap**
- Rooms are reserved throughout the campus (i.e., Patent Theatre, Office of Quality Management, 2 WED Rooms, 10 Patent Academy Rooms, Trademark Room)
- Special electronic mailbox has been set-up for registration
- Some speakers have already been identified (Budget, ABC, TM Work at Home)
- Database for reservations has been created
- What's New will be used to provide employees with information and registration form
- Flyers will be made and provided to employees with hard copy registration available

### **What's needed:**

- Who should kick off the conference
- What topics should be offered
- How many hours of "Other Time" will be provided 2 or 3
- Who should speak
- How many times should a subject be offered (i.e., 525 participants would be 3 sessions in Patent Theatre)

## The First USPTO Internal Conference

The USPTO is committed to improving communication channels throughout the agency. As a part of that effort, the Office of Quality Management is considering sponsoring an Internal Conference to provide a forum to share information about a wide variety of activities and initiatives that are underway at the USPTO. This conference would be available to everyone and employees would be invited to attend up to two sessions during the three-day event. We expect each session to run about 1 hour.

The purpose of this message is to assess your interest in this conference and to determine what topics we should offer. Please take just a few minutes to give us your input! Thank you for assistance.

### The Office of Quality Management

1. Would you be interested in attending a USPTO Internal Conference?

YES

NO

2. What topics should we cover? Please check your top five areas of interest – or feel free to offer suggestions on topics that we have overlooked!

Patent Commissioner's Performance Agreement  
Trademark Commissioner's Performance Agreement  
Overview on Balanced Scorecards used at the USPTO  
Overview on Benchmarking  
Overview on Activity Based Costing at the USPTO  
Presentation on the Trademark Work at Home Pilot  
Presentation on the USPTO Quality Framework  
Customer Complaint Handling at the USPTO  
Presentation on Independent Inventors Office's activities  
Patent Operations overview

Trademark Operations overview  
USPTO's Budget  
Bio-tech Issues  
Tri-lateral activities  
Madrid Protocol Legislation and Issues  
TRIPs  
Employee Communication  
USPTO's new facility and move plans  
Business Methods Patents  
USPTO Journey to Improve Customer Service  
Automation Initiatives/Issues  
USPTO University  
Activities to implement Pre Grant Publication

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3. Please indicate your business unit affiliation:

PATENT	CIO	CAO
TRADEMARK	CFO	OTHER

4. Please indicate your position.

SUPERVISOR	NON-SUPERVISOR
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## Survey Results

**779 Responded**

**682 Interested**

- Patents 77%
- Trademark 9%
- CIO 7%
- CFO/CAO 3%
- Under Secretary/Director 1%
- General Counsel 1%

### The top ten topics are:

1. USPTO's New Facility **432** (55%)
2. USPTO's Budget **415** (53%)
3. Automation Plans **405** (52%)
4. Employee Communication **360** (46%)
5. Patent Commissioner Performance Agreement **351** (45%)
6. Customer Complaint Handling **324** (42%)
7. Balanced Scorecards **320** (41%)
8. Patent Operations **317** (41%)
9. Activity Based Costing **307** (39%)
10. Role of Quality Office **285** (37%)

### Looking at the Trademark response of the 72 (9%) the following also need to be considered for Trademark staff:

1. Trademark Commissioner Performance Agreement **52** (72%)
2. Trademark Work at Home **47** (65%)
3. Madrid Protocol Registration **44** (61%)
4. Trademark Operations **34** (47%)

### Others that were offered:

1. Journey to Improve Customer Service **233** (29%)
2. USPTO University **179** (23%)
3. Pre-Grant Pub **179** (23%)
4. Benchmarking **168** (21%)

