

# BUILDING A PLANNED MANAGEMENT SYSTEM

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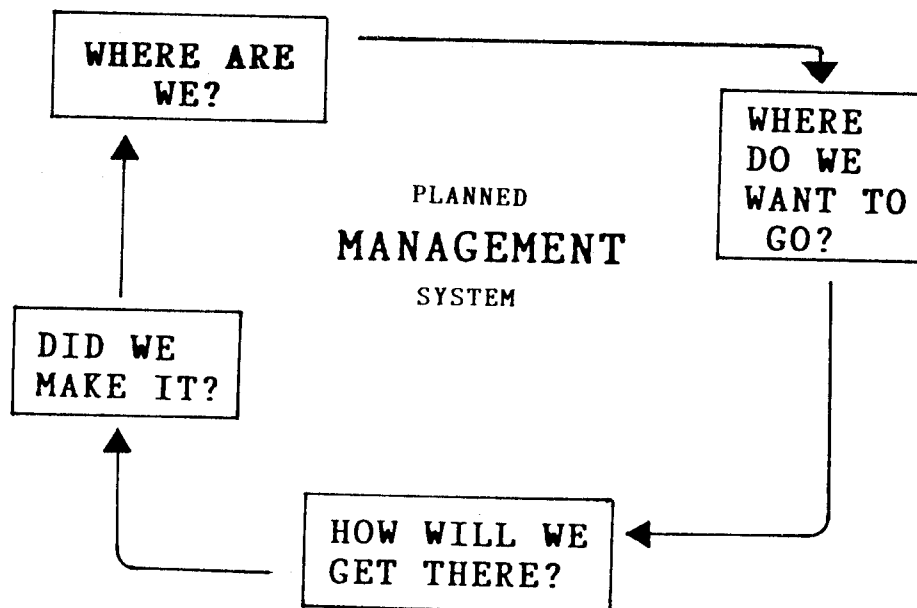


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Montana Department of Fish,  
Wildlife and Parks



WHETHER PLANNING A HIKE IN THE WOODS  
OR PLANNING YOUR WORK, THERE ARE MANY  
OF THE SAME BASIC QUESTIONS THAT APPLY



## DEFINITION OF A PLANNED MANAGEMENT SYSTEM

- A SET OF TOOLS USED FOR MAKING MANAGEMENT DECISIONS, AND ADDRESSING AND SOLVING PROBLEMS
- A LOGICAL FRAMEWORK OF DECISION MAKING PROCESSES WITH A FUTURE FOCUS
- A WAY OF DOING BUSINESS

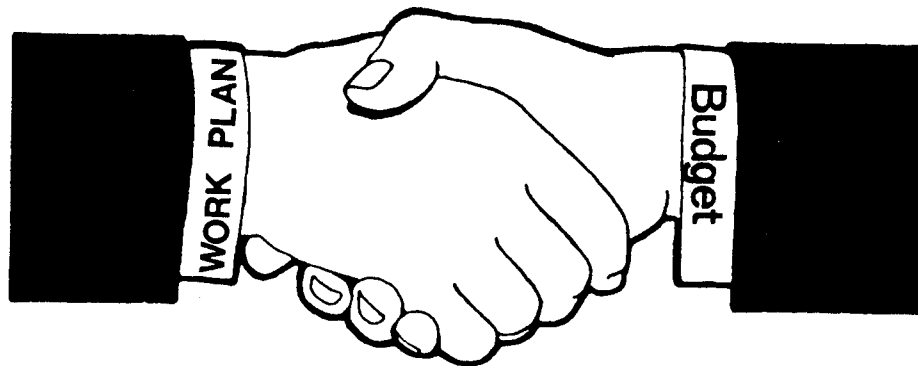


PLANNING & BUDGETING ARE INSEPARABLE  
FOR FUTURE-ORIENTED PROBLEM SOLVING

"PLANS ARE VISION WITHOUT POWER"

"BUDGETS ARE POWER WITHOUT VISION"

