

Figure 3-1 Functional Departmentation in State Government

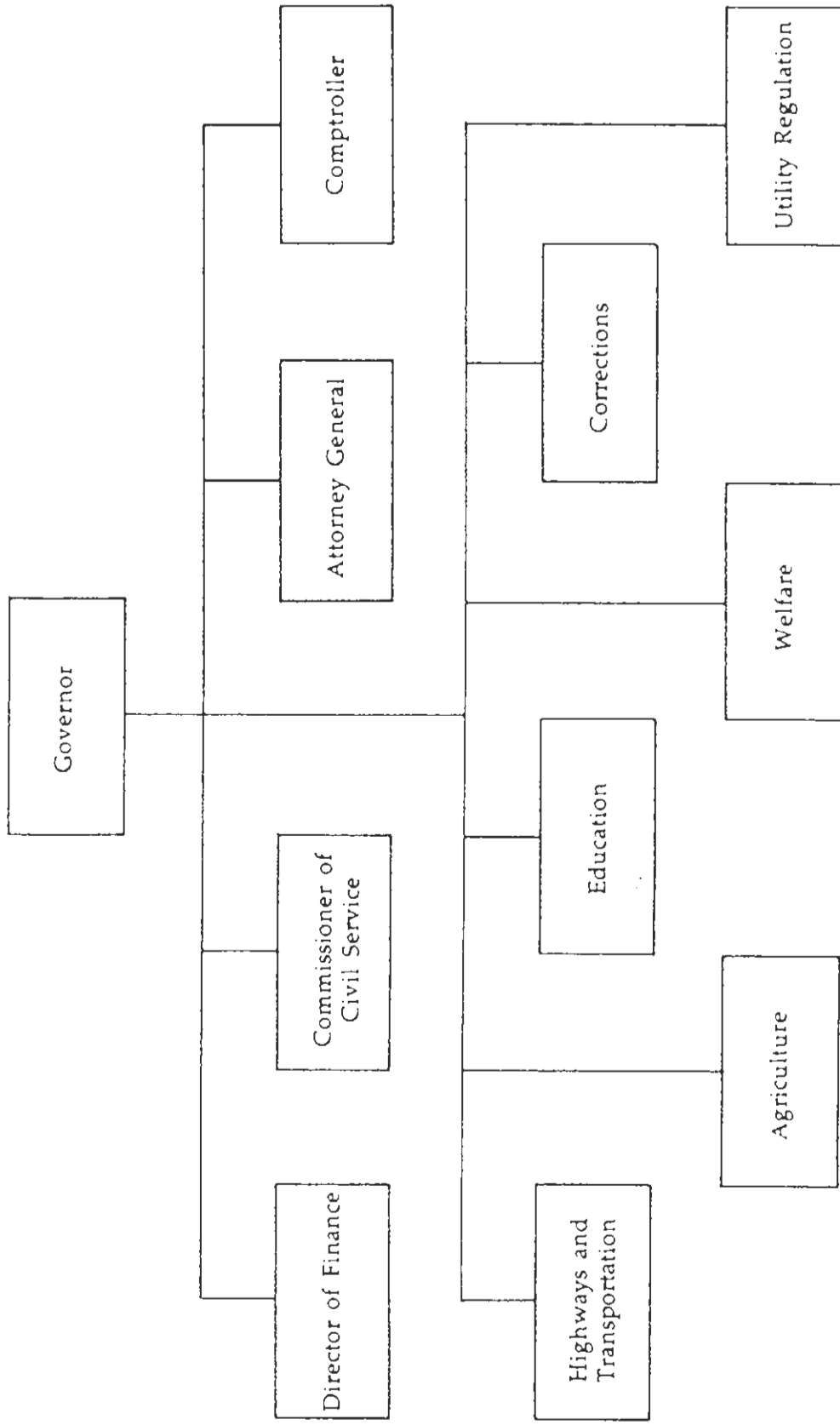


