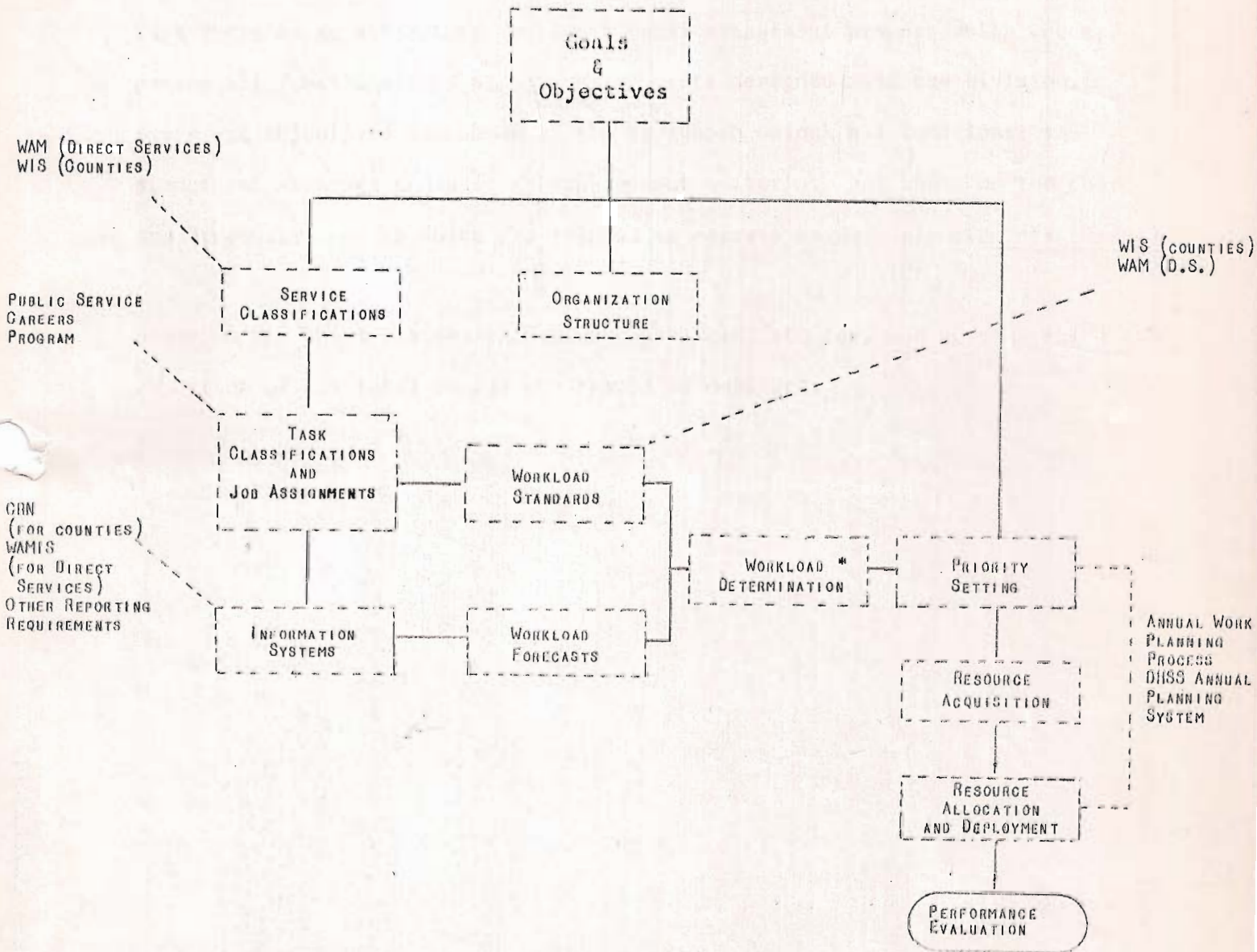


JULY 30, 1971

DIVISION OF FAMILY SERVICES
MANAGEMENT SYSTEM



*INCLUDES DETERMINATION OF NEED FOR OTHER ASSOCIATED RESOURCES.

July 30, 1971

Management Systems Chart

This chart is an attempt to outline a total management process which encompasses all functional and structural elements designed into the Division. Goals and objectives are shown as the key which unlock all functional and structural elements and specify achievement criteria. Not shown on the chart are "feedback" cycles which are assumed to operate between all elements shown.

