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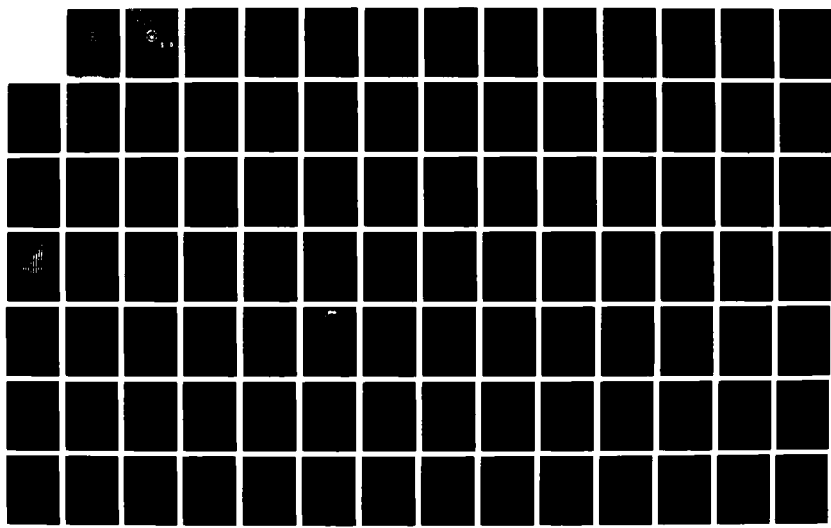
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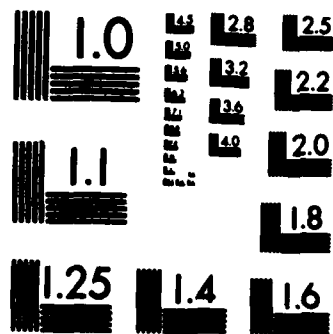
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PLANNING FOR ORGANIZATIONAL CHANGE:
A CASE STUDY

by

Susan D. Iverson

March 1987

Thesis Advisor:

Norman R. Lyons

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Planning for Organizational Change:
A Case Study

by

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Submitted in partial fulfillment of the
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ABSTRACT

The successful introduction of change to an organization is determined by how much planning is done before the change is implemented. This thesis addresses the assessment of an organization through organizational analysis, and examines the special aspects that must be considered when implementing a computer system to replace manual labor. Discussion includes identifying organizational information flows and their inefficiencies to define user requirements. The research consists of a review of current literature concerning organization theories and models used as a basis for the planning of organizational change. The theory and method included in this paper can be universally used by managers who are, or will be, involved in the transition from manual information processing to computerized processing.

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I. INTRODUCTION

A. GENERAL

A history of management thought shows that a variety of disciplines have contributed to the increasing knowledge of management. Engineers, economists, physical scientists, mathematicians, behavioral scientists, soldiers, politicians, professors, practitioners, and priests have all played a role in the development of management both as a science and an art. Three schools of thought, Classical (Frederick Taylor: scientific management), Behavioral (Elton Mayo: the Hawthorne experiments), and Quantitative (operations research and management science), have sprung from a combination of the above professions, but controversy still surrounds what is the best method by which to manage an organization. None of these methods has succeeded in every organizational situation, and with the technical, political, and cultural changes that are occurring today, the best method is still being sought.

This thesis project is a study of preparing for change in a nonprofit organization. The study includes a review of organizational change theory in general and an organizational evaluation of a local nonprofit organization. The organization chosen for this study is the Monterey County Society for the Prevention of Cruelty to Animals (MCSPCA). The

MCSPCA provides services for all of Monterey County and has a small paid staff augmented by volunteers from the community. The MCSPCA was selected because of its similarity to nonprofit government organizations, its proximity to the Naval Postgraduate School, and the fact that it is a small, self-contained organization where an evaluation can be done by one person.

B. SPECIFICATION OF RESEARCH

The purpose of the study is to evaluate the current state of a nonprofit organization to determine if it is ready for a technological change to be introduced, and to propose an implementation design for the introduction of this change by using the MCSPCA as a test case.

C. RESEARCH METHODS

The first phase of the study was a review of current literature on organization management theory and change theory. This literature review provided the basic knowledge which was applied in the next phase of the study.

The initial phase was followed by an on-site field study of the MCSPCA organization and its components, structure, and information processing flows relating to the change desired and the technology to be introduced.

The major portion of on-site material was gathered through interviews with the organization's employees, and through observation. The employee was asked to explain

his/her job, what he/she knew about computers, and what information he/she needed from a computerized information system. The interviews were conducted over a three month period, after which most of those interviewed resigned from the organization due to better job offers or dissatisfaction with their jobs. Two key management positions were vacant during my study, and the Executive Director resigned two months after I began my study. Observation was done by spending 3 to 4 days during the week in one department before moving on to the next department. How employees interacted between themselves and with customers was noted, as was the way the employees recorded and stored daily information.

D. ORGANIZATION OF PAPER

The organization and contents of this paper are briefly summarized in the following paragraphs.

Chapter II provides an overview of organization change theory practices that are characteristic of a well managed organization. This section is based on a literature review of organization theory in organizations.

Chapter III analyzes the organization in depth through the use of an organization theory model. This analysis was needed to determine if the organization was ready for the introduction of a computer system.

Chapter IV assesses the flows of information that are currently taking place in the organization through manual

labor. This was done to see if there might be alternatives to the purchase of the computer system.

Chapter V discusses a diagnosis composed of the information revealed in Chapters III and IV, and suggests two approaches as to what can be done to resolve some of the study organization's problems.

Chapter VI summarizes planned organization change. It also makes recommendations to the organization based on the information revealed in the organization analysis.

II. ORGANIZATION CHANGE THEORY

A. INTRODUCTION

Organizations must depend on and interact with their external environment in order to survive. A force for change can result when any factor in the external environment interferes with the ability of the organization to attract the material and human resources it needs, or produce and market its services or products. A force for change can also result from factors internal to the organization, thus affecting the way the organization carries out its activities. This chapter will define organizational change, discuss the difference between profit making and nonprofit organizations, indicate who is responsible to make sure the change is nonthreatening and least disrupting to the organization, what organizational change includes, and the type of approach most often used when change is needed/desired by the organization.

B. CHANGE DEFINED

Organizational change is defined by Schein (1970) as the "induction of new patterns of action, belief, and attitudes among substantial segments of a population." All definitions of change are problematic [Ref. 1:p. 17]. This is because they assume that we can differentiate between states

of change and stability. Organizations are always changing, some more slowly than others, but change is the basic characteristic of all healthy social systems.

C. THE BASIC PROBLEM OF NONPROFIT ORGANIZATIONS

A principal characteristic that distinguishes nonprofit organizations from profit-oriented organizations is the absence of profit as an objective. The profit-oriented organization uses profit as a criterion for appraising proposed courses of action and as a means of measuring effectiveness, efficiency and performance in general. The absence of profit in a nonprofit organization tends to make the planning of an organizational change more difficult, since criterion for appraising the benefits of a change are harder to define.

Managers in nonprofit organizations should recognize this fundamental difference. Its recognition should not lead to an attitude that planning organizational change is unimportant, inappropriate, or hopeless, but rather to a commitment to devise and implement the best plan of action under the circumstances. Since profit is not an objective in nonprofit organizations, management must carefully think about what the organization's goals and objectives are even though they may be difficult to formulate and quantify.

Since proposed courses of action cannot be judged in terms of how well they meet a profit objective, management

must develop other measurable criteria that will determine the benefits resulting from the implementation of an organizational change.

D. ORGANIZATIONAL RESPONSIBILITIES

A typical nonprofit organization is composed of three levels of management. They are: (1) a governing board, (2) top management, and, (3) the operating management. These levels must participate in the planning of organizational change, because without extensive coordination and communication between these levels the change will not occur. Planning a change that will affect all components of the organization needs not only approval from the top levels, but the top levels must seek and actively include representatives from the operating level. The latter will be affected the most on a daily basis and, thus, two-way communication is a must to make the change as least disruptive to the normal work day as possible. The top management level is crucial in making sure that operating conflicts do not occur unnecessarily because of inadequate planning or desires by the governing board which are not operationally feasible. It is management's responsibility for making sure that any organizational change is planned in such a way as to cause the least overall organization disorder and the least employee resistance as possible.