William Klay, Simplified Financial  
Management in Government

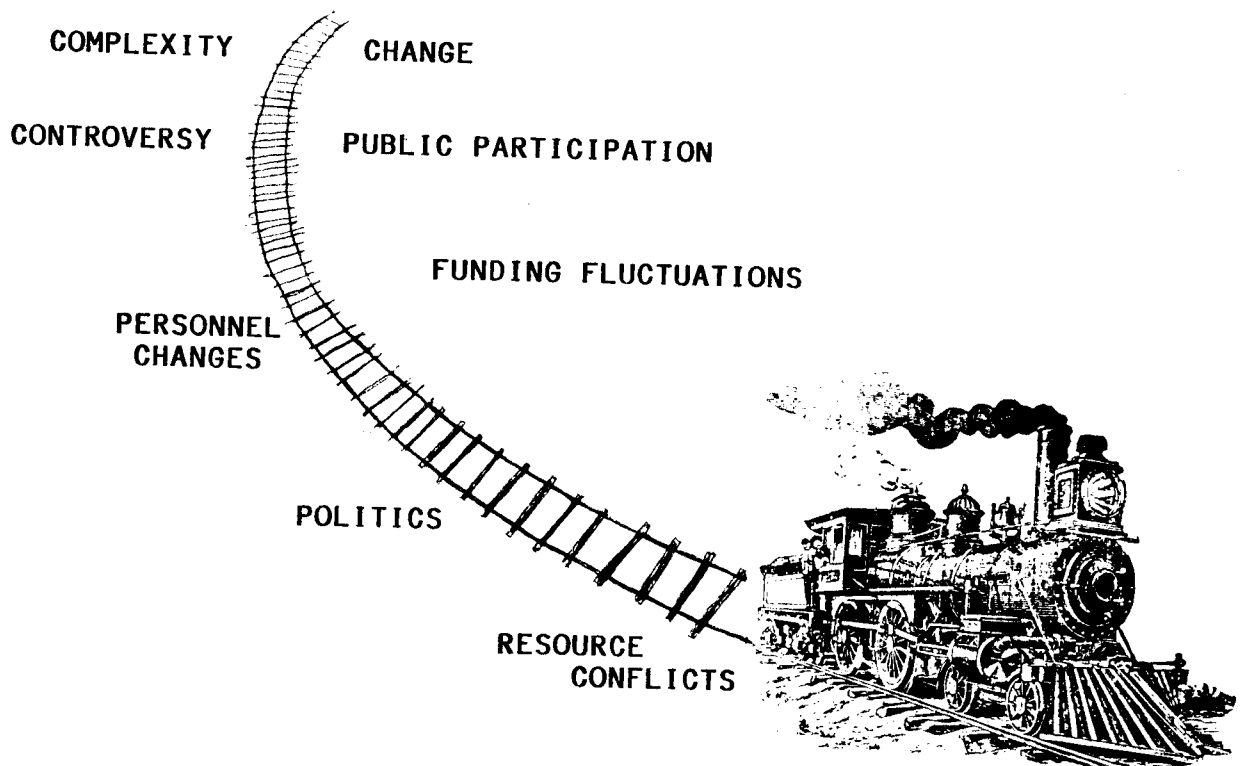


BUT TOGETHER, WORK PLANS AND BUDGETS  
PROVIDE THE FRAMEWORK  
FOR GETTING THE JOB DONE

## CONSIDERATIONS AND HAZARDS IN RESOURCE DECISION MAKING ARENAS

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BROAD CONSTITUENCY  
(Special interest, advocacy and anti-groups)