Figure 3-2 Functional Departmentation in a Council-Manager Municipal Government

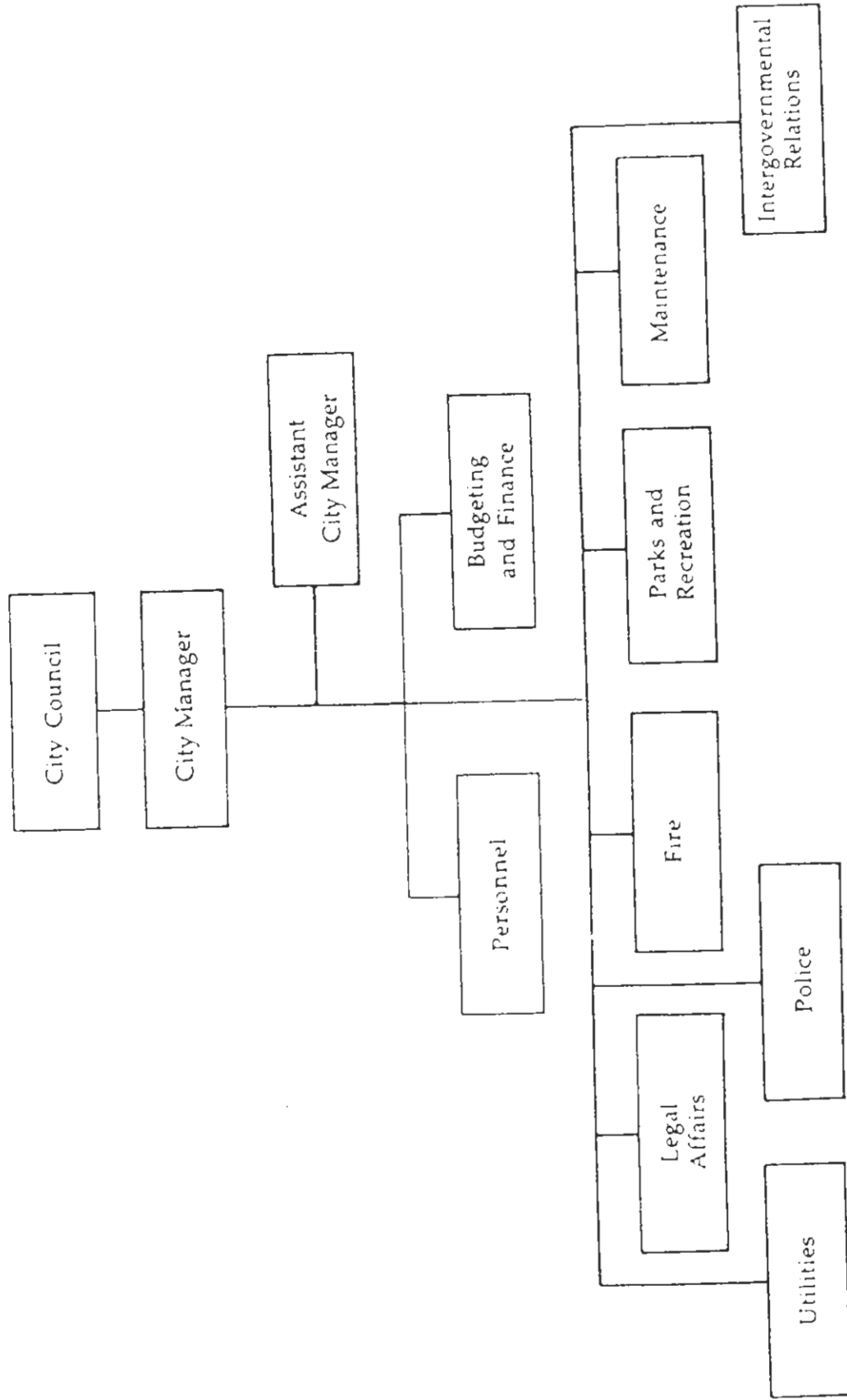


