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The logo for the journal, consisting of the letters 'INNP' in a bold, stylized, sans-serif font. The letters are black and have a slightly irregular, hand-drawn appearance.

Improvement and/or Modernization of the Managing Process

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Introduction

Nowadays organization tend to focus their strategic planning towards improving their processes by means of modernization or innovation applying different models, approaches and schemes that have been successfully proved and used in different organizations, either in the national as the international scope, transforming them in a use tendency and general application.

One of the main challenges that federal, state and municipal public entities face, is directly related with the administrative processes as value medium for achieving efficiency in governed services delivery. A government with results orientation and effective satisfaction of the citizens' demands is the legalizing public action via in the following years.

The implied input of improving managing processes is mainly directed towards resources exploitation, attention timing, results generation, and governed and those who intervened for attending and delivering the service, satisfaction.

Similarly to the processes improving actions, information technologies

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continue evolving and every day are more exploited within the organizations. The information technologies and communication networks infrastructure growth in the organizations, has been the answer and attention to modernization and improvement of processes. Today, most public entities account with an investment basis on technology infrastructures that allows them to continue with the development, upgrading and/or information systems acquisition for directly supporting their innovation, improvement or modernization initiatives.

Trends that although might be expressed as successful to a world or global level, they make clear that modernization initiatives and processes focusing go together with the applying and use of information technologies, since this is the main mean for processes automation.

As priorities in the processes that organizations tend to attend are directly related with the value they contribute to its reason of being, to quality, attention timing, and to the economies in the resources consumption.

Processes that within an organization or a government's entity, trend to be of relevant importance for their attention are the ones related to the management, in the understanding that the Management Process is directly related with the administration and coordination of the resources as a mean for supporting the goals achievement of the organization. This process is encircled by **planning organization, direction, assessment and control**¹, limiting its scope to administration and executive work of the organizations, being the consumption for the operational processes in charge of generating the products, or attending the offered services.

In this sense, it is convenient to establish a strategy that allows an organization to perform a reachable improvement and modernization of its managing process, and with the opportunity to obtain benefits in the short term, having always present that managing is applicably and present along all the organization as a mean of executive support, for controlling all matters, procedures or requirements

¹ Elements of the administrative process according to definitions of Henry Favol, Lyndall, Urwick, Koontz and O'Donnel, George R. Terry, Agustín Reyes Ponce, José Antonio Fernández Arena e Isaac Guzmán Valdivia.

ALCANCE DEL PROCESO DE GESTIÓN

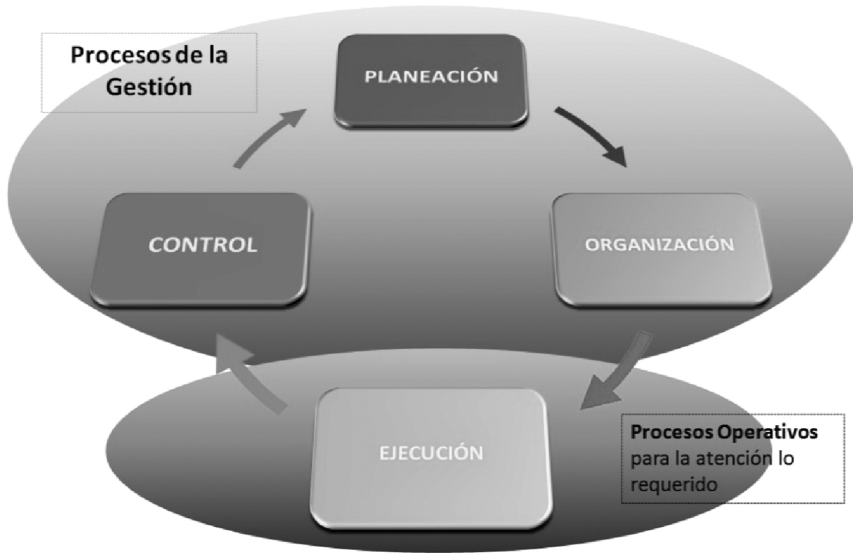


Figure 1. Scope of the managing process in accordance with the administrative process fundamental functions.²

that the organization attends through its areas and the staff that integrates it.

Strategy Conceptualization.

As a fundamental ingredient for carrying out a modernization initiative, or managing process changing, it should be accounted with a sponsorship or an executive support. Superior or managing levels in an organization should be totally convinced and interested in order to support the initiative, eager to give the necessary resources and to delegate the formed team to perform the initiative, with enough faculties that allow them to make agreements and collaborate with the areas that integrate the organization.

In an organization, managing process has an application scope along the different areas that integrate it. Liabilities and attributions of each area imply managing activities for complying and attending services or products, either inside or outside of the corresponding

² Administrative process phases from George R. Terry.

competence scope. This is why; the managing process can exist in different levels within the organization, under different schemes, depending on maturity and experience.