### A PLANNED MANAGEMENT SYSTEM HELPS KEEP US ON TRACK

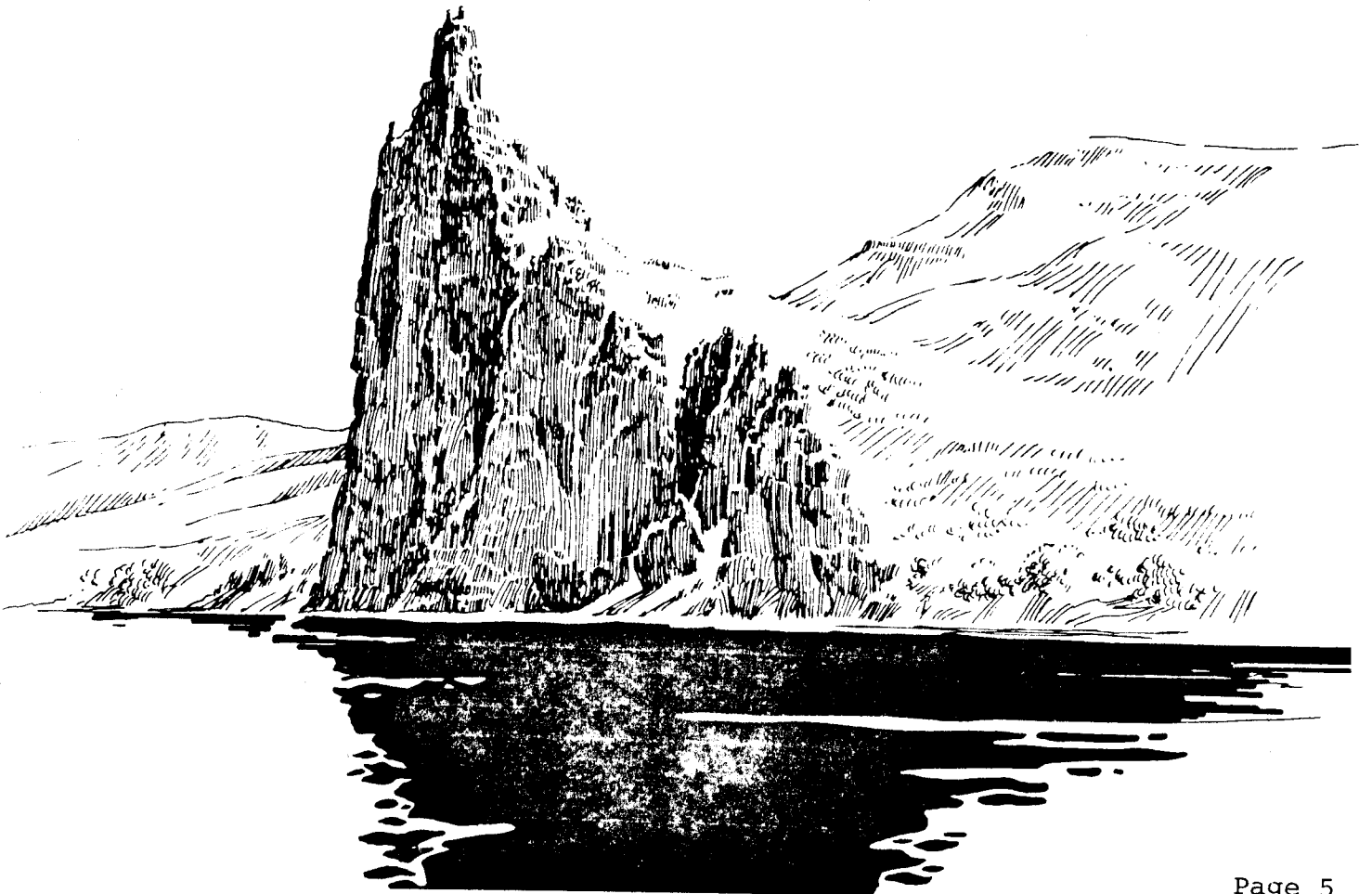
Without it we are prone to find ourselves suddenly and unexpectedly taking dirt roads or detours.

- Consider the road bed and rails our Strategic Plan, which determines our direction of travel ("where we want to go").
- Consider the train to be the operational portion of our system (work plans & budgets), which determine "how we'll get there."
- At the beginning of our trip, we'll take stock of where we are (inventory and assessment of status quo).
- Along the way, we should gauge our progress, and at our destination, determine whether we are where we wanted to go (evaluation).

NO COMPONENT OF A  
PLANNED MANAGEMENT SYSTEM  
IS EVER CAST IN STONE

- IT MUST BE FLEXIBLE TO ADAPT TO CHANGING CONDITIONS AND CIRCUMSTANCES
- IT SHOULD BE "FINE TUNED" REGULARLY AND IMPROVED WITH TIME. (THE MORE WE USE IT, THE BETTER IT WILL GET!)
- IT SHOULD BE A CONTINUAL LEARNING EXPERIENCE. AS WE PROCEED, WE LEARN
  - HOW TO DO A BETTER JOB
  - HOW TO BE MORE EFFECTIVE AND SUCCESSFUL

Implementing a management system is like launching a rocket to the moon. Although the direction is determined at launch time, we know that reaching a specific lunar landing site will require a series of mid-course corrections and adjustments. And we know that the first launch is the most difficult . . . each succeeding mission will benefit from experience and knowledge gained from the previous ones.



## COMMON PLIGHT OF THOSE IN MANAGEMENT POSITIONS

We have 120,000 employees stashed in various places around the world, and I frankly have no idea what the hell they're doing.