E. A CHANGE PROCESS

Planning an organizational change is more complex than it appears, especially since any organization is never truly in a stable state. Basically, there are two essential conditions for any change effort to be effectively managed. One is that the organization's management must be aware of the need for the change and the consequences that will be initiated by that change. The other is that the desired end state condition must be as clear and specific as possible to management, so that any unanticipated problems that arise during the change state will not be detrimental to the whole change project [Ref. 2:p. 17].

Two organizational change theorists, Beckhard and Harris, propose that managers introducing a major change to their organization follow a simple procedure to:

1. diagnose the present state of the organization, including the need for change;
2. set goals and define what the new state will be after the change;
3. define what the transition state will be between the present and the future state;
4. develop a strategy and plan of action for managing the transition;
5. evaluate the change once it has been made;
6. stabilize the new state and establish a balance between stability and flexibility.

For this study, diagnosing the present state of an organization and assessing whether the desired change is

really needed is what is focused on. The future state is discussed later in this paper and an implementation plan is outlined in the last chapter of this paper.

F. AN ORGANIZATIONAL SYSTEMS APPROACH

Since most major organizational changes affect all components of an organization either directly or indirectly, the manager should diagnose his/her organization using a systems approach. A systems approach emphasizes the importance of viewing the organization as an "open " system with interdependent parts. These parts are the components that make up the organization as a whole and they in turn interact among themselves and with the external environment (see Figure 2.1). [Ref. 1:p. 73]. Figure 2.1 is a representation of an "open " system organization as seen by Noel M. Tichy, an organizational change theorist. He basically agrees with Beckhard and Harris, in that a diagnosis of the present state of the organization is essential before a change should occur.

Too many times people in management have undermined good organizational analysis and planning when faced with having to make changes to their organization. This undermining is usually caused by lack of time and knowledge about planning for change. A poor or hasty diagnosis of the organization's present state can lead to costly problems and missed deadlines in the change process. Tichy has developed a diagnostic plan by which an organization can examine its

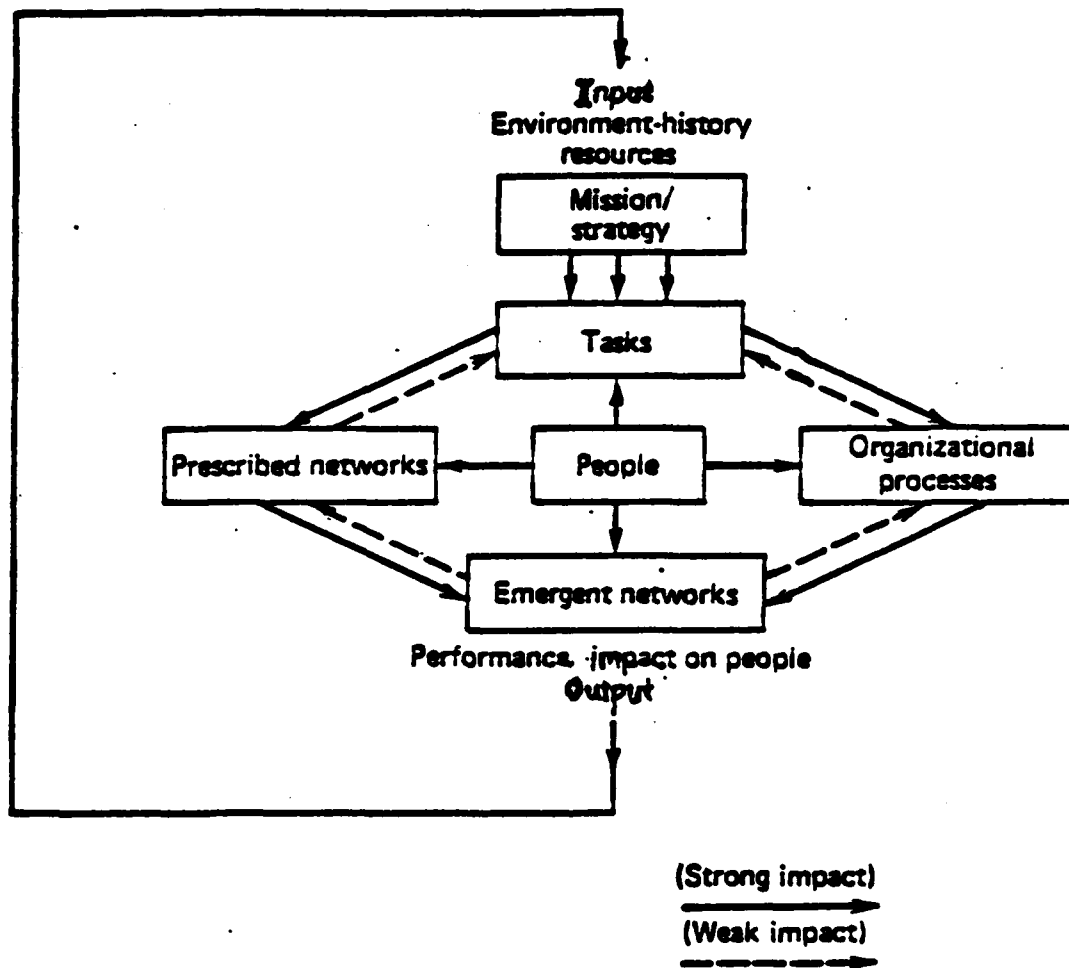


Figure 2.1 Tichy's Network Model

present state and more accurately tell if it is ready for the change to be incorporated or what is lacking that may make the change ineffective and/or very difficult and costly to achieve. His diagnostic plan will be used as a comprehensive organizational model in the next chapter to analyze the organization used for this study.

G. SUMMARY

This chapter discussed what organizational change is and what some of the current management theories offer to assist the manager to bring about planned change to his/her organization. It is the intention of this paper to illustrate how a manager might assess and diagnose an organization contemplating a major change. The MCSPCA will be used as a model to illustrate this. The next chapter provides a brief background of the MCSPCA.

III. ORGANIZATION ANALYSIS

A. OVERVIEW

An organization is a unified, consolidated group of elements working toward some specific purpose. An analysis of an organization separates the elements and reveals the relationships between them. The information collected from such an analysis provides a manager with valuable insight and better understanding of how his/her organization operates. This information can also assist the manager in pinpointing the source of incongruencies so that problems can be resolved quickly and effectively. This chapter will discuss the eight components of Tichy's Network Model (Figure 2.1) by using the MCSPCA organization as a case study.

B. PLANNING FOR CHANGE

1. Diagnostic Model

Why does a manager need a model when he/she is planning an organizational change? The significant reasons stem from three myths observed by Henry Mintzberg during his study of senior management. They are as follows: (1) Managers are systematic, (2) Managers rely on formal computerized management information systems, and (3) Management is fast becoming a science [Ref. 3:p. 48].

Managers are not systematic planners, but instead spend an average of ten minutes at any one task. Most managers rely on telephone communication, unscheduled meetings, and face-to-face conversations instead of data printouts. To date, managers do not follow formal propositions and programs that guide the allocation of time and resources, delegation, control, and organizational design. In reality, managers rely on intuitive and implied theories.

The term "model" refers to a set of assumptions and beliefs which when put together represent reality. Models and theories guide actions and, thus, must be at the core of all organizational changes [Ref. 1:pp. 38-39]. Models assist the manager in choosing diagnostic information and in helping to arrange collected information into meaningful patterns. An organizational change model is used to guide the conduct of a diagnosis and the development of a change strategy. This model will also provide a filter for information and focus the manager's attention on those activities/items that he/she might otherwise overlook or judge as unimportant.

I have chosen Tichy's In Depth Diagnostic Plan outline [Ref. 1:pp. 157-162] to systematically analyze the MCSPCA for this study. The plan is based on Tichy's Network Model (See Figure 2.1) which is a guide for the manager who is planning to initiate a change process. After this analysis is done, a determination can be made as to whether

or not the MCSPCA is ready to incorporate a computer system into its organization, and/or whether they possess the necessary skills to handle the changes created by such a system.