5. Business Methods Patents **159** (20%)

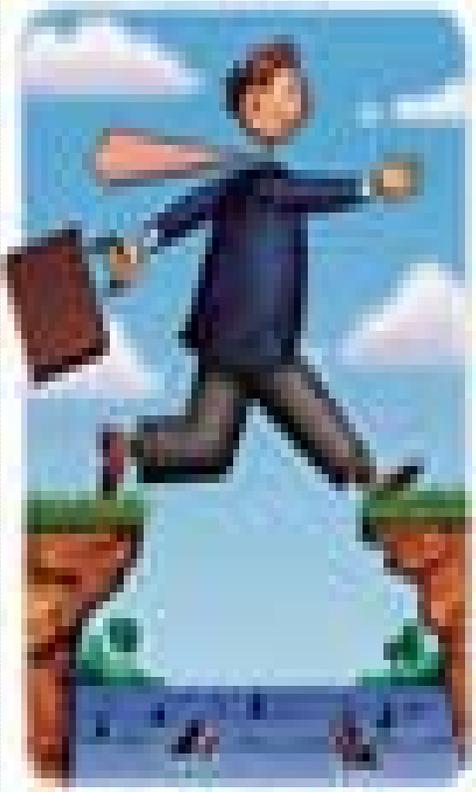
**Information received from comments indicates that there are other topics that the employees would like to hear about. These counts are few in number compared to the suggested subjects. But we can still offer some of them and maybe others will attend.**

1. Patents at Home **(18)**
2. Production over Quality **(8)**
3. Patent Classification/Reclassification and BDs **(4)**
4. Patent processing (includes examining time, MPEP, EAST/WEST, Count determination, Case Study analysis) **(8)**
5. Quality of Worklife at the USPTO **(4)**
6. True meaning of PBO **(3)**
7. Training issues (career training, courses, degrees on campus, etc.) **(2)**
8. USPTO Retention/Attrition **(6)**
9. Patent Pay **(9)**

**\*\* NOTE: I think we might want to think about a General session for USPTO issues, Patent Issues, and Trademark issues. These sessions can be in a panel format.**

# Bridging the Communication Gap

December 5, 6 & 7, 2000



## The USPTO Internal Conference

**Sponsored by  
the Office of Quality Management**

**All Employees are invited to attend!**

*Access the registration form and more information about the conference from the links below, OR go to the quality home page on the USPTO Intranet at the following URL:*

<http://ptoweb/ptointranet/commissioner/index.htm>

**INTRODUCTION**

**PRESENTATION  
DESCRIPTIONS**

**CONFERENCE  
FACTS**

**REGISTRATION**

Dear USPTO employees:

One of the goals of the Office of Quality Management is to help the business units communicate USPTO's progress toward performance excellence. The Internal Conference entitled "Bridging the Communication Gap" will help us achieve our goal while providing an excellent opportunity for all employees to learn more about the current state of the USPTO and the plans for our future.

We invite you to attend the sessions that you find most interesting during this three-day information-sharing event. You will have the opportunity to hear from other USPTO employees about such topics as the New Carlyle Facility, the Employee Communication Mailbox, Performance Measures and the Balanced Scorecard, the Commissioners' Performance Agreements, the USPTO Budget and many other noteworthy subjects.

With your participation and support, I know this will be a valuable experience for all of us.

Sincerely,

**Mary Lee**

## Facts About the USPTO Internal Conference

- Fact 1:** The USPTO Internal Conference (Conference) is open to all USPTO employees, only.
- Fact 2:** All employees are allowed 2 hours of other time to attend the conference. (Each session is one hour long, except Employee Communication that is 90 minutes)
- Fact 3:** The code to use on your T&A, if you attend this conference, is 011093.
- Fact 4:** The Conference will be held campus wide, but seats are limited based on conference space availability.
- Fact 5:** All participants must register to attend. Registration will close November 22<sup>rd</sup>.
- Fact 6:** Due to limited conference space, participants may only register for two sessions.
- Fact 7:** Sessions are offered more than once, for your convenience.
- Fact 8:** The registration form can be e-mailed to "USPTO Internal Conference" mailbox on the office e-mail system or a hard copy registration form can be delivered to the Office of Quality Management, Crystal Park One, Suite 819, Deborah Morton.
- Fact 9:** The registration form can be downloaded from the USPTO Quality Home Page.
- Fact 10:** You will be sent a confirmation e-mail once your registration form has been processed.
- Fact 11:** A final schedule with room assignments will be posted prior to the conference.
- Fact 12:** The number of the session in the presentation description corresponds to the number on the registration form. We will be tracking the registration by these numbers.
- Fact 13:** Depending on registration and popular demand, some sessions may be added and others may be cancelled.
- Fact 14:** Sponsor and POC for Conference is the Office of Quality Management , 305-9100 or Crystal Park One, Suite 819.

## Description of Presentations

### **1. The USPTO's New Facility and move plans.**

This presentation will provide an update on the USPTO's plans and schedule for moving to consolidated space at the Carlyle site in Alexandria, Virginia. It will cover the design of the facility; space assignments and location of amenities; plans for furniture purchases; and the timeline for the move.

