

Key Functions of Management



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Purpose of Presentation

- Identify and Describe the Five Functions
- Challenges of Each Function
- Practical Application of Each Function to Mid and Upper-Level Managers

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Five Functions

1. Planning
2. Organizing
3. Directing
4. Controlling
5. Staffing

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Planning

• **Description**

- Encompasses the definition of the organization's goals
- Establishes an overall strategy for achievement of the goals
- Development of a comprehensive system (plans) to mesh and coordinate activities
- Identifies what should be accomplished in the short and long term
- Provides direction for personnel
- Anticipates potential changes
- Minimizes waste
- Sets Standards
- The most difficult function!!

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Organizing

- **Description**

- How work will be assigned (divided) and accomplished
- A decision process of who will perform tasks (skill and ability)
- How many employees will be needed
- Evenly distributes work
- Delegates responsibility for producing an expected result
- Involves centralization (assigning tasks with less importance)
- Involves decentralization (assigning tasks of greater importance)

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Directing

- **Description**

- All day-to-day activities revolve around directing
- Function that initiates the action plan
- Involves assignments and instructions
- Communicates expected outcomes to employees
- Communicates accountability to employees
- Provides understanding of the project, task, or assignment
- Involves guiding, teaching, and supervising
- Utilizes leadership, motivation, and influence

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Controlling

- **Description**

- Involves monitoring performance
- Sets Standards
- Standards must be reasonable
- Checks and appraises performance (effective method)
- Takes corrective action
- Critical responsibilities need closer attention (cannot afford mistakes)(workplace hazards)(public health)
- Observation, monitoring, and appraising leads to greater employee understanding and performance

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Staffing

- **Description**

- Recruitment (management vs. entry level)
- Interviewing (panels vs. individuals)(objective)(scoring)(fit?)
- Selecting and training
- Evaluating overall performance (counseling vs. annual evaluations)
- Provides opportunities for advancement
- Provides employee continuing education
- Versed in federal and state rules and regulations surrounding employment

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Function Challenges

- **Planning**

- A combination of education, skill, and technical ability needed
- Acquiring financial means for the future (projected capital, required resources, and sources of revenue)(annual budgets)
- Anticipating future staffing levels and necessary skills
- Acquiring additional water resources for the future
- Flexibility is important
- Time management (completing tasks)
- Crystal ball effect?

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Function Challenges con't

- **Organizing**

- Communication is the key
- Administrative oversight (capital Improvement)
- Management oversight (day to day and improvement plans)
- Understanding and segregating work assignments evenly
- Objectivity
- Eliminate the daily reorganizing exercise (inefficient work habits)
- Recognize when to decentralize (roles of greater importance)

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Function Challenges con't

- **Directing**

- Know when to utilize autocratic direction (it has a place)
- Autocratic direction can create negative consequences (employee resentment)
- Autocratic direction effects (poor work quality, slower completion times, or frequent mistakes)
- Know when to utilize consultative direction (empowerment of employees for cooperation, consultation, and solutions)
- Requires a good understanding of what motivates employees
- Keeping employees engaged

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Function Challenges con't

- **Controlling**

- Know how to monitor performance (predicting outcomes as expected)
- Know when to change course to realize expected outcomes (quickly and timely)
- Objectively check and appraise employee performance
- Know when to provide further training (competency vs. centralization)

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Function Challenges con't

- **Staffing**

- Targeted recruitment (the economy?)
- The interview process (do they fit?)
- Empowerment
- Objective promotions (tenure versus performance)
- Eliminating complacency (production, safety)
- Training and education (budget allocations)
- Employee realization toward advancement and promotion
- Instill a sense of career for employees

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Upper Level Management: Practical Application

- **Planning**

- The future (rapid growth)
- Board or Council involvement
- Strategic plans (Master and CIP)
- Financial sustainability (annual, operational, equipment, and CIP)
- Sources of revenue (rates, impact fees, debt, grants)
- Human Resources (managerial and time management)
- Consultants
- Contracts
- TCEQ regulations (minimum capacities and water quality)

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Upper Level Management: Practical Application con't

• **Organizing**

- The decision process (moving forward)
- General direction (subordinates and consultants)
- Autocratic and Consultative direction are implemented
- Decentralization is implemented
- Timeframes are essential
- Communication is key
- Monitoring is key

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Upper Level Management: Practical Application con't

• **Directing**

- Transition to Action
- Project Understanding (subordinates)
- Leadership, Motivation, and Influence are Key
- Decentralization is on-going
- Monitoring progress is important (decentralization)

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Upper Level Management: Practical Application con't

• **Controlling**

- Decentralization is key (micro-managing?)
- Adhering to time management
- Expected outcomes
- Flexibility to make changes as needed
- Financial adherence (annual budgets, operational, equipment, and CIP)

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Upper Level Management: Practical Application con't

• **Staffing**

- Promoting objectively
- Understanding subordinates' strengths and improvement areas
- Educating and teaching subordinates
- Effective communication with subordinates
- Additional staff?

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Mid-Level Management: Practical Application

- **Planning**

- Capital Improvement (project administration)
- Mid-range projects
- Short-range (daily) projects
- Initial budget management (operational and capital)
- Centralization and Decentralization (personnel)
- Future staffing needs and levels (education and skill development, additional personnel)

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Mid-Level Management: Practical Application con't

- **Organizing**

- Communicating with subordinates
- Consultative direction
- Centralization and Decentralization

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Mid-Level Management: Practical Application con't

- **Directing**

- General direction and specific direction
- Establishing performance standards
- Offering support and assistance
- Systematic work assignments
- Encourage questions for clear understanding
- Following up with subordinates

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Mid-Level Management: Practical Application con't

- **Controlling**

- Monitoring daily and weekly progress of projects
- Implementation and Management of budgets (action step)
- Correcting any deviation to expected project outcomes
- Reporting to higher level managers (projects and budgets)
- Flexibility (deviations and changes)

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Mid-Level Management: Practical Application con't

- **Staffing**

- Future plans
- New hires
- Education
- Development of skills
- Team approach with employees
- Empowerment of employees
- Communication is vital

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Management Styles

- **Categories**

- Transactional – defining goals and setting rewards
- Transformational – helps employees achieve goals (careers)

- **Styles**

Autocratic – manager makes every decision with little or no input

Bureaucratic – governed by set policies and procedures

Democratic – works with employees to establish goals

- **What is Best?**

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Decision Making

- **Rational-Comprehensive Model**

- Reasonable direction toward the organization's goals
- Maximize outputs for a given input or minimize inputs for a given output
- It holds efficiency as the highest value
- It identifies alternatives and calculates the cost of each
- It selects the best alternative that has the greatest likely benefit for the least recognizable cost
- Time is a challenge
- The most efficient and appropriate means to reach the desired outcome

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Summary

- **Important Factors for Successful Managers**

- The People Business!!
- Education, knowledge, and skill (managers)
- Financial management
- Established procedures (policy implementation)
- Employee empowerment
- Employee opportunities (not stuck in place)
- Education, knowledge, and skill (advancement)
- Employee advancement

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References

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