2. Input Analysis

The MCSPCA was formed in 1905 to promote the principles of Henry Bergh's American Society for the Prevention of Cruelty to Animals (ASPCA) on the Monterey Peninsula. Mr. Bergh had founded the ASPCA in April of 1866 with the chartered purpose of ending cruelty to all domesticated animals and to disseminate the humane ethic [Ref. 4:p. 8]. In 1928, the MCSPCA built its first permanent animal shelter in Monterey. Prior to this time, society meetings and care of injured animals had taken place in rented facilities or in the homes of society members. Working from the new facility, the organization broadened the scope of its activities and by the late 1930's was able to extend operations to almost all of the cities on the Peninsula.

By 1954, MCSPCA activities had grown to the point that larger facilities were required and later that same year the society moved to its new quarters in Pacific Grove. Society operations continued to grow during the late 1950's and early 1960's. By 1962, the scale of operations had expanded to the point that warranted a full time manager which resulted in the hiring of the society's first paid director.

In 1966, it was apparent that the society's operations would soon overrun the Pacific Grove location, and 200 acres of rural land were purchased midway between Monterey and Salinas which could be used for a new shelter. Construction of a new shelter was begun in 1967 and when work was completed a year later, all MCSPCA operations were moved to the new facility which was designated the "La Vega Verde Center for Animal Welfare."

Since its opening in 1968, the MCSPCA has continued to add more buildings to the center in order to facilitate its ever expanding operations. In 1970, a barn was erected to better accommodate livestock and other large animals housed by the society. In 1974, a building incorporating two surgical theaters and post operative recovery areas was constructed for the Veterinary Services/Spay-Neuter Clinic.

In 1976, the scope of MCSPCA operations greatly increased when the organization began to provide animal control services on a contract basis for Monterey County. With the additional income provided by this contract, revenue generated from department operations exceeded volunteer contributions for the first time in the organization's history. In 1979, a Humane Education Center, which contained offices and classrooms, was constructed. The last major addition was the Wildlife Rehabilitation Center which was opened in 1982. Up until that time, wildlife

rehabilitation had been conducted in the maintenance garage of the main facility.

The above mentioned was a brief description of the MCSPCA's history. A more detailed list of historical dates and events is included in Appendix A. Appendix A also contains population data on Monterey County over the last fifty years. This data is also depicted in a graph (see Figure 3.1) with some of the MCSPCA's historical dates. Figure 3.1 shows how the population increase in Monterey County, especially the addition of 116,952 people between 1959 and 1970, greatly affected the need for increased facilities and animal services to meet the problems of the growing population of domesticated animals.

Since the MCSPCA is a nonprofit organization, it is very dependent upon donations and volunteer help from the local community. The volunteer interface is particularly important because these people in turn project either a positive or negative image of the organization to the community. Influential people in the county such as movie stars, county leaders, and members of the MCSPCA Board of Directors pose another interface with the organization that affects its public image and the amount of monetary support it receives annually.

The local environment with which the MCSPCA interacts is especially fluid in that donations will drop substantially during economic depressions or when the local

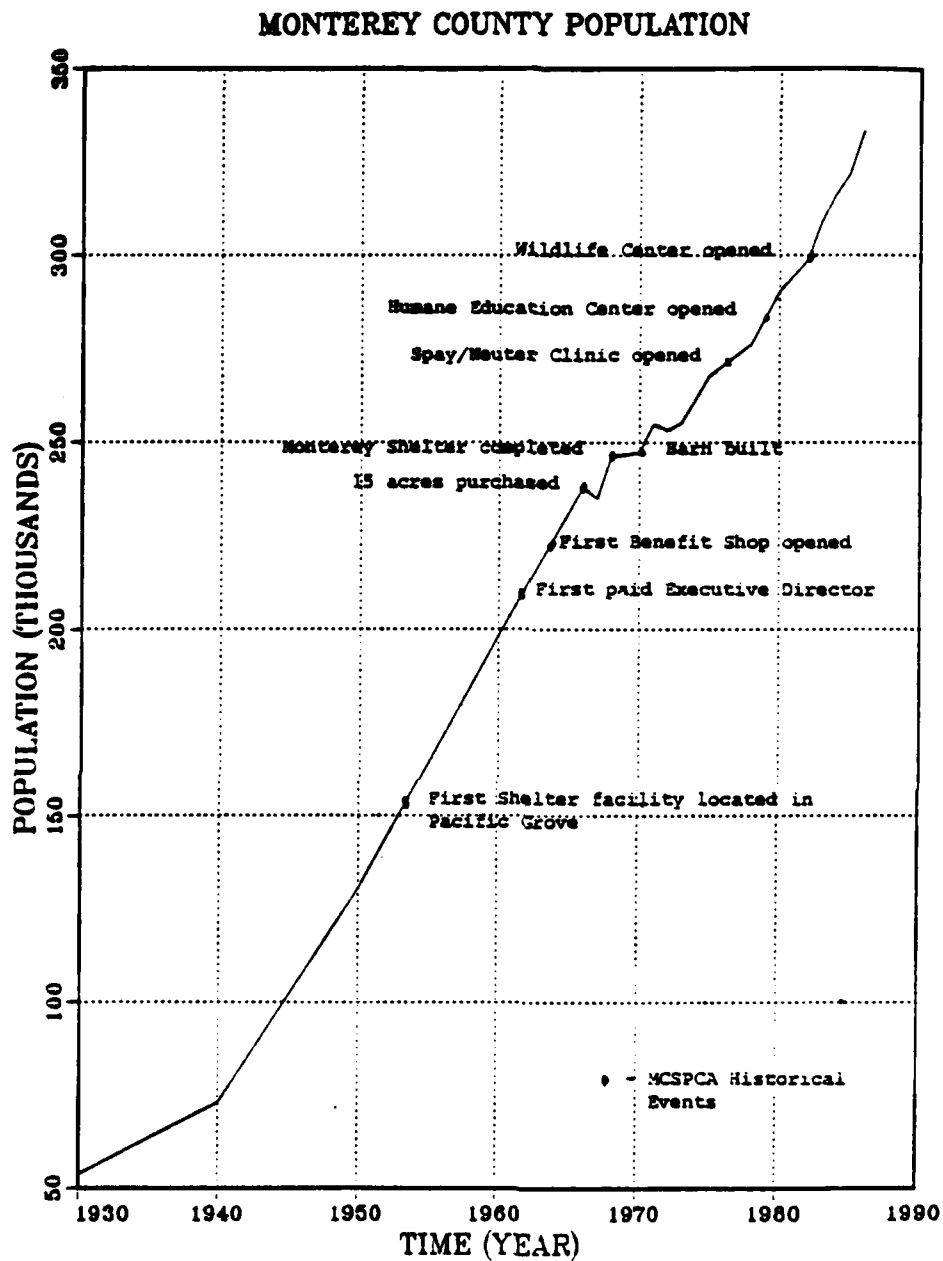


Figure 3.1 Graph of Monterey County Population and Historical Dates

media reports the organization in a negative light. The latter is predictable in that a drop in donations is expected every time a negative article is printed, but the frequency with which this happens during a particular year is unpredictable. Since there is only one MCSPCA in the county, competition is not addressed. Being the only such organization, however, can be a disadvantage when the facility becomes the target in an animal confiscation case.

The MCSPCA holds assets and investments totaling at least one million dollars, and this seems to be the safety valve whenever the yearly budget is exceeded. This may also explain why the facility hasn't shut down by now. Financial material given to me by the MCSPCA for my study was kept very general, as this subject is a sensitive one.

Human resources vary with the time of year. The largest number of volunteers work during the summer months with an annual average of fifty persons being divided among the eight departments. The paid employees (presently numbering 42) do not get a salary competitive with other SPCA's or with other animal care facilities. Most applicants for jobs are either temporarily out of work and/or have low-to-very poor job skills. Many of those employed are only high school graduates and have no managerial skills, even though some end up in managerial positions.