*Jo-Anne Barnard, Administrator for Space Acquisition,  
Office of Space Acquisition*

### **2. The USPTO's Budget and how it affects you.**

This presentation will (1) summarize the federal budget process framework that the USPTO operates within, (2) explain how the USPTO annual budget is developed, approved, and allocated, and (3) highlight the fiscal year 2001 budget. The presentation will begin with an explanation of the internal USPTO development of a corporate plan submission, including the role of the Office of Corporate Planning. Next, it will discuss the roles of the Department of Commerce and the Office of Management and Budget (OMB) in the preparation of the President's Budget and will trace the President's Budget's path through Congress, including the Appropriations process. Finally, it will outline the allocation of the enacted budget and highlight the key components of the FY 2001 USPTO Corporate Plan.

*John Aguirre, Deputy Budget Officer, Office of Corporate Planning*

### **3. Employee Communication at the USPTO.**

The employee communication panel will focus on the underlying philosophy and ways in which the Office of Public Affairs--working closely with the CIO and The Office of Quality Management--seeks to provide timely and accurate information to all USPTO employees. The 90 minute session will cover the Internal Communication Board (ICB), USPTO Pulse, USPTO Today, the new USPTO logo, the Director's on-line dialogues with employees, the daily "What's New" messages and the Employee Communication Mailbox.

*Richard Maulsby, Director, Office of Public Affairs  
Jacqueline Dees, Senior Management Analyst,  
Office of Quality Management*

*John Queen, Manager, Customer Information Services Division,  
Office of the Chief Information Officer*

#### **4. Customer Complaint handling in a Technology Center (TC).**

This presentation will provide you with: (1) Current information on the Customer Service Center (CSC) pilots that are currently be run in Technology Center 1700 and 3700; (2) Information about the customer database that has been designed to capture customer information that can be used for following up on each customer request and identify areas for process improvement; (3) Information about the Complaint Management System used in these Centers and how external and internal customers needs are addressed and met; and (4) A look at what the Customer Service Centers will look like in the future.

Jerry Massie, Special Program Examiner, TC 1700  
Larry Schwartz, Administrator, Customer Service Center, TC 3700

#### **5. What is the Balanced Scorecard and how is it used in the USPTO.**

This presentation will help you understand what a balanced scorecard is, how it works, and how using it will provide improvements within the organization. USPTO is now using the scorecard and results of Patents, Trademarks, CFO, and the CIO organizations will be shared during the briefing.

*Tresea Woody, Senior Management Analyst,  
Office of Quality Management*

#### **6. What is Activity Based Costing and how does it affect USPTO employees.**

Activity Based Costing (ABC) is a method of cost accounting based on the activities performed to produce products or services. The Patent and Trademark Office is just concluding its fourth year of Activity Based Costing. USPTO is using ABC in budgeting, fee-setting, performance measurement, and managerial decision making. Attend the ABC presentation and learn why USPTO began to use ABC, what we are doing with ABC now, and what USPTO plans to do with ABC in the future.

*Steve Porter, Director, Cost Accounting*

## **7. The Role of the USPTO's Quality Office.**

The Office of Quality Management vision is to guide the USPTO toward performance excellence. What does that mean to you? Are we accomplishing our objective? An interactive session!

*Mary Lee, Administrator of the Office of Quality Management*

## **8. The Patent Customer Satisfaction Survey Result - 2000.**

We will present the results of the 2000 Customer Satisfaction Survey. We'll take a look at the demographics of the customers who responded, what they determine to be the key drivers of customer satisfaction, where we're doing well and where we could use some improvement. We will conclude the session with a look at the "vital few" which are recommendations based on the survey results for improving overall customer satisfaction.

*Greg Mullen, Acting Director, Center for Quality Services  
Martin Rater, Program Analyst, Center for Quality Services*

## **9. USPTO's Journey to Improve Customer Service.**

Since 1994 the USPTO has been focusing on customer needs and expectations, measuring customer satisfaction and using input from customers to drive business decisions. This presentation will explain the process that USPTO has followed to become a customer-driven organization.

*Cathy Kern, Deputy Administrator, Office of Quality Management*

## **10. The Patent Commissioner's Performance Agreement.**

This presentation will discuss the Annual Performance Agreement between the Commissioner for Patents and the Secretary of Commerce. We will also discuss the Annual Performance Agreement and how it includes measurable goals in key operational areas of the Agency.