Maturity of an organization, in the managing process, can be determined and placed considering the following:

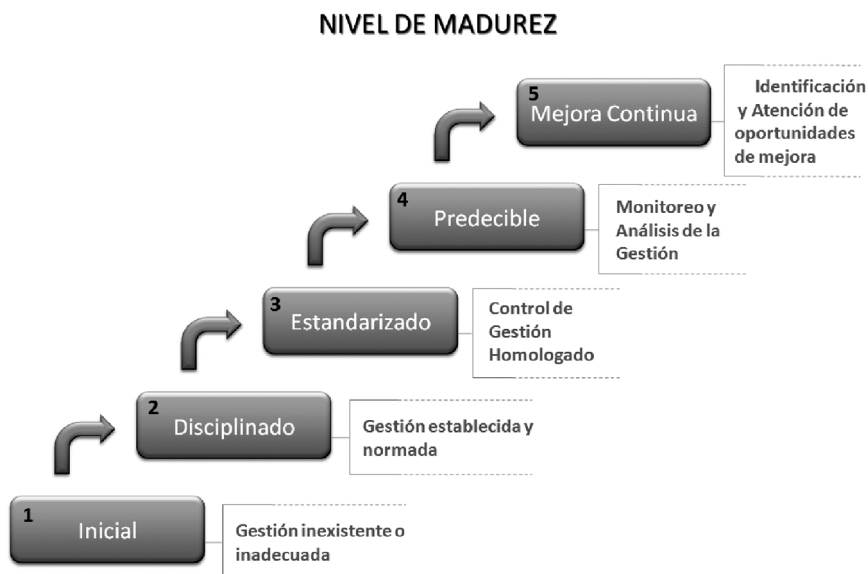


Figure 2. Maturity levels of an organization in respect to the managing process.³

1. **Initial.** When there are no appropriate control means, operational schemes, and defined processes to carry out managing. Newly created Organizations, starting their operations are generally placed here.
2. **Disciplined.** Those Organizations that count with policies, regulations and guidelines defined for carrying out the managing work. It generally happens, when they count with the control means for managing.
3. **Standardized.** Organizations that count with a managing process model, and the mean of standardized control in all areas.

³ Analogue representation to the Capability and Maturity Model (CMM) of Carnegie-Mellon University, for SEI. Initial, Replicable, Defined, Managed, Optimized.

4. **Predictable.** When measuring work is already a usual activity. When parting from the established standards and the historic information generated they perform analysis and monitoring managing works. Performance and quality managing process is identified.
5. **Continuous Improvement.** Improvement opportunities are identified, and changes in the managing process are attended, being this a continuous activity.

Considering this maturity, the action to follow shall be determined, being recommendable that the managing modernization initiative be considered in its strategic planning. Maturity level can be placed or determined by the experience and capability that the organization has for facing changes focused in processes improvements and their scopes.

Availability or resources and time assignment is a fundamental factor for determining an improvement initiative scope, and/or managing process modernization, the more areas get involved, the more quantity of human, financial and material resources will be needed in order to succeed. Likewise, the expectations from the executive area where success in the short term is expected, shall be considered; for what it is advisable to start with automation of one or two areas until automation can be integrated and widen to all the organization, allowing the executive head to know and account with information enough on managing processes in all of the areas. Other factors affecting resources and time, and that shall also be considered are the expected quality and the possible risks.

In a general strategy conceptualization for the managing process improvement and/or modernization in all the organization; the following concepts and entries, should be considered:

1. **Clearly stating the guideline or whatever it is desired to reach.** The purpose and objective to be achieved with the managing improvement and modernization initiative should be briefly and clearly stated, taking care of its aligning and vision and mission statements, as well as other initiatives considered in its strategic planning.

2. **Identifying the present situation.** Performing information rising for documenting the present situation, elaborating a diagnosis and identifying issues.
3. **Elaborating the solution proposal.** Developing the proposed conceptualization for attending the initiative, clarifying benefits, value contribution and investment return, by analyzing the present situation, considering resources availability and feasibility.
4. **Objective developing.** Determining priorities, scopes and expected times that will allow achievement and success of the proposed initiative.
5. **Strategies Conceptualizing.** Performing a documental and schemed conceptualization over the means for achieving the objectives, clarifying how they shall be carried out.
6. **Goals establishing.** Detailing goals that shall allow achieving each objective fulfillment in the predicted time, with indicators that allow to measure and verify their conclusion.
7. **Developing working programs.** Developing working programs to attend each of the conceptualized goals.
8. **Identifying success critical factors.** Listing possible factors that shall put strategies success in risk, indicating preventing measures for each of them, as well as actions or options to be followed in case such risks are present.