The MCSPCA depends on manual labor to get the daily work accomplished. Only the payroll and bulk mail are

contracted out. Because the work load has grown and the number of employee positions has remained fairly stable, new technology is highly desired by both managers and workers to relieve the information processing load.

3. Mission(Purpose)/Strategy Analysis

My initial search to find the purpose statement for this organization turned up nothing. It was not posted and could not be found in any files. The item was brought up in a weekly meeting and the Education Director was assigned the job of finding the statement. A week later he found a statement that was part of the by-laws having to do with how funds are used. It reads in part: "The purposes of this Society are to prevent cruelty to animals, to protect them from suffering and fear, and to promote their welfare...." These by-laws have not been totally revised since 1950. Only small changes regarding the number of board members and when meetings shall take place have been made over the years.

Employees/volunteers describe the purpose of the organization as caring for unwanted, sick, and injured animals, and/or humanely putting animals to sleep that are not wanted, are too sick to heal, or are injured beyond recovery.

There is no formal strategy (at least no one seems to know about one) within the organization. My study also revealed that there is a problem of personnel not knowing

what strategy means. Lack of education contributes to this factor, as well as the fact that the society is operating to meet the needs of the present only. Serious thought and time have not been set aside for long-range planning.

Organizational goals are also not really understood by management or by the operating staff. In their opinion, goals are whatever needs to be accomplished in their individual departments by the end of the working day. Goals also include getting a leaking roof fixed, buying fresh supplies, and cleaning cages.

Many times goals can be viewed in terms of what a particular donor wants to see at the facility. A solarium added to the Shelter facility, because the Auxiliary wanted to have one there, is a good example of this type of goal. This does not use resources to further the caring capacity of the facility, nor does it improve the animal care areas that need attention.

The lack of a formal strategy leaves the organization in a situation where employees do not understand how they are contributing to the future of the facility. Presently, the organization is operating haphazardly and in crisis mode in order to appease those who have considerable political influence.

4. Task Analysis

There are three basic tasks at the MCSPCA that must be performed in order for it to meet its organizational

purpose. These tasks are: (1) animal husbandry, (2) educating the public, and (3) providing daily animal rescue services.

The first task involves the cleaning of cages, proper preparation of each animal's diet, daily replacement of water, administration of necessary medications, and an exercise program tailored to each animal's special needs. Although these tasks can become monotonous, they are vital to the animal's welfare. When performed properly, these tasks contribute to the animal's health and in keeping the facility clean by reducing infection caused by insects and microorganisms. No particular expertise is needed for this task and most employees and volunteers learn the cleaning process through observation and repetition. In addition, they are given a short lecture on the importance of cleaning when they first join the organization.

Educating the public on the proper methods of caring for animals (both domestic and nondomestic), and on the behavior patterns exhibited by different animals, is important to prevent ignorant pet owners from becoming cruel and inhumane owners. Children are the prime focus for animal education, hopefully because with this knowledge they will become responsible and loving pet owners of the future. Most MCSPCA employees learn about proper animal care by taking care of the animals at the facility, but top management does subscribe to many different animal care media material in

order to augment, and keep current with, animal care methods. Veterinarians who volunteer their time at the facility also provide up-to-date information on animal diets, handling of injured animals, and knowledge about animal behavior in regard to diagnosing disease.

The third task of providing animal rescue services involves the way the MCSPCA can remove a suffering animal from a hostile environment. It includes animals found alive on highways that have been hit by road vehicles, and also animals confiscated from persons who lack the education, finances, or physical strength to properly care for them. Animal Rescue Service is very important in allowing the animal to be properly sheltered and cared for until it recovers. Once the animal is completely recovered, it will be returned to its wild habitat or placed in a home environment that is conducive to keeping the animal healthy both in body and mind. The expertise needed for this task is also a learned experience. The rescue officer must possess a valid driver's license, be over 18 years of age, and travel for two weeks with another officer before he/she is allowed to perform rescues alone. A "crash course" is given to the new officer on the laws (federal, state, and county) under which he/she will work and uphold, but even with this course many mistakes are made.

The three aforementioned tasks can be carried out independently by most of the departments of the MCSPCA.

Each department specializes in one particular area of animal care, but they all use the same rescue service facility and all work toward the same objective; the care and sheltering of suffering and unwanted animals. Each department displays educational material on the major pet diseases and the proper care and feeding of domestic pets, but they also display information that is specific to that individual department.

Task predictability is high, since even most emergencies have become routine and/or are handled by a veterinarian on duty. Most problems that involve a customer or an animal protection case are resolved by following the policies and procedures clearly laid out in the laws and contracts under which the MCSPCA operates. Task uncertainty is not high in this organization due to its service-oriented nature.

5. Prescribed Organization Analysis

The MCSPCA is headed by a thirteen member Board of Directors elected by the dues-paying members of the society. Board members are elected at the society's annual meeting to a three year term with the various directors' terms being staggered to ensure continuity. Board members are all volunteers and receive no monetary compensation. The board is presided over by a President who is elected by a vote of the other board members. Additional board officials include the First and Second Vice Presidents, the Treasurer, and the

Secretary. Board members represent a variety of occupations, ages and interests. Current board members typify the board's usual composition. The President is a practicing veterinarian who is presently taking an interest in establishing new policies for the organization in the area of a reward/incentive program for employees. The other board members include a lawyer, a financial accountant, a retired policeman, two housewives with personnel administration background, a real estate businessman, a local club owner, two ranchers, a retired U.S. Army officer, a CPA, and an electronics media expert. The Board of Directors exercises its decisions and policies through a full time paid staff, headed by an Executive Director. The Executive Director oversees daily activities and is directly responsible to the Board of Directors for all MCSPCA operations.

The Executive Director's staff is divided into eight departments with the manager of each department being responsible to the Executive Director for activities within his/her department. The exception to this is a change that occurred a short time ago with the formation of a new position; that of Operations Manager. The Operations Manager heads both the Animal Control Department and the Shelter Department. This position has not been reflected in the MCSPCA's present organization structure chart, but is shown in a schematic diagram of the formal organization in Figure 3.2. Currently, 42 full or part time employees are

MCSPCA ORGANIZATIONAL CHART.

