

R7HSA HEAD START/EARLY HEAD START DIRECTORS CAUCUS 2005



MANAGEMENT SYSTEMS

Organizational Structure: Focus on Accountability Workbook

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YOUR ORGANIZATION'S BUSINESS FOUNDATION

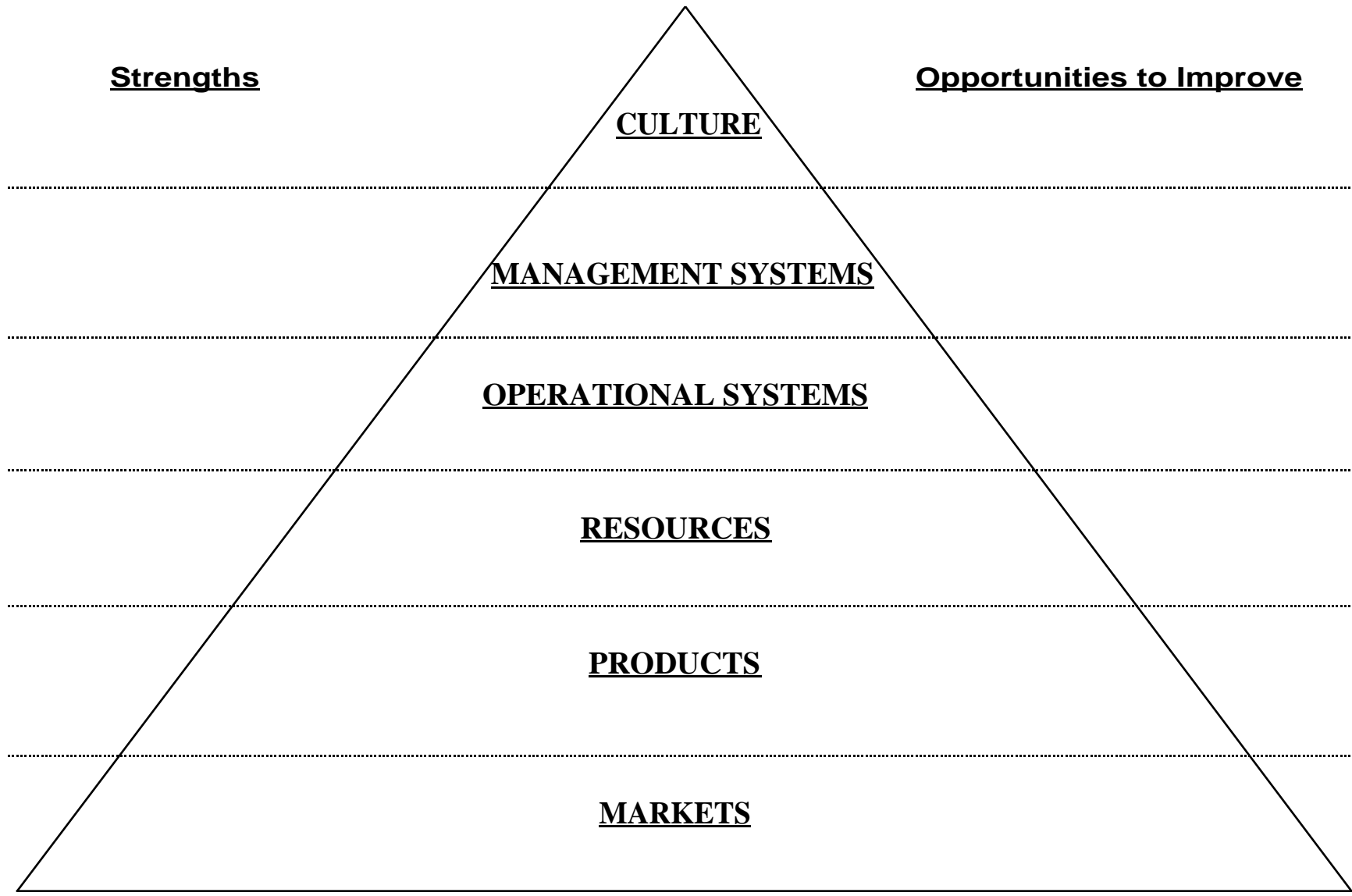
What business are you in? That is, what is your "Business Concept?"

What do you want to be or become over the long-term (3 to 5 years from now)?
That is, what is your "Strategic Mission?"

CURRENT STATUS: PYRAMID OF ORGANIZATIONAL DEVELOPMENT

Strengths

Opportunities to Improve



YOUR GOALS AND OBJECTIVES

What Goals and Objectives will you set in each Key Result Area to help you and your organization realize your Strategic Mission?