Figure 3-3 Program Departmentation in a Public-Health Agency

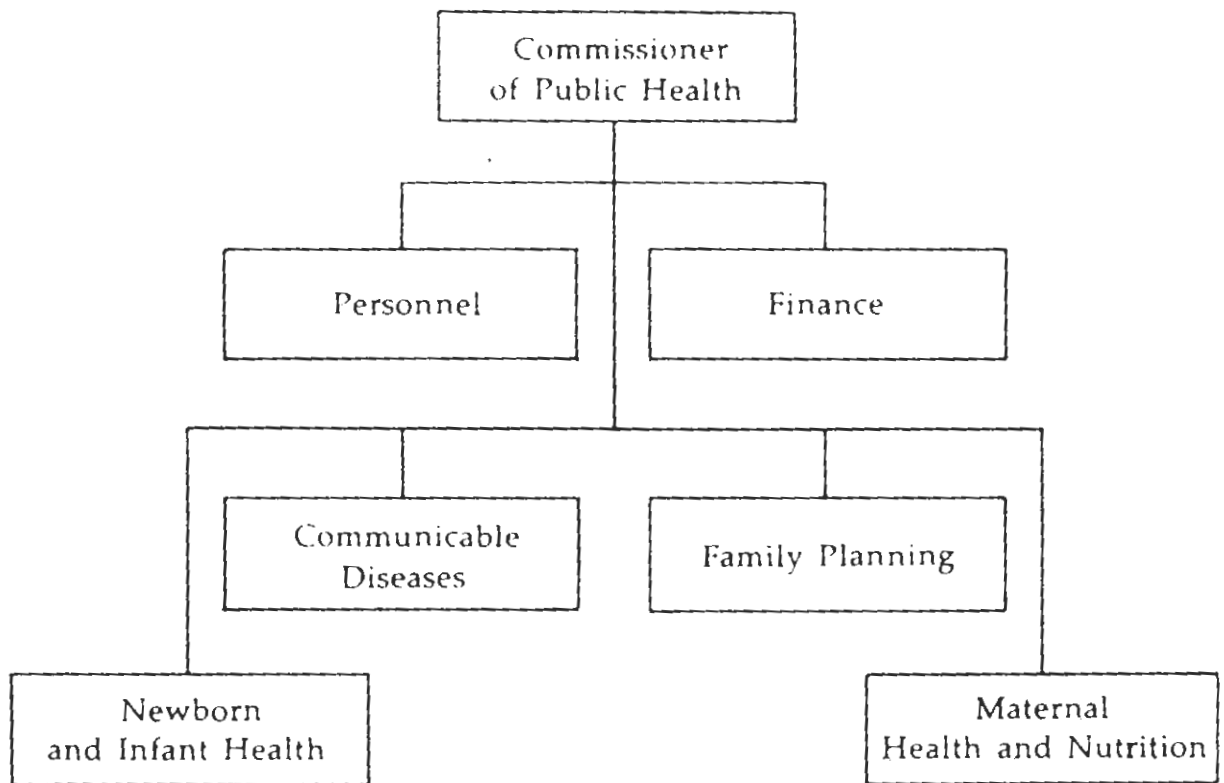


Figure 3-5 Process Departmentation