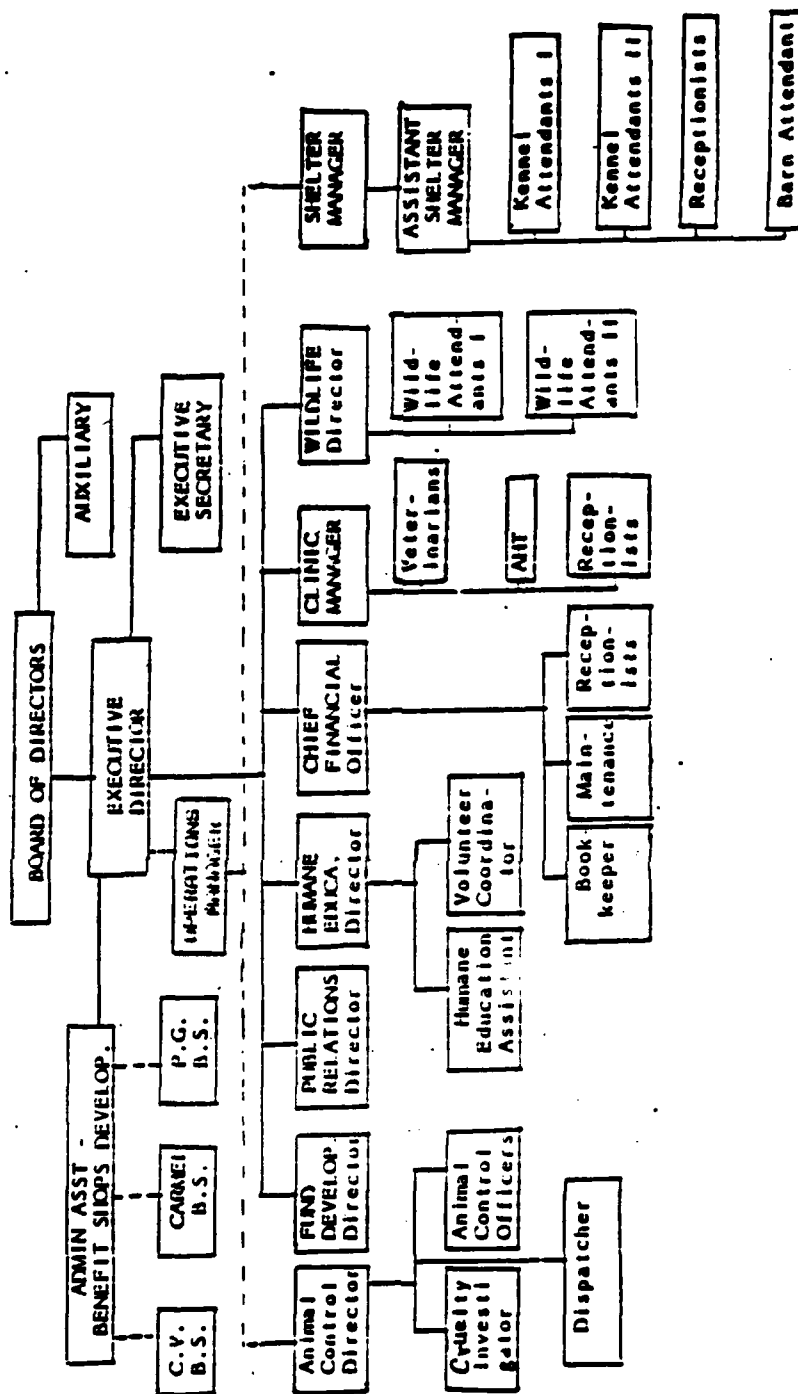


Figure 3.2 MCSPCA Organizational Chart

distributed among the eight departments which include designated Shelter Operations, Animal Control, Humane Education, Wildlife Rehabilitation, Veterinary Services/Clinic, Financial Office, Public Relations, and Fund Development. A brief discussion of the functions and scope of each department's operations follows next.

The Shelter Department receives and cares for all animals that have been voluntarily turned in or impounded by the facility's Animal Control Officers. The Shelter Manager is responsible for all activities related to the operation of the Shelter's small animal kennel and the barnyard area. This department also operates a small store which sells supplies as a convenience to customers who have just adopted an animal from the Society. Approximately 25 percent of the animals that the Shelter receives in a year are either returned to their owners or placed in new homes. The remaining animals are euthanized after the Shelter personnel are unable to locate new homes for them within a specified time period. Operation of the Shelter is one of the largest functions within the MCSPCA, with paid employees and volunteers working as adoption counselors, animal kennel attendants and boutique salespeople.

The Animal Control Department is responsible for enforcing animal control ordinances in Monterey County which includes the cities of Marina, Soledad, Greenfield, King City, Pacific Grove and Monterey. These cities all have

contracted the MCSPCA to provide them with animal control services. While performing their duties, department personnel are responsible for the following: animal leash enforcement; impounding stray animals; investigation of public complaints; bite, cruelty or neglect reports; transportation of injured animals to veterinarians; inspection of pet stores, stables and kennels; and the processing of all applications for county dog licenses. Animal Control Officers also respond to calls of animals in distress from car accidents, or animals who have fallen victim to malicious human behavior (e.g. hawks and eagles that have been shot). MCSPCA officers assist the Humane Education Department by informing the public of the true responsibilities of pet ownership through daily interaction with county residents and by taking part in numerous briefings at schools, churches, and community civic centers.

The Humane Education Department is responsible for presenting educational programs on the MCSPCA's activities. These programs are offered to school children during guided tours of the organization's facilities and at the local schools. The department also provides animal related material to area school teachers to encourage them to elaborate on the Society's presentations. Currently, this particular department has one full time employee and two part time employees. Each of these employees conduct MCSPCA tours and one part time employee has the responsibility of

coordinating volunteers throughout the organization and of setting up volunteer recruitment presentations.

The Wildlife Rehabilitation Center is responsible for the care and rehabilitation of all wildlife received at the facility. Beyond caring for the animals in the center, the Wildlife Director and her four full time staff members frequently assist Animal Control Officers in the rescue of injured or wounded wild animals. This department also handles marine mammals, over ninety species of birds, large land animals (cougars, bobcats and bears), and is one of the few local facilities that is able to handle the cleaning of wildlife after an oil spill occurs. Eighty five percent of the animals that are cared for in the center are returned to the wild or placed in facilities that will house them until the end of their natural lives (e.g. California Living Museum).

The Veterinary Services/Clinic Department provides for the health of all animals in MCSPCA facilities. Daily operations in the Clinic are conducted by two veterinarians and four full time paid staff. Volunteers augment this department by helping with record keeping and cleaning cages. This department checks and treats any sick or injured animal brought to the Shelter. The Clinic also inspects and provides necessary inoculations to all animals placed in new homes by the Shelter. When a customer adopts an animal from the Shelter, he/she is obligated by a signed

agreement to spay/neuter their animal when the appropriate time is reached.

The Financial Office is responsible for all aspects of the accounting, bookkeeping, purchasing, contract budgeting, and personnel functions within the organization.

The Public Relations Department is responsible for publicizing all MCSPCA accomplishments and events. In addition to acting as liaison between the facility and local radio and television stations, and newspapers, the Public Relations Director oversees production of the MCSPCA's quarterly news magazine, brochures, leaflets, and pamphlets promoting the organization's programs and/or views on environmental and animal related issues. This department works closely with the Humane Education Department in giving presentations to adult groups and service clubs, or any other benefit groups from which the MCSPCA will receive monetary donations. The department employs one full time paid employee and one part time employee.

The Fund Development Department is responsible for all aspects of fund raising programs. This is very important to the organization since it is extremely dependent upon the resources generated by this particular department's efforts. Current programs include direct mail appeals, donations of local art which are sold at public auction, dog washes and animal fairs, and will/bequest plans.

In addition to the volunteers who assist in the operation of the MCSPCA, an Auxiliary with over 200 members supports the organization with monies gathered from memberships and social events. Funds raised by the Auxiliary are pinpointed for special projects which are not included in the yearly operating budget. Funds are also raised by the MCSPCA Benefit Shops located in Carmel, Pacific Grove and Carmel Valley. These shops are manned by community volunteers who sell hand made and donated items. The profits, which benefit the organization, are put into a general fund from which all MCSPCA departments receive a share.

Coordinating all these different departments is predominantly done through organization rules and policies. Often the chain of command has been ignored by people with complaints about the facility and its operations and these complaints have filtered down from the top of the organization, instead of working up through the managerial hierarchy. As a result, the flow of information and work between departments has become minimal, with only essential interaction taking place. Communication, which is a key to effective coordination, is often lacking or distorted, thus leading to the poor acquisition, transmission, and processing of information throughout the organization. Over the last decade, transmission of information has become inadequate as a result of the community's large population growth and the MCSPCA staff size remaining virtually unchanged.

Relief is sought by the introduction of a computer system to facilitate daily processing of a growing amount of data.

Currently, weekly meetings are held by the steering committee (composition defined later) in an attempt to encourage organizational integration by providing an atmosphere in which managers can air problems, complaints, and new ideas, and then receive constructive feedback and helpful advice from all members of the committee. These meetings also give all managers and board members the opportunity to remain aware of what is going on within the organization.

6. People Analysis

MCSPCA employees are people who want to work with and do something for the betterment of an animal's welfare. Most do not have any special skills, but find that they can learn more about animals by caring for them. Many use the organization as a temporary job until they can find one that is more suitable to their needs. In addition, salaries are not competitive with other business organizations. Seventy two percent of the present of employees are women, either single or married with families, who are found at all levels of the organization. The ages of most employees range from 18 to 35, and most do not have any education beyond high school. A few employees (approximately 2%) do have professional training in the medical technology field, such as Animal Health, however, but less than a handful of

employees (17%) have stayed with the organization for more than six years. An average length of employee service time for the whole organization is almost two years, but it is much lower in five of the nine departments (see Figure 3.3). Appendix B contains the data used in Figure 3.3.