Key Result Area 1.0: Markets

Key Result Area 2.0: Products and Services

Key Result Area 3.0: Resources

Key Result Area 4.0: Operational Systems

Key Result Area 5.0: Management Systems

Key Result Area 6.0: Corporate Culture

Key Result Area 7.0: Fiscal Management

ROLE ANALYSIS

Position	Critical Success Factors and Specific Responsibility					

EVALUATING YOUR MANAGEMENT SYSTEM

Management System Element	Do We have it?	Rating (1-5)	Evaluation		Changes
			Strengths	Limitations	What, if any, changes need to be made?
Plan – Components <ul style="list-style-type: none"> • KRA • Goals • Objectives 					
Structure – Definition of Roles (including which position is responsible for each critical success factor)					

Management System Element	Do We have it?	Rating (1-5)	Evaluation		Changes
			Strengths	Limitations	What, if any, changes need to be made?
Strategy-Structure Link (including clear assignment of Goals)					
Measurement					

Management System Element	Do We have it?	Rating (1-5)	Evaluation		Changes
			Strengths	Limitations	What, if any, changes need to be made?
Progress Review					
Performance Evaluation					

Management System Element	Do We have it?	Rating (1-5)	Evaluation		Changes
			Strengths	Limitations	What, if any, changes need to be made?
Rewards					
Culture Management					

SAMPLE ROLE DESCRIPTION (Developed for the UCLA/J&J Fellows Program)

Date: May 15, 200X

Department: Management

Title: Executive Director

Mission: To manage the total Head Start program in a cost effective manner and work to continually improve its operations. To work with the P.C., Board, and Community to identify and meet the needs of the families and children we serve.

Key Result Area	Time Utilization
1. Program Management/Implementation	%
2. Planning and Budgeting	%
3. Organizational Development	%
4. Staff Development/Management	%
5. Policy/Performance Standard Management/Implementation	%
6. Board and Policy Council Relations	%
7. Funding Acquisition/Management	%
8. Marketing and Community Relations	%
9. Facilities Maintenance	%
10. Miscellaneous	%
	100%

Position Requirements:

Education/ Experience:

-
-
-

Skills/ Knowledge/ Ability:

-
-
-

Authority:

- Responsible to the Board of Directors.
- Supervises...

KEY RESULT AREA	OBJECTIVES/ACTIVITIES
1. Program Management/ Implementation	<ul style="list-style-type: none">a. Oversees the maintenance of health and developmental services for children.b. Ensures the education environment is developmentally and linguistically appropriate for the program.c. Oversees development of appropriate nutritional programs for families and children.d. Ensures parents are provided opportunities to enhance their skills.
2. Planning and Budgeting	<ul style="list-style-type: none">a. Develops and implements a systematic ongoing process of planning for the organization as a whole.b. Regularly monitors progress against plan.c. Conducts annual self assessment of program's effectiveness and progress in meeting goals.
3. Organizational Development	<ul style="list-style-type: none">a. Establishes and maintains an organizational structure to support program needs.b. Implements a process to respond to official notification of a deficiency by HHS officials.

KEY RESULT AREA	OBJECTIVES/ACTIVITIES
4. Staff Development/Management	<ul style="list-style-type: none">a. Recruits and hires direct reports to meet the needs of the organization.b. Oversees the development and maintenance of job descriptions for direct reports.c. Works with direct reports to establish their annual goals.d. Meets periodically with direct reports to review operations.e. Monitors the performance of direct reports toward annual goals.f. Conducts annual formal performance reviews for direct reports.g. Give information performance feedback periodically to direct reports.h. Coaches, develops and serves as a resources to direct reports.i. Works with each direct report to establish personal development goals and serves as a resource in meeting these goals.
5. Policy/Performance Standard Management/Implementation	<ul style="list-style-type: none">a. Establishes and implements policies and procedures to promote health and safety of children and staff.b. Promotes compliance with all program performance standards.c. Immediately takes appropriate action when the program is out of compliance.
6. Board and Policy Council Relations Management	<ul style="list-style-type: none">a. Establishes and maintains a formal structure of shared governance through which parents can participate in policy making.b. Requires governing bodies to propose total size of policy groups.c. Ensures Policy Council works with management staff in a collaborative manner.d. Helps define roles and responsibilities of governing bodies.
7. Funding Acquisition/Management	<ul style="list-style-type: none">a. Works to acquire needed program funding.b. Ensures funds are utilized in the most effective manner.

KEY RESULT AREA	OBJECTIVES/ACTIVITIES
8. Marketing and Community Relations	<ul style="list-style-type: none">a. Takes an active role in community planning.b. Establishes collaborative relationships with community organizations to promote the program.
9. Facilities Maintenance	<ul style="list-style-type: none">a. Provides an environment conducive to learning.b. Oversees needed repair of facilities and equipment.c. Conducts annual safety inspection.