in a State Employment Office

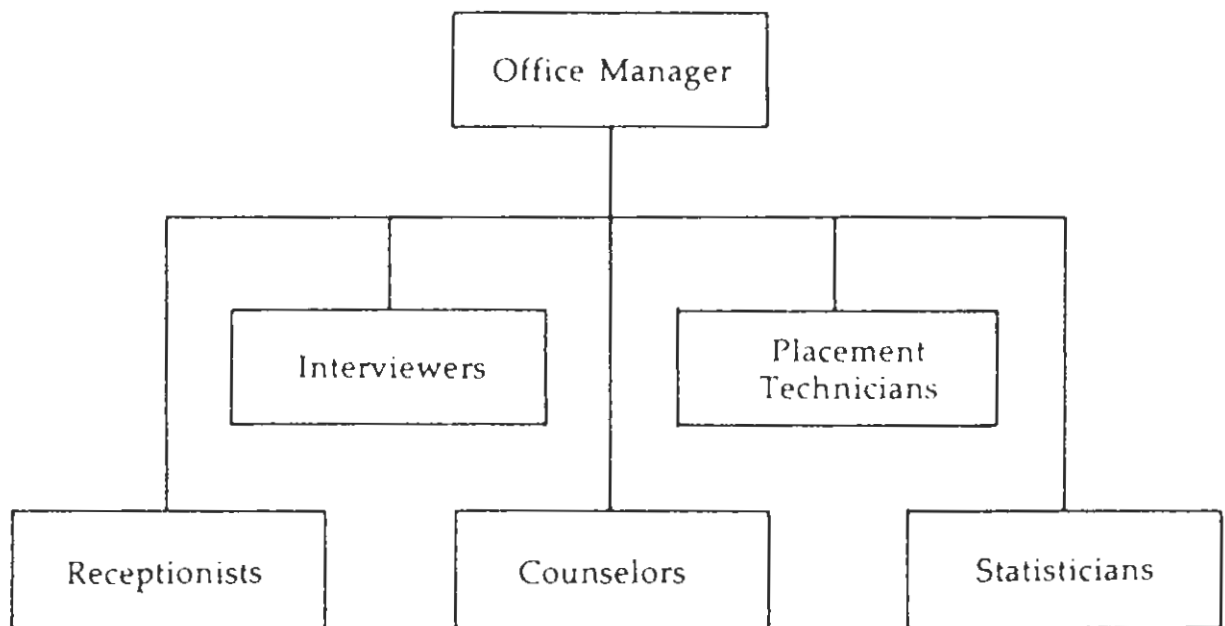
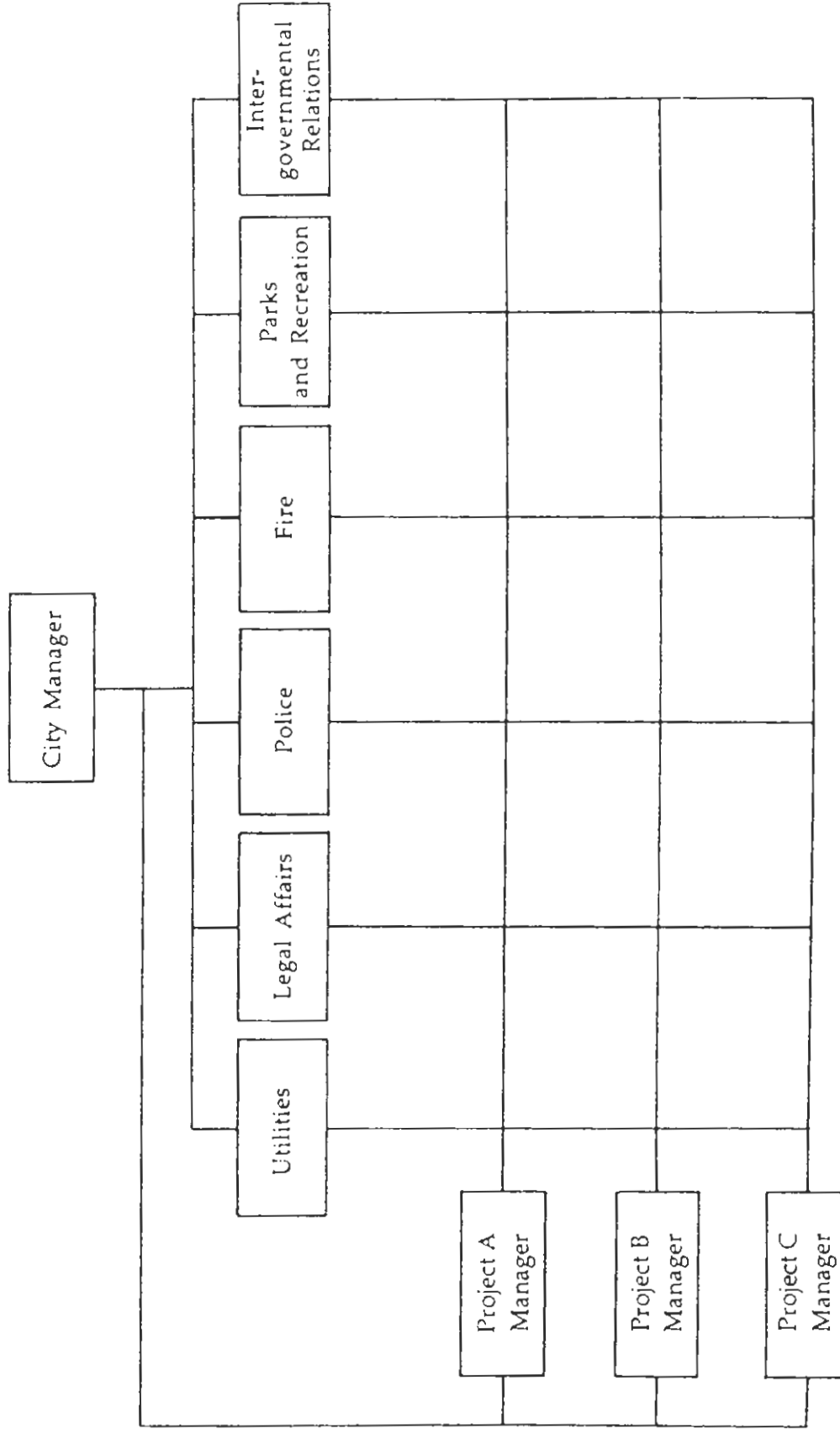