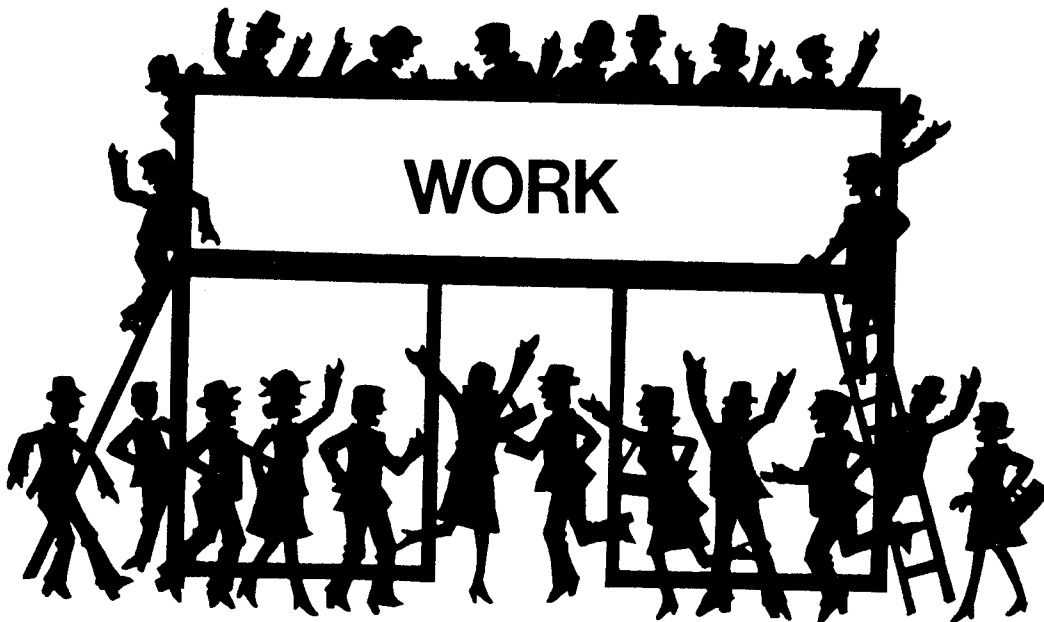
Andy Pearson, President, Pepsico, Inc.

This is the man responsible for making the ultimate management decisions which affect the lives of the Pepsico, Inc. employees! Unless managers have the kinds of information they need to make good decisions, they run the risk of making some bad ones. They need to have that information readily available because there usually isn't time to obtain it from managers on down the line.

The employees generally do not perceive this problem because they can't see it from wherever they are located. They do, however, complain about perceived "bad decisions."

Managers do not need to be in this predicament. Likewise, field employees should not be considered isolated from decision-making. There should be mechanisms for information flow which deliver the technical expertise and first-hand knowledge of on-the-ground issues and needs to the managers who will make the **big** decisions.

A management system provides mechanisms to overcome information and communication gaps, which are a hazard at all levels of any organization, large or small.