Within the MCSPCA organization there is limited use of professional management tools, mainly because very few managers have had any management experience or education. These managers do not know how to delegate work, motivate their staff, or monitor employee performance. Their departments are usually understaffed (due to a high employee turnover rate) and as a result, they do not have time to learn how to be managers. Emphasis is placed on the daily work to be done and on report sheets to be filled out. The latter is usually neglected because the manager is too concerned with all of the manual work that has to be done each day.

Personal interviews and observation of daily activities revealed that the monotony of performing the same tasks day after day takes its toll on the employees. They burn out from the constant stress and become discouraged and frustrated when trying to initiate new ideas or operating methods within their departments. This is caused by the lack of management experience and organizational support to educate MCSPCA personnel, whether through night courses or hiring of outside assistance services. The motivational

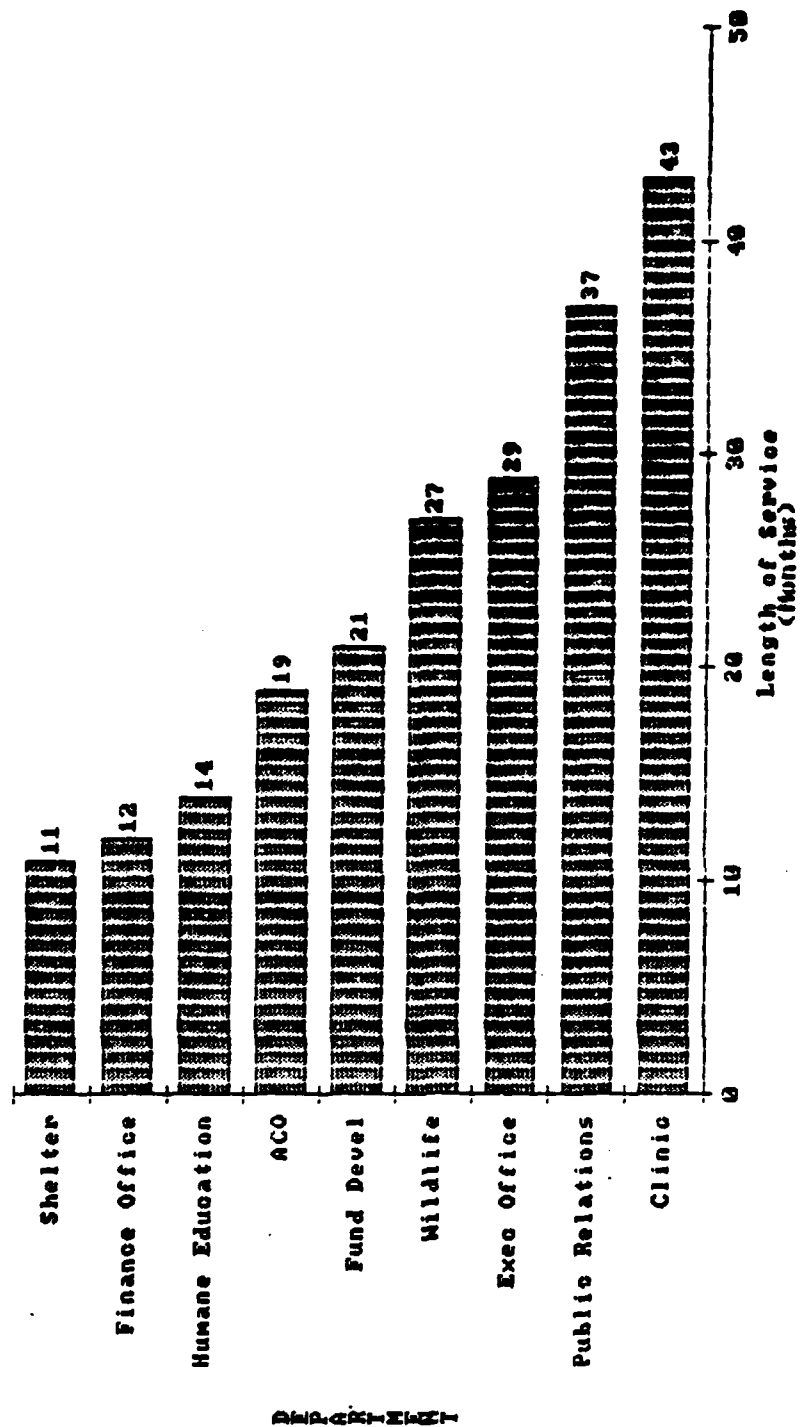


Figure 3.3 Average Employee Length of Service by Department

force driving those employees who have remained with the organization the longest is the intrinsic reward of seeing a suffering animal recover and then returned to an environment that is conducive to keeping it healthy. Many employees and volunteers are responsible for uniting an animal with a customer, making the adoption program as successful as it is.

For a long time now the employees (60% of the total number of employees) have felt that they have no influence over how the organization is managed. In addition, the atmosphere of the facility does not lend itself to praise but to constant criticism instead. The workers blame management and management in turn blames the Board of Directors for a lack of proper communication, too many operating constraints, and the initiation of operating policies and procedures that are not for the betterment of animal welfare. The idea of a computer system to assist in information processing is seen by most employees (all of the 25 interviewed) as a necessary step to improve customer service and increase information retrieval time. On the other hand, the general consensus of those interviewed for this study has been that once the study is completed nothing will be done, nor will they be told what the study revealed. Most employees (95% of those interviewed) feel that much more attention and effort is spent toward pleasing politically influential people in the community and on the Board

of Directors than in improving the facility in a way that will benefit employees as well as the animals.

7. Organization Processes Analysis

In order for any organization to carry out its prescribed tasks, dynamic processes of communication, control and reward management must be present. All three of these processes are weak or inadequate within the MCSPCA. Communication between the Board of Directors and the rest of the organization has been soured because of mistrust and misunderstanding. Too many times influential people from the community, or employees and/or volunteers with friends on the Board, have usurped the organization's chain of command to lodge complaints. These incidents have put the Board in a managerial role that it should never have to fulfill. Too often what the Board then communicates is criticism indicating that the employees are incompetent and unprofessional. Praise for jobs that are well done is rarely extended by the Board.

Rarely is anyone at MCSPCA encouraged to learn about the operations of other departments in the organization. Many of the employees (90% of those interviewed) have never seen the purpose statement for the organization and, thus, do not understand how each of their departments contribute toward it. Therefore, they do not see themselves as part of a whole organization, but as departmental entities unto themselves.

Control processes are rare and the same mistakes are made over and over every time new employees are hired. Since many managers do not know how to monitor the quality of their department's performance, no system has been set up to detect (or avoid) errors. This includes the Financial Office where, several years ago, a bookkeeper performed her job incorrectly and errors weren't discovered for many months. Currently, errors are still occurring and are showing up in the quarterly budget statements prepared for the Board. A number of employees feel these statements do not reflect the true financial standing of the organization.

Interviews with 25 different MCSPCA employees revealed that an organizational reward system is nonexistent as far as the employees are concerned. A small fund was set up four or five years ago to be used by the employees for personal enhancement, but so far the fund has only provided money for dance and pottery lessons. These courses did not directly benefit the organization, nor did they increase the job skills of the individual employee. On several occasions those attending the course dropped out before it was over and the money could not be recouped. Within the last month, however, Employee of the Quarter and Employee of the Year incentive programs have been started to recognize certain employees for their good work and their positive attitude toward the organization. Those chosen for recognition are also rewarded monetarily. Since these programs were

initiated, several managers have now been encouraged to devise other employee incentive programs and submit them to the Board for approval.

Overall, organizational decision making is done by the Board of Directors. This has been particularly true since the resignation of the Executive Director over four months ago. Since then, a steering committee, made up of three to five board members and each of the department managers, has been handling the issues needing attention. The atmosphere for committee meetings is informal with an agenda that is flexible enough to allow time for problems or concerns to be raised. Always present is a political influence that can sway which issues will be addressed first and which issues will be pushed aside. This factor has created enough conflict in the past to cause managers to resign and other employees to refrain from communicating their ideas to improve the organization.