*Nick Godici, Commissioner for Patents*

## **11. Patent Operations Overview.**

This presentation will discuss a variety of Patent Operation issues. Some of these issues include filing rates, staffing levels, process flow of applications.

*Esther Kepplinger, Deputy Commissioner for Patent Operations*

## **12. Trends in Patent Quality Review**

A panel of Patent Quality Reviewers will discuss trends in quality of examination, tips for finding pertinent art, and "hot issues" gleaned from recent Board decisions. A question and answer session will be included.

*Bob Corcoran, Electrical Patentability Review Examiner  
Khanh Nguyen, Chemical Patentability Review Examiner  
Dave Okonsky, Mechanical Patentability Review Examiner*

## **13. Business Methods Patents.**

"Business Methods: Keeping Pace with Today's Emerging Technologies. The discussion will focus on "business method"-type claims vs. other process claims, what is class 705 and why all the growth in this area, the State Street and AT&T decisions, and the March 2000 Director Initiatives for Class 705."

*Jim Trammel, SPE, TC 2100  
Wynn Coggins, Acting Industry Outreach Coordinator, TC 2100*

## **14. The Trademark Commissioner's Performance Agreement.**

The legislation making the USPTO a performance-based organization requires that an annual performance agreement be established between the Commissioners and the Secretary of Commerce. In this session, Commissioner Anne Chasser will discuss the performance agreement for the Commissioner for Trademarks. The agreement outlines measurable organizational goals and objectives for the Trademark Operation.

*Ann Chasser, Commissioner for Trademarks*

## **15. Trademark Work at Home.**

This presentation will provide you with a brief history of the 2 year pilot program: How it worked, the results, and what we learned from it. How and why Trademark Work at Home is being expanded, and possibilities for the future.

*Debbie Cohn, Senior Trademark Administrator*

## **16. Trends in Trademark Quality Review.**

A panel of Trademark Quality Reviewers will discuss trends in quality, tips for searching, and "hot issues". Come meet the new TQR staff members. A question and answer session will be included.

*Panel of Trademark Reviewers*

## **17. Trademark Operations Overview.**

The Trademark Operation is on the verge of many changes as we develop ways to manage our dramatically increasing workload and transition to an electronic-government operation. Deputy Commissioner Anderson and other management officials will discuss current issues facing the Trademark Operation and our plans for the future.

*Bob Anderson, Deputy Commissioner for Trademark Operations*

## **18. USPTO University, what can it do for you?**

This presentation will focus on the objectives of the university, academic policies, eligibility requirements, student services, and the current degrees and certificate programs offered through PTO-U.

*Lynn Bacon McPheeters, Acting Chief, Workforce Effectiveness Division*

**19. Benchmarking, A methodology used for Best Practice research and process improvement.**

This presentation will provide you with an overview on the, What, Why, Who, When and How to Benchmark. You will also be introduced to the Four Phases used in the Benchmarking Methodology and some tips on how to perform Best Practices research in a short period of time.

*Norma Jo Greenlee, Senior Program Analyst,  
Office of Quality Management*

**20. The Trademark Customer Satisfaction Survey Result - 2000.**

We will present the results of the 2000 Customer Satisfaction Survey. We'll take a look at the demographics of the customers who responded, what they determine to be the key drivers of customer satisfaction, where we're doing well and where we could use some improvement. We will conclude the session with a look at the "vital few" which are recommendations based on the survey results for improving overall customer satisfaction.

*Greg Mullen, Acting Director, Center for Quality Services  
Martin Rater, Program Analyst, Center for Quality Services*



# Bridging the Communication Gap

## Registration Form

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### The USPTO Internal Conference

- Please Select Only **TWO** Sessions
- Use Code **011093** to record attendance on T&A
- All participants must register
- Registration will close **November 22nd**
- Conference will be held campus wide, but seats are limited based on conference space availability
- Schedule may change due to popular demand

## Session Listing

### Which Sessions would you like to attend?

See complete session listing below. Please indicate on the registration form your selection by using the "session indicator" (e.g., B9, D17, etc.) - that is located in front of each session title. You may attend only two sessions.