As it has been stated, after having clear what is it that is wished to reach with modernizing, improving and/or incrementing government's efficiency, information rising about the present state of the managing process (inputs, actions, outputs and working flow) is required. With this information, and directly participating with the area owner of the process, a re-engineering, redesign can be performed, or only to identify the necessary changes for improving, optimizing, and modeling the process that shall be the consumption for its automation.

Considering that the managing process is mainly focused in the conceptualization, organization, direction, assessing, and control works; being the execution and operating process out of the managing

direct reach, the successful way for achieving the managing process automation in a short term, is to focus in concentrating matters, requests or procedures that have to be attended; establishing control and assessment means, allowing registration of organized information, and facilitating its assignment, the attention conditions knowledge, register of settlement, and information consult by diverse criteria.

As a strategy for implementing the managing process automation, considering that the main factor is generally a short term success, it is advisable to carry out phases with partial scopes, until the whole of the expected scope can be reached.

The advisable way for managing standardizing and automating is to start attending the most representative areas in respect to the amount of matters, requests or procedures, or whatever it results from an analysis, applying Pareto's principle⁴ for identifying the areas within the organization that represent a 20% of the kind of matters and that with applying their managing automation, results in a benefit for the 80% of the attended matters.

Success critical factors depend on the particular situation of each organization, however it is common to consider factors related with the executive support, organizational culture, involved staff availability, change availability, financial assigned resources, technological infrastructure, and priority changes, regulating internal and external changes, among others.

Establishment and/or Modernization of the Managing Process

As it was already proposed in the strategy, and focusing in the improvement scheme, it is important to go into the medium that shall be the support of the managing process automation. Depending on the organization size, it can be determined the necessary time for implementing the managing process automation solution. The scheme is proposed for establishing the process for the general and the particular by phases (see figure 3. Strategy):

1. **Managing Basic Control.** The first step is to take over the matters that the organization attends, starting with the pilot implementation

⁴ Pareto's principle honoring Wilfred Pareto, known as the 80:20 rule.

Estrategia

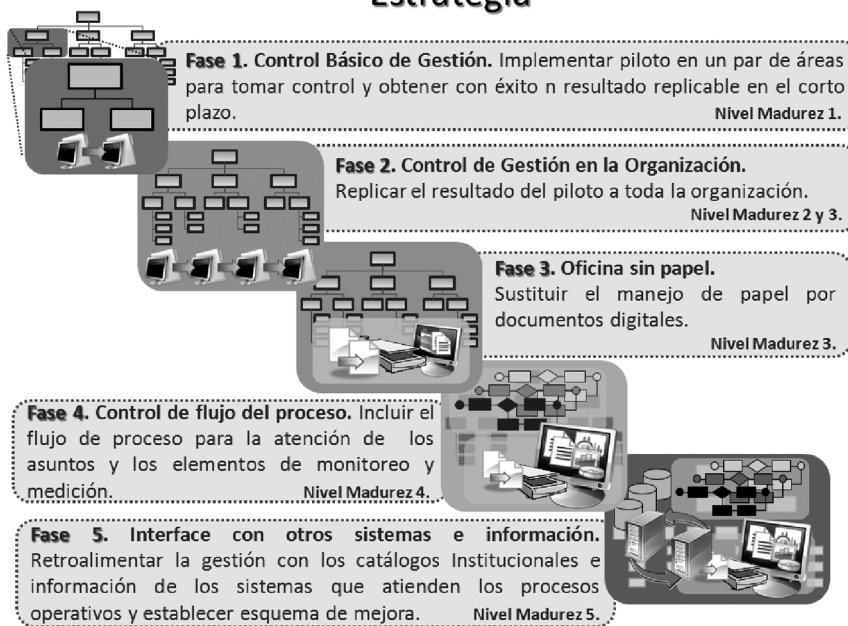


Figure 3. Conceptualization of a strategy for establishing, operating and improving an automated managing process.

of a tool focused on the control of matters in one or two areas that might be selected after applying Pareto's principle (80:20), 80% of the problems come out from 20% of the causes), offering it as part of its usefulness (see figure 4):

- a) *Registering* matters with sender's, addressee's and requested general information
- b) *Assigning and Turning* the matter to the area and people that will attend it.
- c) Maintaining a register of the *matter status*.
- d) *Consulting* the information and facilitating matters localization.
- e) *Monitoring* and measuring the amount of matters, either concluded as pending.
- f) Registering the matters settlement.