PURPOSE OF A  
MANAGEMENT SYSTEM

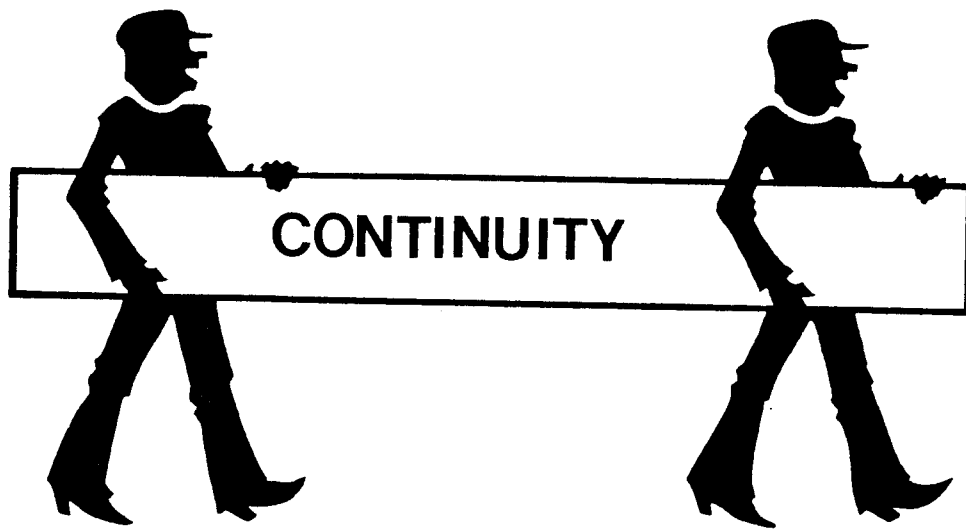
ASSIST PEOPLE TO DO THEIR JOBS  
MANAGING MONEY AND MANPOWER

BY

PROVIDING A LOGICAL DECISION-MAKING  
FRAMEWORK AND A  
MEANS OF MANAGING AND PROCESSING INFORMATION

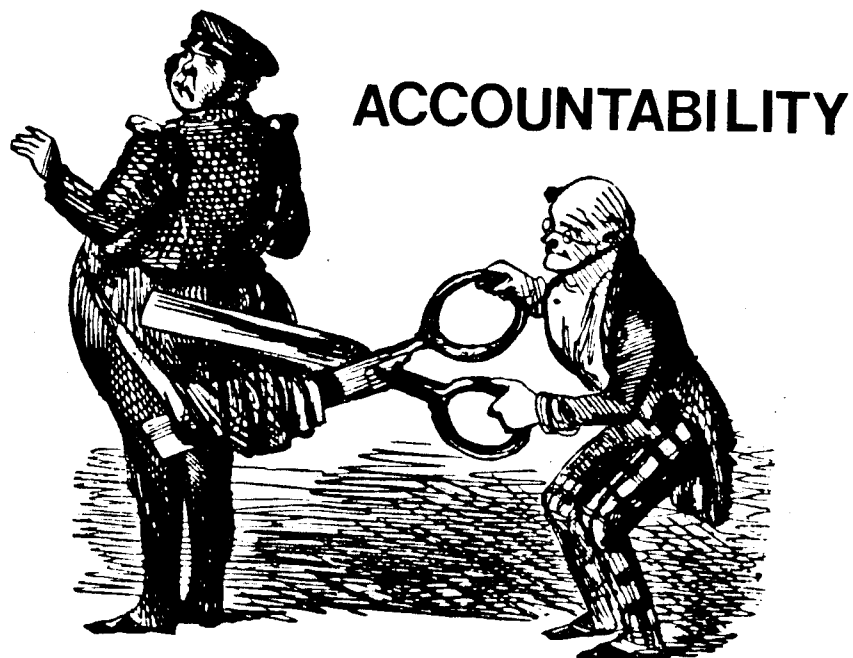


THE QUALITY OF MANAGEMENT DECISIONS CAN BE ONLY  
AS GOOD AS THE INFORMATION USED TO MAKE THEM



### TWO ADVANTAGES OF A MANAGEMENT SYSTEM

- MAINTAINS CONTINUITY AND MOMENTUM THROUGH POLITICAL CHANGES, PERSONNEL CHANGES, ETC.
- INCREASES ACCOUNTABILITY THROUGH:
  - IMPROVED INFORMATION ACCESS AND MANAGEMENT
  - ESTABLISHED DECISION-MAKING PROCESSES
  - METHODS OF DOCUMENTING HOW MONEY AND MANPOWER ARE USED



WHAT HAPPENS WHEN EMPLOYEES  
CHANGE JOBS OR RETIRE?



- . WE CAN'T AFFORD TO BASE OUR MANAGEMENT ON INDIVIDUALS AND THE EXPERIENCE AND KNOWLEDGE THAT LEAVES WITH THEM
- . A MANAGEMENT SYSTEM ESTABLISHES DIRECTION, INFORMATION MANAGEMENT, AND DECISION-MAKING PROCESSES WHICH WILL FUNCTION REGARDLESS OF WHO IS IN A PARTICULAR SLOT IN THE ORGANIZATION CHART



