

# Commonsense Principles of Bureaucratic Organization, Albert Schorsch, III, 4/5/09,

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Commonsense Principles of Bureaucratic Organization, Albert Schorsch, III, 4/5/09, Copyright 2009, Albert Schorsch, III, All Rights Reserved .....	1
1 "Schorsch" commonsense principles of organization require: .....	5
1.1 Responsibility .....	5
1.1.1 Authority .....	5
Appointed Authority .....	5
That there is an authority responsible for completing the task. ....	5
Specific Responsibility .....	5
That this authority assigns specific responsibility to complete the task .....	5
Effective Authority .....	5
That this authority be effective authority capable of coordinating all necessary resources and forces to complete the task.....	5
1.1.2 Subsidiarity/Delegation.....	5
That those assigned a task have authority for completing it without supervisory intervention being necessary at every stage of the task .....	5
This assumes that only individuals with the necessary skills and ability to complete a task are assigned to it.....	5
1.1.3 Customer/public service.....	6
That a formal system of reporting to both external and internal customers/public be established .....	6
1.2 Resources .....	6
1.2.1 Proportionate Budget .....	6
That the budget for task be proportionate to task .....	6
That sources and uses of funding be matched by function and by time-span of funding source and expenditure when possible .....	6
1.2.2 Adequate tools and material.....	6
That those who perform the task have the necessary tools (mechanical, machine, computing, software) and material to perform the task .....	6
1.2.3 Adequate Knowledge and Skill .....	6
Supervisory Knowledge and Skill .....	6
That those who are responsible for assigning the task have adequate knowledge and skill to supervise the task .....	6
That supervisory professional education be budgeted.....	6
Worker Knowledge and Skill.....	6
Those who are responsible for task have the knowledge and skill to effectively perform the task .....	6
That staff professional education be budgeted.....	6

1.2.4 Continuity of Resources.....	7
That the budget for the task maintains a continual flow of information, tools, and material to perform the task .....	7
1.3 Time Line.....	7
1.3.1 That there is a transparent time line, including due dates, in order to complete the task .....	7
1.4 Quality Measures .....	7
1.4.1 Continuous improvement.....	7
That continuous improvement be an internal strategy shared by all within the organization.....	7
1.4.2 That measures of quality be established in advance of the task .....	7
1.4.3 That the skills and knowledge associated with the task be at an established level of professional practice within a given field of specialization.....	7
That relationships with professional organizations be maintained.....	7
That professional certifications and licenses be maintained where appropriate.....	7
That external peer review be conducted where appropriate .....	7
1.4.4 That compensation, pay, and benefits be comparable to others in given professions .....	7
1.4.5 Safety, Security, Building Conditions .....	7
That the environment of the workplace be organized in such a way to continuously monitor and improve safety, security, and building conditions to meet and to exceed required standards .....	7
1.5 Organization.....	7
1.5.1 Strategy .....	7
That an organization actually have a describable way accompanied by means for getting from point 1 to the desired state, for getting "from here" to "there" .....	8
A Strategic Plan or list of goals is NOT a strategy.....	8
A list of goals with a budget, assignments, and due dates goes only part of the way.....	8
1.5.2 Information System.....	8
That there is an information system associated with the task that allows the supervisor to know that the task has been completed, and to what level of quality	8
That the information system associated with the task allows knowledge to be retained as one shift of workers passes the work to the next.....	8
Systems Integration.....	8
That the information system allow for both planning and operational functions, and that these systems be integrated.....	8
Full Supervisory Information.....	8
That all information, including all accounting information, flow through all levels of authority to the supervisor.....	8
Full Worker Information.....	8
That workers not only have access to all information necessary to perform their own tasks, but also to understand the work of others with whom they must cooperate and interact .....	8
Input Error Trapping.....	8

That the information system minimize "garbage in," by not allowing the entry of certain common errors into the system in the first place .....	8
Effective Reporting Capacity.....	8
That the information system have an effective reporting capacity so that it is capable of working within a transparent organization .....	8
Paperless retention of records .....	9
That required records retention policies do not require paper records, and thus minimize the consumption of space and materials .....	9
1.5.3 Safety, Security .....	9
That safety, security, environmental health, and emergency notification systems be integrated and coordinated throughout the organization.....	9
1.5.4 Continuity .....	9
That critical information systems be backed up at a separate, secure location.....	9
That insurance policies be adequate to restart operations after disaster/interruption .....	9
That inventory records be maintained not merely to conform with property control requirements, but in order to insure critical properties for restart of operations after disaster/disruption of services .....	9
1.5.5 Transparency for public/customer service .....	9
That the responsibility for the task and information system associated with the task be accessible to customers/users, in order to allow customers/users of the service to inform those assigned with the task of their concerns.....	9
That the name and contact information for the person responsible for completing a given stage of the task be listed in the system .....	9
That the record of the accomplishment or non-accomplishment of the task be open for view .....	10
That the system kills no messengers, but is open to internal and external criticism in the spirit of shared problem-solving .....	10
1.5.6 Evaluation .....	10
That this information from the customers is retained, analyzed, and is used for both operations, planning, and institutional experiments in quality improvement	10
1.5.7 Regulatory Responsiveness/Relief.....	10
User-tested Policy Setting.....	10
That policies affecting the organization be evaluated by operations personnel before being promulgated .....	10
That regulatory relief be a standing and budgeted goal and function of the organization.....	11
1.5.8 Learning Organization .....	11
That the organization be structured as a learning organization, which conducts systematic institutional experiments in order to improve the quality of the organization's performance .....	11
That actors in this organization be given permission to try and to fail under the proper circumstances .....	11
1.5.9 HR system/advancement.....	11
That career paths be established, to minimize "dead ends" .....	11

That employees be encouraged to cross-train, learn each other's positions, and move within the organization.....	11
1.5.10 Mutual Respect/Morale.....	11
That actors within the organization treat each other with mutual respect .....	11
That the morale of the organization be measured, and adjustments be made to improve employee and customer satisfaction .....	11