**Day One  
December 5, 2000**

### **Morning Session: 9:00 - 10:00 a.m.**

- A2.** The USPTO's Budget and how it affects you.
- A4.** Customer Complaint handling in a Technology Center.
- A5.** What is a Balanced Scorecard and how is it used in the USPTO?
- A6.** What is Activity Based Costing and how does it affect USPTO Employees?
- A8.** The Patent Customer Satisfaction Survey Results - 2000.
- A12.** Trends in Patent Quality Review.

A16. Trends in Trademark Quality Review.

**Morning Session: 10:30-11:30 a.m.**

- B1. The USPTO's New Facility and move plans.
- B3. Employee Communication at the USPTO. **(90 minute session)**
- B9. USPTO's Journey to Improve Customer Service.
- B13. Business Methods Patents.
- B14. The Trademark Commissioner's Performance Agreement

**Afternoon Session: 1:30-2:30 p.m.**

- C4. Customer Complaint handling in a Technology Center.
- C5. What is a Balanced Scorecard and how is it used in the USPTO?
- C7. The Role of the USPTO's Quality Office.
- C10. The Patent Commissioner's Performance Agreement
- C15. Trademark Work at Home.
- C18. USPTO University, what can it do for you?
- C20. The Trademark Customer Satisfaction Survey Results - 2000

**Afternoon Session: 3:00-4:00 p.m.**

- D11. Patent Operations Overview.
- D13. Business Methods Patents.
- D17. Trademark Operations Overview
- D19. Benchmarking, A methodology used for Best Practices research and process improvement.

**Day Two  
December 6, 2000**

**Morning Session: 9:00 - 10:00 a.m.**

- E1. The USPTO's New Facility and move plans.
- E4. Customer Complaint handling in a Technology Center.
- E17. Trademark Operations Overview
- E19. Benchmarking, A methodology used for Best Practices research and process improvement.

**Morning Session: 10:30-11:30 a.m.**

- F2. The USPTO's Budget and how it affects you.
- F5. What is a Balanced Scorecard and how is it used in the USPTO?
- F7. The Role of the USPTO's Quality Office.
- F14. The Trademark Commissioner's Performance Agreement

- F18. USPTO University, what can it do for you?  
F20. The Trademark Customer Satisfaction Survey Results - 2000

**Afternoon Session: 1:30-2:30 p.m.**

- G6. What is Activity Based Costing and how does it affect USPTO employees?  
G8. The Patent Customer Satisfaction Survey Results - 2000.  
G10. The Patent Commissioner's Performance Agreement  
G12. Trends in Patent Quality Review.  
G16. Trends in Trademark Quality Review.

**Afternoon Session: 3:00-4:00 p.m.**

- H3. Employee Communication at the USPTO. **(90 minute session)**  
H5. What is a Balanced Scorecard and how is it used in the USPTO?  
H9. USPTO's Journey to Improve Customer Service.  
H11. Patent Operations Overview.  
H15. Trademark Work at Home.

**Day Three  
December 7, 2000**

**Morning Session: 9:00 - 10:00 a.m.**

- I2. The USPTO's Budget and how it affects you.  
I3. Employee Communication at the USPTO. **(90 minute session)**  
I5. What is a Balanced Scorecard and how is it used in the USPTO?  
I9. USPTO's Journey to Improve Customer Service.  
I14. The Trademark Commissioner's Performance Agreement

**Morning Session: 10:30-11:30 a.m.**

- J1. The USPTO's New Facility and move plans.  
J6. What is Activity Based Costing and how does it affect USPTO employees?  
J8. The Patent Customer Satisfaction Survey Results - 2000.  
J12. Trends in Patent Quality Review.  
J17. Trademark Operations Overview

**Afternoon Session: 1:30-2:30 p.m.**

- K4. Customer Complaint handling in a Technology Center.  
K5. What is a Balanced Scorecard and how is it used in the USPTO?  
K10. The Patent Commissioner's Performance Agreement.  
K15. Trademark Work at Home.

**K19.** Benchmarking, A methodology used for Best Practices research and process improvement.

**Afternoon Session: 3:00-4:00 p.m.**

- L7.** The Role of the USPTO's Quality Office.
- L11.** Patent Operations Overview.
- L16.** Trends in Trademark Quality Review.
- L18.** USPTO University, what can it do for you?
- L20.** The Trademark Customer Satisfaction Survey Results - 2000

When you finish filling out the registration form below, please e-mail it to **USPTO Internal Conference** [Or](#) Deliver or Fax Paper Copy  
Registration To:

Bridging the Communication Gap  
Office of Quality Management  
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Name:	
Office:	
Email:	
First Session (e.g., C7)	
Second Session (e.g., D13)	

After completing this form, please e-mail it to **USPTO Internal Conference**  
(To e-mail this document; from the menu bar select File, then choose "Send to" then "Mail Recipient," in the "TO:" box type USPTO Internal Conference - then click the Send button.)