Esquema Funcional de Operación

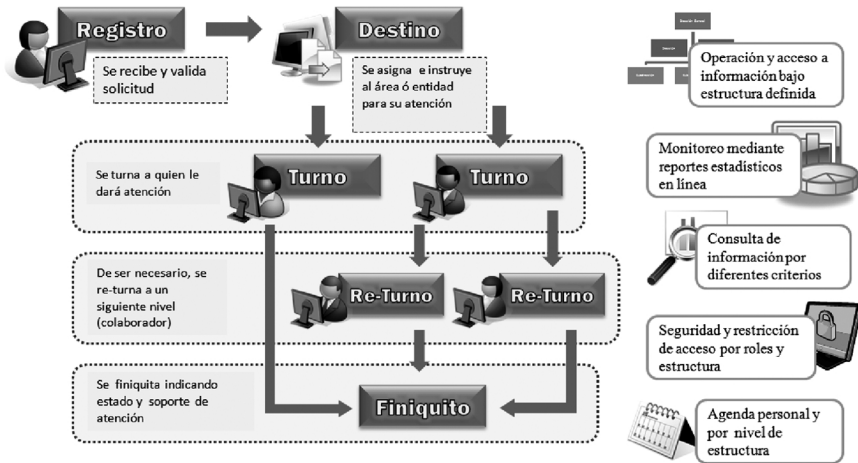


Figure 4. General Scheme of the managing system operation.

2. **Widening the Management Control to the Organization.** With the experience obtained from the previous point, replicate the tool implementation in the rest of the organization's areas, including the areas that are abstracted and placed in different points or cities.
3. **Office without paper.** Integrate usefulness to the tool for registering digital documents related with each matter, facilitating its consultation, atoning for paper saving and generating a digital file of the matters, allowing that the digital files integration, strengthen the managing operation by means of the information availability in real time, and conducting the both the internal as the external services improvement.
4. **Process flow control.** Integrating the flow process tool with the rules and conditions that allow taking care of the attention execution flow of the different matters.
5. **Interface with information of other sources.** Adding use fulness that allows the system operation by means of other information sources proceeding from other Data bases that are managed through other systems, as could be the Organization Institutional Catalogues. Personnel, Areas, Type of Matters etc.
6. **Interface with the Systems that support the managing processes.** Implementing integration services towards the

operation systems of the organization, considering that all the matters, requests and processes are born and registered in the managing tool, and flow to the areas that will attend them using the operation control or supporting systems.

Phases' conceptualizing considers actions execution, which allow achieving goals in the short term, giving confidence to the executive level upon the support given and the decision of improving the managing process. In the long term, implementing a tool that concentrates and controls the whole of the attended matters, allowing in this way the exploitation of information in supporting decisions making, as well as obtaining means for knowing, analyzing and informing in real time the prevalent situation will be achieved.

This tool implementation will facilitate the following up of matters and documents that form part of any process in an organization, through the assignment of the area and people responsible for its processing and filing, reporting the status and instructions in the real time; as well as the working load of each area and person, giving the opportunity of a remote supervision and monitoring, even in a decentralized way if it is the case. It becomes in a useful tool to any organization's level, from the personnel that will directly provide attention, up to the maximum executive level.

If the executive support is wide, the organization has the capability to face the change. If the infrastructure allows it, it shall be possible to achieve concentrating in an only mean, the control and follow up of the complete matters attended in an organization, being this, the main objective with value contribution, and benefit for all the organization integrators and users.

The posed evolution in each stage, requires at the same time a technological evolution or this last availability. As a pre-requisite it is necessary to count with communications, personal equipment and application servers and data bases infrastructure, which allow the managing control tool operation in the areas where it will originally be implemented; further it will be necessary to count with the availability of the same required infrastructure and capability in the rest of the organization areas. For documents digitalization, it will be necessary to add equipment or services for such purpose. At the end, the managing tool's usefulness and complexity shall be incremented in order to be able to interact with other systems.

Conclusions

Starting from the point that the managing process does not have within its scopes, the direct liability of the operative processes, being its focus directed to managing and attending planning, organization and organization control, it would be convenient that before carrying out an improvement and modernization initiative of the managing process, the executive sponsorship, as well as its aligning or inclusion in the strategic planning be obtained.

For determining the scope and states of the initiative, the level of the organization maturity shall be set up, and to evaluate the expected timing for showing signs of success; the more range, more will the time for implementing and presenting the expected success be, this is why it is more advisable to start with a stage that allows to take over the matters that as part of the managing process should be attended, applying this principle to a pair of identified potential areas of showing success in the short term. After this, to widen up the control mean application as well as including more functionality for including digital documents, working flow control and interfaces with other systems and information sources.

In parallel to the attention and achievement of each automation stage in the Managing Process, the organization maturity level shall increase. When the process is automated along all the organization, additional values that will be directly exploited and consumptions for the administrative process, will be obtained. **Planning organization, direction, assessment and control.**

Culturally the mean for managing automation will become in a valued mean, useful for the performance of those who participate or intervene in the managing process, from the operative level to the managing one, increasing services quality and the beneficiary or governed satisfaction.

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