Shown on the chart are several current projects, studies, and systems which are a portion of the total management system as outlined.

Goals and Objectives: The goals project will formulate goals, subgoals, and objectives for all administrative and program aspects of the Division.

These goals and objectives will be reviewed and revised according to criteria specified in administrative goals for goals recycling. They will become the basis of the Division's Management System.

Organization Structure: Achievement of goals and objectives will be related to many elements not the least of which is the administrative structure of the Division which specifies organizational units, the functions of those units, unit staffing, and inter-relationships between organizational units. Goal achievement may be facilitated by assigning responsibility for the achievement of some objectives to one organization unit; it may also be facilitated by assigning responsibility for the achievement of an objective to several units and specifying the respective unit roles and working relationships. Goals and objectives relating to organizational structure will be formulated as Administrative Goals.

Service Classifications: Services can be defined as general work functions which are necessary to achieve a stated objective. Currently the Work Inventory Study (WIS) has provided a set of these classifications for use in working with county departments of public welfare or social services. A more limited set of classifications is available as part of the Workload Analysis and Management (WAM) System. Service classifications will be associated with each program objective and auxiliary goal. Where current service classifications are adequate and consistent with program objectives, they may be retained; similarly they may be modified, deleted, or supplemented as dictated by program objectives. Service classifications will be formulated for each

services for other agencies as part of a staff service function.

Task Classification/Job Assignment

Each service classification has associated with it many tasks. Task grouping to describe staff positions determines the types of staff assigned to each service classification and ultimately to the types of staff needed to achieve a particular program objective or auxiliary goal. The Public Service Careers Project includes the analysis existing functions and the reordering of these functions to suit the lowest level of skill and ability required to perform them. The need for these functions are justified by agency objectives. Such a classification is desirable for all staff functions required to meet objectives formulated by Division goal committees. There should be auxiliary goals to establish such classifications and assignments.

Workload Standards: Objectives, service classifications, and task identification and assignment alone do not determine needed resources to achieve objectives. Estimates of time needed to provide defined amounts and types of services are required. Time studies have been used in both WIS and WAM to develop such "standards". By obtaining a measure of average time for a particular type of position to accomplish a specified amount of a particular service, one more essential step in workload determination has been completed. Auxiliary goals should be formulated to make such measures possible and to allow for updating as needed.

Information System(s): Information is essential to measure achievement of objectives. Currently, lacking clearly defined objectives, there has been

no systematic attempt to determine information needs. Program objectives and auxiliary goals will define all information requirements and make possible the development of information systems which meet well-defined needs and which are designed to make possible rapid transmission to and from data users. Auxiliary goals should specify or make possible the determination of information requirements, mode of collection and distribution of information, frequency of collection and distribution, etc.

Workload Forecasts: One special use of information is to determine the (long, medium, or short range) need for utilization of resources. Goals specify future accomplishments; planning involves predicting future conditions and using such predictions to facilitate achievement of objectives or identify the need for changing the objectives.

Workload Determination: By knowing the time required to complete one unit of work (eg. a specific task) and knowing the number of such task repetitions required at some future time results in a measure of total time required to perform this work over a specified time period. By extending the concept to all tasks required to achieve an objective, it is possible to derive the number of staff positions required to achieve the objective. This concept is currently in use both in WIS and WAM. Auxiliary goals will establish the machinery and processes to determine workload.

Priority Setting: Auxiliary goals will be aimed at methods to establish priorities. Currently there are no systematic ways to arrive at definitive priorities. Establishment of priorities will involve the ranking of program

objectives and auxiliary goals to facilitate the allocation or acquisition of needed resources.

Resource Acquisition: The principal element of this category is the preparation of a budget proposal. Included also, however, would be the solicitation of volunteers, application for federal grants, initiation of coupon programs, etc. Auxiliary goals would establish procedures and responsibilities for resource acquisition. Program objectives would determine the types of resources needed and workload determination and priority setting the amount of such resources.

Resource Allocation and Deployment: Auxiliary goals would specify the means for deploying resources. Deployment and allocation are influenced by the types and amounts of resources and the priority of the objectives to which they relate.

Performance Evaluation: Includes the determination of progress toward stated goals, reasons for level of progress, relative effectiveness of different ways to achieve the objective, appropriateness of job functions and levels, appropriateness of forecasting techniques or workload standards, etc. WAM currently contains provisions for some aspects of evaluation.