# ACCOUNTABILITY

## INCREASING PUBLIC DEMANDS FOR ACCOUNTABILITY -

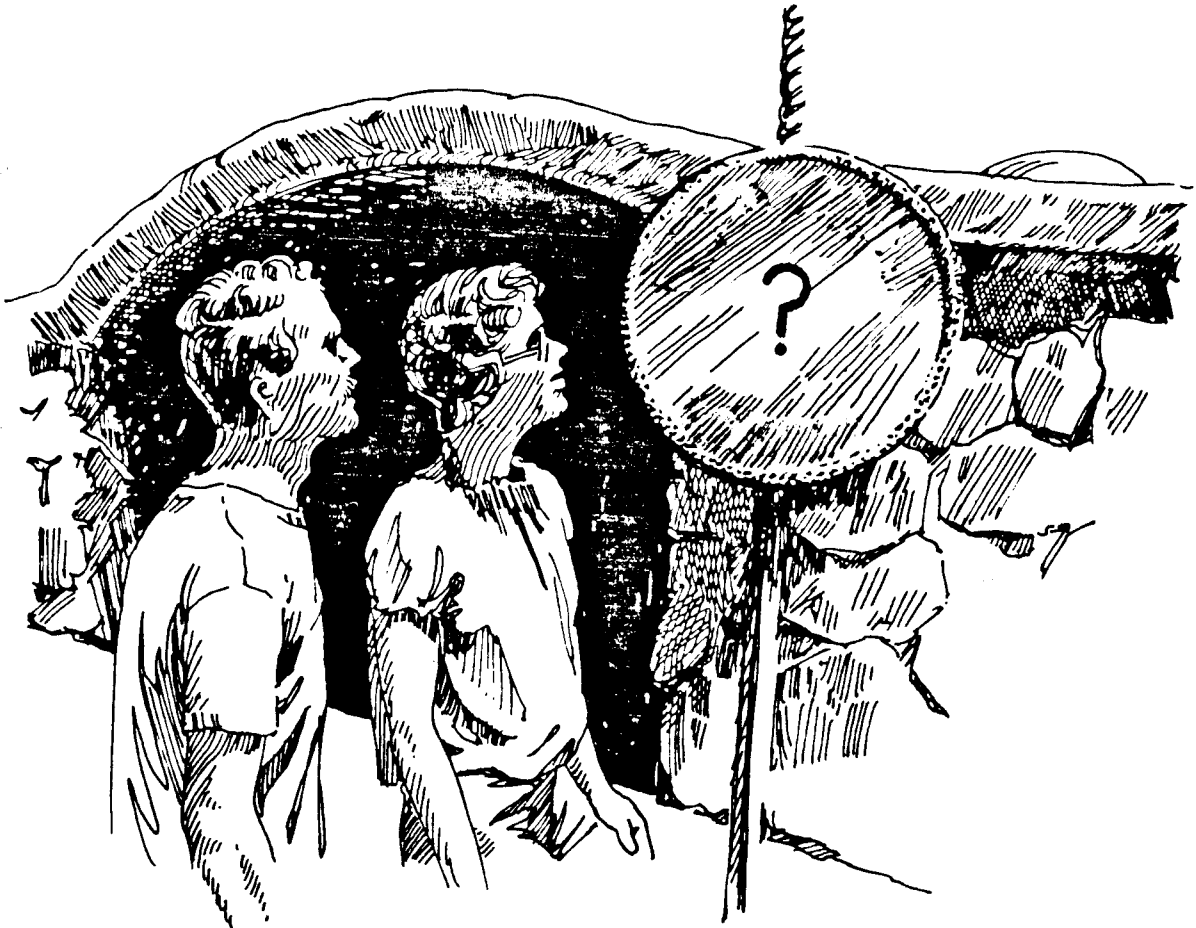
WHETHER OR NOT WE LIKE TO THINK OF OURSELVES IN THIS LIGHT, WE ARE A MULTI-MILLION DOLLAR BIG BUSINESS FUNDED BY PUBLIC MONIES. IN ADDITION TO THE AMOUNT OF MONEY WE SPEND, THE ACTIONS OF THIS AGENCY AFFECT MANY PEOPLE. THE PUBLIC IS, THEREFORE, INCREASINGLY CONCERNED THAT IT IS RECEIVING THE BIGGEST BANG FOR THE BUCK AND THAT PUBLIC VALUES ARE REFLECTED IN DEPARTMENT ACTIONS.

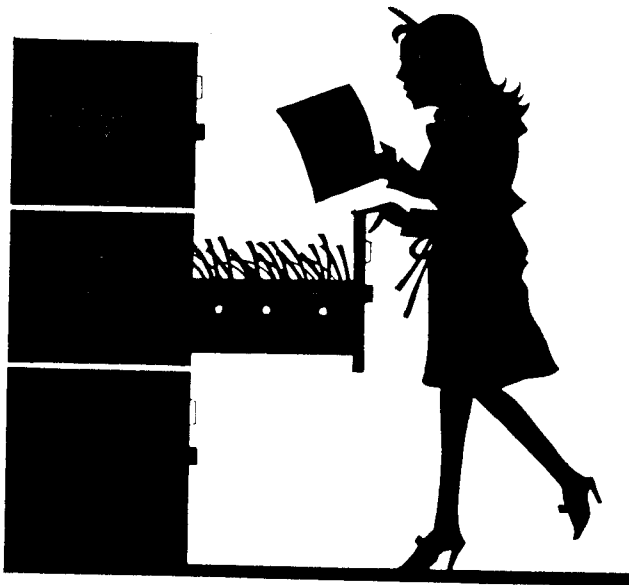
. DO YOU FEEL COMFORTABLE WITH YOUR KNOWLEDGE OF "WHAT IS GOING ON" IN THE WORK EFFORTS THAT YOU ARE RESPONSIBLE FOR?

. CAN YOU RECALL FROM MEMORY:

- . a well thought out justification for each project
- . an accurate accounting of project benefits
- . itemization of each project budget
- . performance standards for each project

THIS INFORMATION IS REQUIRED BY MANAGERS AND SUPERVISORS TO ANALYZE AND MANAGE DEPARTMENT OPERATIONS . . . THE PUBLIC WANTS TO KNOW TOO (SPORTSMAN GROUPS, LEGISLATURE, MWF, ETC.).





## WORK PLANS:

### AN IMPORTANT COMPONENT OF THE DFWP MANAGEMENT SYSTEM

Work plans make information readily accessible to managers, supervisors, administrators and decision-makers for analysis, discussion and adjustment.

#### RESULTING IN

The best possible management and decision making.