Figure 3-4 Matrix Departmentation in Municipal Government



**TABLE 6.1. ORGANIZATIONAL EFFECTIVENESS
DIMENSIONS AND MEASURES.**

<ol style="list-style-type: none"> 1. Overall effectiveness 2. Productivity 3. Efficiency 4. Profit 5. Quality 6. Accidents 7. Growth 8. Absenteeism 9. Turnover 10. Job satisfaction 11. Motivation 12. Morale 13. Control 14. Conflict/cohesion 15. Flexibility/adaptation 	<ol style="list-style-type: none"> 16. Planning and goal setting 17. Goal consensus 18. Internalization of organizational goals 19. Role and norm congruence 20. Managerial interpersonal skills 21. Managerial task skills 22. Information management and communication 23. Readiness 24. Utilization of environment 25. Evaluations by external entities 26. Stability 27. Value of human resources 28. Participation and shared influence 29. Training and development emphasis 30. Achievement emphasis
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Source: Campbell, 1977, "Comprehensive List of Effectiveness Criteria." Reprinted with permission.

TABLE 6.2. EFFECTIVENESS DIMENSIONS FOR EDUCATIONAL INSTITUTIONS.

Perceptual Measures	Objective Measures
1. <i>Student educational satisfaction</i> Student dissatisfaction Student complaints	Number of terminations Counseling center visits
2. <i>Student academic development</i> Extra work and study Amount of academic development	Percentage going on to graduate school
3. <i>Student career development</i> Number employed in major field Number of career-oriented courses	Number receiving career counseling
4. <i>Student personal development</i> Opportunities for personal development Emphasis on nonacademic development	Number of extracurricular activities Number in extramurals and intramurals
5. <i>Faculty and administrator employment satisfaction</i> Faculty and administrators' satisfaction with school and employment	Number of faculty members and administrators leaving
6. <i>Professional development and quality of the faculty</i> Faculty publications, awards, conference attendance Teaching at the cutting edge	Percentage of faculty with doctorates Number of new courses
7. <i>System openness and community interaction</i> Employee community service Emphasis on community relations	Number of continuing education courses
8. <i>Ability to acquire resources</i> National reputation of faculty Drawing power for students Drawing power for faculty	General funds raised Previously tenured faculty hired
9. <i>Organizational health</i> Student-faculty relations Typical communication type Levels of trust Cooperative environment Use of talents and expertise	

Source: Adapted from Cameron (1978). The original table contains numerous additional measures for each dimension. See Cameron (1978) for the complete listing.

