

INSTITUTIONAL DIRECTIVE 2-2

July 24, 2006

Title: Piedmont Technical College Planning System

I. Purpose

The purpose of this directive is to articulate the management philosophy which undergirds the institutional planning process.

II. Policy

It is the policy of Piedmont Technical College to develop an annual management plan which includes institutional goals, strategies, and tactics for work teams within the college.

III. Philosophy

Individual and organizational performance is enhanced when each work team knows with some precision what it is expected to accomplish. The duties of each work team are best understood when presented as a series of tactics to be achieved in a given period of time. Such understanding supports higher managerial performance by focusing the activities of each work team toward the achieving of tactics which are defined in the Institutional Plan. The work team's success is measured more accurately by performance in achieving those tactics than by attempting to assess nebulous personal characteristics. In such a system of management, individuals may work with relative independence, their efforts guided by the Institutional Plan. This is conducive to maximizing satisfaction derived from personal accomplishment and facilitating professional development. The work team leaders play essentially a supporting role in helping subordinates accomplish their tactics. Practices to carry out this philosophy are not appendages to any pre-existing system of management. The installation of this system of management is a developmental project which can proceed toward full operational status at the pace at which it is understood and accepted by all concerned.

IV. Responsibilities

All supervisors or others designated by the Institutional Officers as being responsible for work team management should observe the practices and procedures outlined in paragraph V. The tactics established for each work team shall be in support of overall divisional and/or institutional tactics. The success of each work team will be measured by the degree to which it shall accomplish assigned tactics insofar as this realization is within the team's ability to control.

Office of Responsibility: President

V. Practices and Procedures

- A. Institutional strategies and tactics will be developed each year to move the institution toward accomplishment of its goals as approved by the Area Commission.
- B. During the period of February 15 and July 1 of each year, modifications of the college Goals, Mission, Values and Beliefs will be adapted as needed by an administrative planning team and the college's Area Commission. This final document will be compiled by the Director of Institutional Planning and reviewed by the Institutional Officers (Work Team Leaders). Prior to final completion and approval, each Operational tactics will be reviewed by the Vice President of Administrative Services to insure adequate funding is available for implementation of each tactic. The final document will be approved by the College President and the College's Area Commission prior to July1 of each year.
- C. During the course of the year, periodic consultations will be held by the Administrative Planning Group, director of Planning and the College President to assess progress in meeting institutional tactics. In these consultations, tactics may be modified or dropped as changing circumstances warrant; or, if new opportunities are presented, new tactics may be added. These meetings will also provide opportunities for the work team leaders to provide counsel and to seek guidance as to how they might accomplish their assigned tactics. In addition to these ad hoc sessions for feedback and collaboration, each work team will schedule progress reviews of results against targets individually, with each work team reporting directly to its leader in the latter half of September, December, March, and June of each year.
- D. A review of overall organizational performance in meeting institutional tactics will be conducted by the Administrative Planning Group of the college with recommendations made to the college president. These recommendations may add additional tactics to the following year's institutional plan. The president will make all final decisions regarding the progress of the organizational plan.
- E. The activities of each work team leader will essentially consist of identifying tactics, restructuring the team organization as necessary, jointly setting tactics with the work team members who report to him/her, measuring results, and giving assistance.
- F. Year-end results will be published and disseminated to each institutional officer, academic dean, and department head, staff director/associate dean and a copy placed within the college's main library.

Original on File 7/24/06
Approved for Publication Date