Employees also expressed the fact that they are not consulted as to which project extra money should be applied toward in order to improve the facility. An example of this problem was the addition of the solarium to the Shelter entrance area. Ninety percent of the employees interviewed felt that the money could have been better spent in repairing the roof of the Shelter or by buying new kennel or surgery equipment. People external to the organization are dictating

where they want improvements to be made instead of consulting management who see more pragmatic needs.

8. Emergent Organization Analysis

An organization is certainly not restricted to those relationships described by a formal organizational chart. The fact is that most organizational behavior is manifested by an informal organization [Ref. 5:p. 80]. This informal organization depicts how work is actually accomplished on a daily basis. Within the MCSPCA, there are two informal networks that influence the behavior and operation of the organization. One informal network is a worker-type support network in which there is an understanding that assistance for a job done today is to be reciprocated sometime in the future. An example of this occurred when the Shelter received more animals than its staff could attend to at one time. Assistance from other departments was offered and accepted. Not all employees in the facility (less than 10%) feel this network is appropriate, nor do they feel that they should assist other departments with their work. These employees follow the formal organizational network as shown in the organizational chart, and do not deviate from it. Personality traits also play a part in who can be relied on to help out and who can't.

The other informal network is concerned about the MCSPCA's public image and with the person(s) within the organization who have the most influence with the Board of

Directors. This is an extremely fluid network in that changes among employees and/or board members can shift the balance of power. This network has proven to be a disadvantage for the organization because it initiates conflict, usurps the formal chain of command, and provides barriers to organizational change. Too many times a community member or worker's complaint has become so distorted by the time it reached the Board that punitive actions were initiated before a manager had a chance to discover what the problem was all about. Employees in one department have also manipulated this network enough to keep another department from receiving extra money or special equipment. This, in turn, has prevented the organization as a whole from operating effectively and efficiently.

Currently, both informal networks are strong within the organization, but they work in conflict with each other most of the time. Indirectly, this conflict keeps the employee turnover rate high, communications low, and information processing inadequate.

9. Output Analysis

Generally, the MCSPCA customer's needs are being met by the organization. Dogs get licensed, kittens and puppies are adopted, pet owners are reunited with their lost pets, and wildlife is rehabilitated and released back to its natural habitat. The customer interacts with friendly employees and information on diseases, laws, and pet care is

exchanged. The organization, therefore, is meeting goals that are basically understood by the employees. These goals are defined through daily tasks that must be completed, such as: feeding, medicating, cleaning, and exercising of all animals in the facility. The bulk of organizational resources (personnel, money, time, etc.), goes toward accomplishing these daily jobs. However, these resources meet the organization's present needs only.

Each year, all the MCSPCA departments compile individual "wish lists" which include items a department needs to replace worn out or obsolete equipment for upgrading animal care and improving customer service. This year's list, for example, included a dishwasher, an air conditioner system, replacement of five of the seven rescue vehicles, a new autoclave, and a new copying machine. These "unfunded" goals go for several years without being fulfilled, and keep the organization from operating at full potential. As mentioned earlier, funds are provided by private individuals and groups who designate exactly what projects the funds will be put toward. These are "funded" non-goals and in most instances do not help in the attainment of the organization's basic goals.

Good resource utilization, especially of employee time, is being done in a few of the organization's departments. Managers of these particular departments have worked overtime without pay to teach themselves the basics of

computer usage. One manager, for instance, is filling two top management positions without extra compensation. These managers are also carrying location devices (beepers) after hours whether on duty or not, and even wear them while on vacation. This type of dedication and extra effort is not found throughout the organization however. There are employees who have very few responsibilities and will not work one minute over their allotted time, even though they receive a salary comparable to that of employees with increased responsibilities. Since no organizational reward is given to encourage more dedication, it is not surprising to find frustrated and discouraged employees who give minimal effort toward the organization. Presently, an examination of salaries is being conducted to reveal those positions with minimal responsibilities, and to find out if there is any way to make MCSPCA salaries more competitive with the external environment.

Overall, the components of the organization are working toward the basic goal of providing proper care and shelter to suffering and unwanted animals. What keeps the organization in a constant state of crisis operation, combined with its mental stress and frustration, is the lack of management expertise and the political influence that dictates the direction in which the organization focuses its efforts from day to day. Not only is the organization constantly adjusting to these temporary goals, but it is

having to adjust to national economic slumps and negative media material which affects the amount of donations received. This, in turn, tightens the budget for needed supplies. To compensate for the lack of supplies, an increased number of animals are put to sleep and part time employment is discontinued.

Figure 3.3 is a bar graph depicting an average length of service time for both managers and staff employees by department over the last ten years. (See Appendix B for service time data). Not available was the length of time positions were left vacant before being filled, or the complete service time of many former employees. Basically, the graph shows that job turnover rate is high within this organization. Many employees are not career enhanced while working at the facility, mainly because no current enhancement training program exists. Of the few employees who have remained with the organization for over six years, promotion to higher paid positions has occurred because they were "in the right place at the right time." Apparently, this has been the only organizational reward for remaining with the MCSPCA.

New employees are readily accepted by the existing staff, but since employee turnover is so high, employee relations are brief with very little constructive interaction. Former employees describe the MCSPCA as a fair place to work, but claim that management was fragmented and

unskilled, the Board of Directors was narrow-minded and not open to new organizational ideas, and that the political "games" played by the organization to appease the influential people was too demanding to make up for the low salary being paid. Those few employees who have remained with the organization for over six years, have managed to ignore the politics and concentrate their efforts on their specific jobs only. This has led to feelings of mistrust and suspicion which has separated the organization into sections that do not work toward the betterment of the organization as a whole. Consequently, each department functions as a single entity deriving benefit for its own betterment alone.

C. SUMMARY

The above component analysis of the MCSPCA, using Tichy's In-Depth Diagnostic Plan, is completed. The analysis has revealed information about the organization that can be used in deciding whether or not the organization has the resources and skills necessary to handle the introduction of a computer system and the changes it will initiate.

The next chapter will explore an area that should be considered by management when planning the introduction of a computer system.

IV. ASSESSMENT OF NEEDS

A. OVERVIEW

Sooner or later people in an organization will desire better tools for accessing and managing data to meet their own daily needs, as well as providing better service for the customer. Simply buying and installing a computer system will not ensure competent and efficient use of the system. Computer system experts are finding that people should learn about the basic computer, and, even more importantly, assess the needs of the organization before buying a computer. An assessment of how information flows in the MCSPCA environment and what needs were identified are discussed next.

B. PRESENT INFORMATION FLOW

There are five major information flows that were identified during the study. The first begins with the Animal Control Officer (ACO) picking up a stray, or injured animal. He/she logs information about the place and time the animal was found, its general condition, any identifying tags, and if he/she went in response to a community complaint. This information is kept in the ACO department. The ACO then brings the animal to the Shelter where his/her information is transferred to a Shelter form. Shelter personnel examine the animal in an isolated receiving area to get more details

on its condition and a general idea of its state of mind (ie. friendly, aggressive, quiet, scared). The Clinic veterinarian then fills out a medical form (see Figure 4.1) on the animal after his/her examination which includes the present state of the animal as well as information on any medication to be given and the diet the animal is to follow. Once the animal is out of the receiving area, general information, such as: breed type, Shelter ID number, color, whether it was a stray or not, whether it has been spayed/-neutered or not, and personality traits are transferred to a card type form that is displayed on the animal's kennel space (see Figure 4.2). More detailed information is kept on yet another card type form at the customer reception desk in case the customer wants to know more about the animal. Daily entries are made on the animal by Shelter staff to make sure it is eating and drinking enough, and having regular bowel movements. Any abnormal signs are also logged at this time. Weekly checks are made by the veterinarian on another Shelter form to make sure the animal is responding to prescribed treatment and to check and make sure the animal isn't having difficulties with any other type of medical condition. If the animal has to be euthanized, another form is filled out by Shelter employees as to the day and reason it was euthanized. Overall the Shelter has many forms to fill out on each animal going through the facility.

