

MANAGEMENT MEASURING ROD

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Any progressive organization (business, non-profit, governmental, educational) or segments of such organizations are constantly looking for ways to improve. What to look for and where to start looking perplex many well-meaning leaders who desire to improve their operations.

Certain basic ingredients exist in most well-managed organizations, regardless of their mission. Therefore, any organization or organizational segment can profitably measure its functioning against these indispensable ingredients. With such a measuring rod, decision-makers can perform a self-examination of their areas of responsibility.

INGREDIENTS OF A GOOD MANAGEMENT SYSTEM

- Provisions for establishing and revising long-range objectives of the organization.
- Procedures for establishing goals which will point toward the achievement of the long-range objectives, with provisions for individual employees to see where they fit.
- Written policies, easily located, which cover every facet of operations where decisions at any level of the organization are made on a recurring basis.
- A procedure for reexamining all policies at least once each year.
- A budgeting planning procedure which allows for inputs from each level of the organization hierarchy.
- Provisions for relating budget plans to goals of the organization.
- An organizational structure which observes these principles:
 1. One-boss idea.
 2. Balanced span of control (number one supervisor can properly supervise directly).
 3. Logical groupings of functions and activities.
- Administrative procedures which ensure coordination of actions and which make its performance easy—forces coordination where it is a must.
- Delegation of decision-making to the lowest competent level—as near to point of action as is possible.
- Provisions to ensure that delegated authority and responsibility are in balance.
- A communications network which ensures a free flow of information UP, DOWN and ACROSS within the organization.
- Provisions for effectively communicating with publics outside the organization and for meaningful feedback from them.
- A system of management control which relates, on a timely basis, plans to actual progress.
 1. Reports which will provide only the information needed to achieve this relationship.

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2. Provisions in the control system which will clearly pinpoint accountability.
- A personnel program that relates individual employee performance to rewards.
 - A personnel program which gives job performance more weight than length of service (seniority, tenure).
 - A personnel program which:
 1. Defines clearly what each employee is expected to do (position description).
 2. States clearly how well he is expected to do (standard of performance).
 3. Tells him periodically in an objective manner how well he is doing (performance appraisal).
 - An individual career plan for each permanent employee. Up-grade and in-service training requirements and programs should be derived from these individual career plans.
 - An organizational climate which fosters individual initiative and creativity but keeps them within the framework of clearly stated organizational goals.

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