The field person designing and conducting a project highlights its importance in the work plan write-up. Work plans help field people to plan field season work schedules and outline priority efforts. If field people are asked to do more work or to cut their budgets, they can use work plans to show supervisors what on-going work would have to be cut as a result.

IN ADDITION TO VALUABLE INFORMATION PROVIDED IN WORK PLANS FOR INDIVIDUAL PROJECTS, PRIORITIZATION OF ALL ON-GOING AND PROPOSED WORK PROVIDES DECISION-MAKERS WITH A FRAMEWORK FOR MAKING BUDGET DECISIONS (IN THE CASE OF BUDGET INCREASES AS WELL AS CUTS).



## ALTERNATIVES TO WORK PLAN WRITE-UPS??

- CHASE DOWN THE MANAGER OR FIELD PERSON WHO MIGHT BE IN THE FIELD, OR ON VACATION, OR SICK LEAVE, TO OBTAIN NEEDED INFORMATION
- RELY ON SECOND-HAND INFORMATION, "GUESSTIMATES," OR HEARSAY TO MAKE MANAGEMENT DECISIONS

HEY, FOLKS,  
WHAT ARE YOU  
DOING?



IT'S BETTER TO USE YOUR TIME, AND THAT OF YOUR SUBORDINATES,  
TO BE MORE CREATIVE, EFFECTIVE MANAGERS

IF YOU ARE RESPONSIBLE FOR A PROJECT,  
HOW DO YOU . . .

- **MONITOR PROGRESS**

Do you know how far along the project  
should be at any point in time?

- **IDENTIFY PROBLEMS EARLY**

rather than at the end of the fiscal year

- **WORK WITH AND HELP YOUR SUBORDINATES TO DECIDE ON  
CORRECTIVE MEASURES WHEN A PROJECT RUNS INTO TROUBLE**

DO YOU FEEL YOU HAVE TO BE THERE FOR ALL THE PROJECTS AND OTHER  
RESPONSIBILITIES WHICH ARE YOURS?



## CURRENT MANAGEMENT SYSTEM OF FWP PROVIDES:

- SBAS INFORMATION ON \$ SPENT AND \$ LEFT
- WORK PLANS FOR ALL PROJECTS
- MID-YEAR VARIANCE REPORTS (PERIODIC PROGRESS)
- YEAR-END REPORTS FOR ALL PROJECTS (FIRST REQUIRED SUMMER OF '88)

## THERE ARE OTHER KINDS OF MANAGEMENT INFORMATION CURRENTLY BEING ADDRESSED BY OUR REPORTING TASK FORCE FOR POSSIBLE INCORPORATION INTO OUR MANAGEMENT SYSTEM:

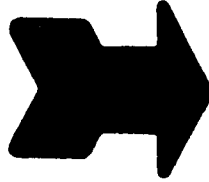
- ELEMENTS TO WHICH DOLLARS AND MANPOWER ARE DIRECTED  
(PROGRAM ELEMENTS ARE THE SUB-PROGRAM CATEGORIES DEFINED IN THE STRATEGIC PLAN)
- THE AMOUNT OF EMPLOYEE TIME DEVOTED TO VARIOUS ACTIVITIES OR FUNCTIONS

## HOW DOES OUR MANAGEMENT SYSTEM TIE TOGETHER

### PROJECT IMPLEMENTATION (SUMMER)

Work Plans funded for FY (project write-ups submitted in spring).

HOW A MGR. TELLS:  
What is to be done, total proj. budget, how \$\$ are to be spent, perf.stds. and project justification.



### MONITORING (FALL, WINTER, SPRING)

Interpret SBAS reports, perf. stds. & time frame (plus other mgmt. information).

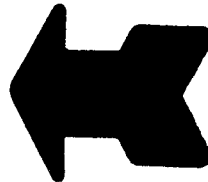
HOW TO TELL:  
"how it's going" (monitoring)



### COMPLETION/EVALUATION (LATE WINTER-SPRING)

Estimate end results of \$ & efforts used for each proj. Check projected vs. actual results.

HOW TO DECIDE:  
do project again or some other effort. Prepare new work proposals for possible funding by EPP, redirect etc.



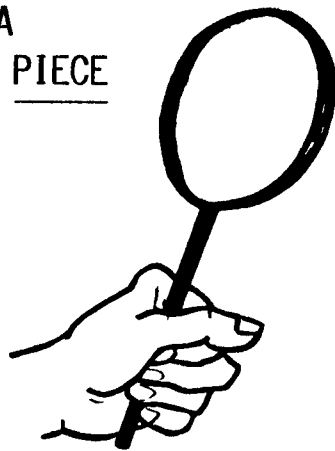
### THE FIX (THROUGHOUT YEAR)

Interpret SBAS reports for problems, variance reports, review work progress against work plans, being there, other mgmt. info.