# Bridging the Communication Gap

December 5, 6 & 7, 2000



## The USPTO Internal Conference

**Sponsored by  
the Office of Quality Management**

**All Employees are invited to attend!**

*Access the registration form and more information about the conference from the USPTO Intranet site at the following URL:*

<http://ptoweb/ptointranet/commissioner/index.htm>

Paper copy registration forms and information sheets may be obtained from the Office of Quality Management located at 2011 Crystal Park, Crystal Park One, Suite 819

## Appendix 5

This is a sample of the feedback sheets that were provided to all attendees at each session. Each session had a specific feedback sheet.

# USPTO Internal CONFERENCE FEEDBACK FORM

## “ BRIDGING THE COMMUNICATION GAP”

December 2000

Please answer the questions on this brief feedback form. Please check the box to note which A.M. Session you attended and circle the appropriate answer in Question 2. Feel free to jot any additional notes you want to make.  
THANK YOU for your participation!

December 5, 2000

Morning Session

### 1. Which A.M. Session did you attend?

The USPTO's Budget and how it affects you.	Employee Communication at the USPTO
Customer Complaint handling in a Technology Center.	USPTO's Journey to Improve Customer Service
What is a Balanced Scorecard and how is it used in USPTO?	Business Methods Patents
What is Activity Based Costing and how does it affect USPTO employees?	The Trademark Commissioner's Performance Agreement
Trends in Patent Quality Review	The USPTO's New Facility and move plans
Trends in Trademark Quality Review	

**2. Overall, how satisfied were you with this session?**

Very Dissatisfied      Dissatisfied      Neither Satisfied/Dissatisfied  
Satisfied      Very Satisfied

**3. What did you like?**

**4. What didn't you like?**

**5. How will this session benefit you in your job?**

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## Conference Feedback Form Results

Session	Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied	Records Not Counted	Total
The USPTO's New Facility and move plans.	62	31	2	0	0	2	97
The USPTO's Budget and how it affects you.	21	36	7	6	0	3	73
Employee Communication at the USPTO.	5	11	1	1	0	1	19
Customer Complaint handling in a Technology Center (TC).	5	7	0	0	0	1	13
What is the Balanced Scorecard and how is it used in the USPTO.	15	20	1	0	0	1	37

<b>Session</b>	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither Satisfied or Dissatisfied</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>	<b>Records Not Counted</b>	<b>Total</b>
What is Activity Based Costing and how does it affect USPTO employees.	8	12	1	0	0	0	21
The Role of the USPTO's Quality Office.	2	5	0	0	0	0	7
The Patent Customer Satisfaction Survey Result - 2000.	1	5	0	0	0	1	7
USPTO's Journey to Improve Customer Service.	3	1	0	0	0	0	4
The Patent Commissioner's Performance Agreement.	4	5	2	0	0	3	14
Patent Operations Overview.	10	15	3	0	0	1	29

<b>Session</b>	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither Satisfied or Dissatisfied</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>	<b>Records Not Counted</b>	<b>Total</b>
Trends in Patent Quality Review.	20	38	3	0	0	8	69
BUSINESS METHODS PATENTS	7	13	4	0	0	3	27
The Trademark Commissioner's Performance Agreement.	0	1	0	0	0	0	1
Trademark Work at Home.	8	4	0	0	0	0	12
Trends in Trademark Review.	12	5	0	0	0	1	18
Trademark Operations Overview.	8	11	0	0	0	1	20
USPTO University, what can it do for you?	15	8	0	0	0	0	23

<b>Session</b>	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither Satisfied or Dissatisfied</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>	<b>Records Not Counted</b>	<b>Total</b>
Benchmarking, A methodology used for Best Practice research and process improvement.	5	8	4	0	0	2	19
The Trademark Customer Satisfaction Survey Result - 2000.	5	3	0	0	0	0	8
<b>Total</b>	<b>216</b>	<b>239</b>	<b>28</b>	<b>7</b>	<b>0</b>	<b>28</b>	<b>518</b>