**TABLE 7.1. MISSION AND VALUE STATEMENTS
OF PUBLIC AGENCIES, cont'd.**

*Alabama Division of Rehabilitation and Crippled Children Service
"Blueprint for the Future": Values and Goals*

- I. We value the worth, dignity, and rights of persons with disabilities.
Goals:
 1. Provide quality services which lead to quality outcomes, giving priority to persons with severe disabilities.
 2. Involve advocates and persons with disabilities in agency planning and policy development.
 3. Advocate the rights of persons with disabilities.
- II. We value the contribution of all staff in achieving our mission.
Goals:
 1. Recruit, employ, and promote qualified staff.
 2. Establish open and honest communication.
 3. Provide staff opportunities for personal and professional growth.
 4. Establish realistic performance and productivity standards.
 5. Reward exemplary job performance.
 6. Encourage staff creativity and innovation.
- III. We value an agency management style that provides opportunities for staff participation.
Goals:
 1. Develop an agency management philosophy that promotes creativity and innovation.
 2. Provide management development opportunities for agency management staff.
 3. Promote an agency management style that encourages teamwork among all staff.
 4. Promote an agency management style that encourages greater staff participation in agency decision making.
- IV. We value maximum acquisition and the efficient and effective management of resources.
Goals:
 1. Acquire maximum financial and other resources.
 2. Increase legislative support.
 3. Develop a management information system to measure the effective and efficient use of our resources.
 4. Develop and use appropriate technological resources.
- V. We value public support.
Goals:
 1. Inform the public of our mission and our goals.
 2. Develop partnerships with business and industry.
 3. Encourage greater staff commitment to and responsibility for development of community-based agency support.

Sources: U.S. Department of Health and Human Services (1988); U.S. Department of the Treasury (1984); Stephens (1988).

TABLE 7.1. MISSION AND VALUE STATEMENTS OF PUBLIC AGENCIES.*Social Security Administration*

Mission. The mission of the Social Security Administration is to administer equitably, effectively, and efficiently a national program of social insurance, as prescribed by legislation.

Operating Priorities. The mission translates into six operating priorities:

- Maintain the fiscal integrity of the Social Security trust funds.
- Improve public confidence in Social Security and how its programs are operated.
- Provide the best possible service to SSA's customers.
- Improve management to facilitate greater effectiveness, efficiency, and accountability.
- Use the best and most appropriate technology available to administer SSA programs.
- Continue to insure that SSA can count on a properly skilled and highly motivated work force.

Two underlying principles guided the formulation of the strategic plan:

- Commitment to current beneficiaries of Social Security programs.
- Commitment to those who work for the Social Security Administration.

Strategic Recommendations. The plan presents twenty-nine strategic recommendations for improvements in program simplification, service delivery, technology, and organization and human resources.

Internal Revenue Service

Mission. The purpose of the IRS is to collect the proper amount of tax revenues at the least cost to the public, and in a manner that warrants the highest degree of public confidence in our integrity, efficiency, and fairness. To achieve that purpose, we will:

- Encourage and achieve the highest possible degree of voluntary compliance in accordance with the tax law and regulations.
- Advise the public of their rights and responsibilities.
- Determine the extent of compliance and the causes of noncompliance.
- Do all things needed for the proper administration and enforcement of the tax laws.
- Continually search for and implement new, more efficient and effective ways of accomplishing our mission.

Strategic Initiatives. The plan describes fifty-five strategic initiatives in the following areas:

- Balancing Efficiency and Effectiveness (Examples: Expand contracting of office automation and data processing services. Monitor public opinion. Identify and measure effectiveness goals.)
- Strengthening Voluntary Compliance (Examples: Establish a research project on withholding noncompliance. Conduct a survey of nonresponsive taxpayers. Strengthen training for IRS examiners.)
- Enhancing Recruitment and Retention of Employees. (Examples include initiatives in employee counseling, physical fitness, child care, rules of conduct, pride, involvement, and productivity, recruiting, and training.)
- Developing an Information Management Strategy. (Examples: Establish an information resources management function. Establish an information systems planning process.)