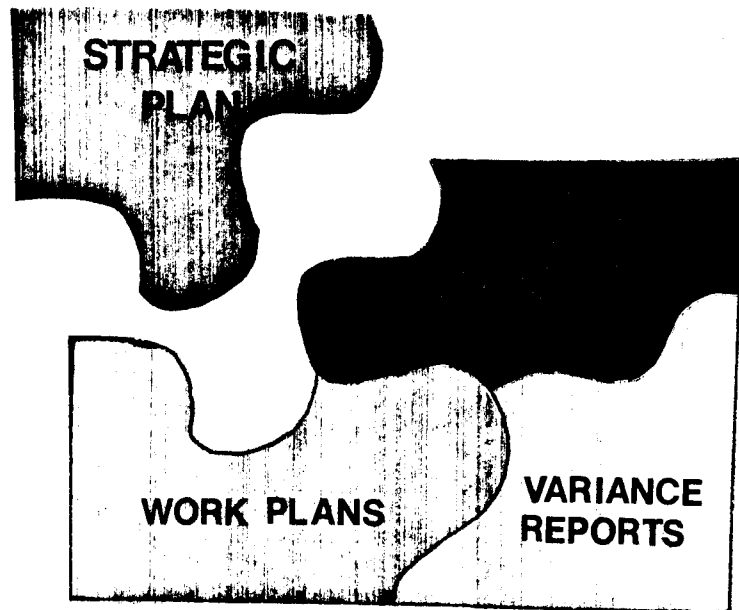
HOW TO CORRECT:  
When things stray off track or \$ cut or changes mandated. To change what people do, first you need info. on what they are doing now.

# IT'S ALL CONNECTED

USUALLY  
WE FOCUS  
ONLY ON A  
SPECIFIC PIECE



MANAGEMENT SYSTEM



- . WE WRITE WORK PLANS BUT DON'T SEE THE PURPOSE FOR THEM
- . WE WRITE NEW WORK PROPOSALS BUT DON'T SEE THIS EFFORT TIED TO THE WORK WE'RE ALREADY DOING

PRIORITIZING ALL ON-GOING WORK WILL PRODUCE A LINK BETWEEN THE ON-GOING AND THE NEW WORK WRITE-UPS. THEN WE WILL BE ABLE TO COMPARE THEM AND MAKE BETTER DECISIONS ON WHICH PROJECTS ARE THE MOST IMPORTANT TO DO.

## COMPONENTS OF A MANAGEMENT SYSTEM

### WHERE ARE WE?

STATUS REPORT (DEPARTMENT'S ANNUAL REPORTS)

SURVEY AND INVENTORY

### WHERE DO WE WANT TO GO?

LONG TERM - STRATEGIC PLAN, SPECIES/SITE/RIVER MANAGEMENT  
PLANS

SHORT TERM - SELECT PROJECT PROPOSALS FOR NEXT FISCAL YEAR

### HOW DO WE GET THERE?

WORK PLANS AND BUDGETS

PROCESS FOR SELECTING WORK PROPOSALS

\*(Delineate base operations and prioritize on-going work)

### DID WE MAKE IT?

MID-YEAR VARIANCE REPORTS

SBAS BUDGET REPORTS

END OF PROJECT REPORTS (SUMMER)

\*(Addressing other management information needs)

\*Components which the department has not yet completed

As of June 1988, only two major components of a management system framework have yet to be addressed by our department:

- . Delineate base operations and prioritize all on-going work
- . Decide what additional management information we need (reporting time/\$\$ to element and/or activity, etc.), and how such information should be collected.

WE ARE ALMOST THERE !!!

IN COMPLETING THE DEPARTMENT'S  
MANAGEMENT SYSTEM



### WHERE IS "THERE"?

The department's planning efforts are directed toward development of a **COMPREHENSIVE PLANNED MANAGEMENT SYSTEM** which will meet the management needs of our agency. Our management system is only necessarily comprehensive in that it encompasses the whole department . . . all divisions.

Development of a **COMPREHENSIVE PLANNED MANAGEMENT SYSTEM** must not be confused with the **COMPREHENSIVE PLANNING OPTION** offered by the U.S. Fish and Wildlife Service to state agencies receiving federal funds. To be eligible for the Comprehensive Planning Option, a state agency must have a management system which meets standards set by the USFWS. Under this option, USFWS reporting requirements are reduced and simplified.

The department goal is to design and implement the kind of management system which will be the most beneficial to this agency and comprehensive in that all divisions are involved. Whether or not that management system meets requirements of the U.S. Fish and Wildlife Service comprehensive planning option is only of secondary concern.