MCSPCA MEDICAL FORM

Cage # _____ MC # _____ Date _____

Breed _____ Color _____ Age _____

Symptoms/injury _____

Tentative Diagnosis _____

Date Seen	Comments and Treatments	Vet's Initials

TREATMENT SCHEDULE

Date	Treatment	Administered	Eating	Drinking	BM	Urination

Figure 4.1 MCSPCA Medical Form

MC # _____ Kennel Tag # _____ Cage # _____

Date _____ Collars & Tags

Breed _____

Color _____

Age _____ Stray/Turn In _____

M F Spayed/Neutered _____

Available Date _____

Where Found _____

Housebroken Yes No			Good with Children Yes No		
Coat	Short	Long	Curly	Wiry	
Tail	Docked	Long	Curis	DHL	FDV
Ears	Cropped	Up	Down	MEAS Size	

Figure 4.2 Animal Identification Card

POTENTIAL ADOPTER FORM

Name _____ Home Phone _____

Address _____ Wk Phone _____

Comments/Contracts _____

_____ Initial ()

Name _____ Home Phone _____

Address _____ Wk Phone _____

Comments/Contracts _____

_____ Initial ()

Figure 4.3 Potential Adopter Form

The second flow of information processing involves the customer. Once a customer decides what animal he/she wants to adopt, then he/she must visit the reception desk to fill out forms. These forms are used to judge whether or not the potential owner is a responsible one and to get a description of what kind of environment the animal will go to. If the animal has a list of potential owners already waiting to adopt it, the newest potential owner has to fill out a Potential Adopter Form (see Figure 4.3). This puts the customer on a waiting list. If the animal is available at that moment, then an adoption questionnaire must be filled out (see Figure 4.4). This gives the Shelter representative an idea of how much time the animal will be alone, and what other animals may be present in the home. If the animal is a large one, an ACO will be sent to the potential owner's residence where he/she will inspect the place to make sure the animal will be properly housed and properly restricted. These forms are then filed for potential use in the future in case there are complaints about the animal, or complaints about the way the animal is being treated by the owner. The potential owner then signs an Animal Adoption Agreement Form (see Figure 4.5) that releases the animal to him/her and binds him/her legally to spay/neuter and immunize the animal once it reaches the appropriate age.

A third flow of information is when the customer does take the animal to the Clinic for a medical checkup, shots,

DOG ADOPTION QUESTIONNAIRE

NAME _____ DATE _____
 STREET ADDRESS _____ HOME PHONE _____
 CITY & ZIP _____ WORK PHONE _____
 OCCUPATION _____ MILITARY ID # _____
 SOCIAL SECURITY # _____

Name and phone number of friend or relative: _____

Do you ☐ rent an apartment ☐ rent a house ☐ own a house, condo or mobile home

If you rent, what is your landlord's name? _____

Landlord's telephone number: _____ Does your landlord allow pets? ☐ Yes ☐ No

Do you live in an ☐ urban ☐ suburban ☐ or rural environment?

Do you have access to a yard? ☐ Yes ☐ No.

Is it ☐ Open ☐ Fenced Type of fence: _____ Height: _____

Are you planning to move within the next six months? ☐ Yes ☐ No

If you do move in the future, what will you do with your pet?

How many adults live in your household? _____ How many children? _____ Ages _____

Who will be responsible for the pet? _____

Does anyone in your household have allergies to animals? ☐ Yes ☐ No

What pets do you currently have in your household?

	KIND	SPAYED/NEUTERED	MOSTLY KEPT WHERE?	TIME OWNED
Pet #1	☐ dog ☐ cat	☐ yes ☐ no	☐ in ☐ out	_____
Pet #2	☐ dog ☐ cat	☐ yes ☐ no	☐ in ☐ out	_____
Pet #3	☐ dog ☐ cat	☐ yes ☐ no	☐ in ☐ out	_____

List pets owned in the last five years, other than those listed above.

	KIND	SPAYED/NEUTERED	MOSTLY KEPT WHERE?	TIME OWNED	WHAT HAPPENED TO THE PET?
Pet #1	☐ dog ☐ cat	☐ yes ☐ no	☐ in ☐ out	_____	_____
Pet #2	☐ dog ☐ cat	☐ yes ☐ no	☐ in ☐ out	_____	_____
Pet #3	☐ dog ☐ cat	☐ yes ☐ no	☐ in ☐ out	_____	_____

Please do not write below this line

_____ Prehome	_____ MC #	_____ Breed
_____ Posthome	_____ Cage #	_____ Sex
_____ Date Requested	_____ Adoption #	_____ Age
_____ Date Completed		_____ WTB

Figure 4.4(a) Dog Adoption Questionnaire Part 1

If your new pet were to become seriously ill or injured and needed expensive veterinary treatment, what would you do?

What is (or will be) the name and address of your veterinarian? _____

Do you want to breed your new pet? ☐ Yes ☐ No

Where will the pet be kept during the day? _____ Night? _____

Where will it sleep? _____

How many hours each day will it spend alone? _____

What will you do if the pet doesn't get along with your present pet? _____

How much time would you allow your new animal to adjust to your present pet?

Your new pet will take at least 10 days to 2 weeks to adjust to its new home. Are you willing to allow it this much time to adjust?
☐ Yes ☐ No.

If not, why? _____

If in the future you must give up this pet, what would you do? _____

What will happen to this pet when you go on a vacation or in case of an emergency? _____

Do you travel a great deal? _____ If so, how do you intend to provide for the pet while you are gone? _____

If your pet becomes lost, what will you do to try to find it? _____

Would you object to an inspection of your premises by the MCSPCA? ☐ Yes ☐ No

In a short summary, please tell us why you would like to adopt an animal from our shelter. _____

Figure 4.4(b) Dog Adoption Questionnaire Part 2

TYPE OF DOG DESIRED: BREED _____ SEX: _____ AGE: _____

Do you want the dog for a: (check ALL that apply)

____ House Pet ____ Breeder ____ Fighting Dog ____ Hunting Dog
____ Gift for someone -- relationship? _____
____ Company for other pet ____ Companion ____ Other _____
____ Guard dog -- explain: _____

Do you realize you probably will have to housetrain your new puppy or dog? ____ Yes ____ No

Do you know how to housetrain a new puppy? ____ Yes ____ No

If adopting an adult dog, how and how often will you exercise it? _____

Will you use a leash when exercising your dog? ____ Yes ____ No

Do you want to have your new dog spayed or neutered (an operation to prevent them from becoming mothers or fathers)?
____ Yes ____ No

What do you intend to feed your dog? _____

How will you keep the dog confined to your property? (check ALL that apply)

____ In house ____ Kennel ____ Fenced yard ____ On chain
____ Garage ____ Patio ____ On leash ____ Voice command in country environment

Where did you hear about the Monterey County SPCA adoption program?

____ Friend ____ T.V. ____ Newspaper ____ Relative ____ Other _____

Falsifying information on this application can nullify this adoption.

APPROVED: _____ DISAPPROVED: _____ PENDING: _____

COMMENTS: _____

Counselor's Signature _____

Supervisor's Signature* _____

*Disapproval Only

Signature _____

Figure 4.4(c) Dog Adoption Questionnaire Part 3



**MONTEREY COUNTY
SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS**

P.O. Box 3052, Monterey, California 93940 • Phone (408) 373-2631 or 422-4721

ANIMAL ADOPTION CONTRACT

Name _____ Date _____

Street Address _____ Home Phone _____

City and State _____ Work Phone _____

ANIMAL DESCRIPTION AND INFORMATION

Species _____ Breed _____ Sex _____ Age _____ Name _____

☐ FDV

☐ Rabies

☐ DHLPP

Color _____ Vet _____ Where _____ When _____ Where _____ When _____

Tag No. _____ Spayed/Neutered _____

MC # _____

ANIMAL ADOPTION AGREEMENT

I acknowledge receiving from the Monterey County SPCA the above described animal and in consideration thereof, I solemnly promise and agree that:

1. If the animal does not prove satisfactory I will return it to MCSPCA within 14 days, in which event it may be exchanged for another (I understand that **ADOPTION FEES CANNOT BE REFUNDED.**)

2. I will have said animal spayed/neutered on or before _____ I understand that if I fail to comply, said animal will be reclaimed by the SPCA and, in such event, I consent to having the animal so reclaimed.

3. I will accept this animal as a household pet and companion and will keep it as such and I will comply with all laws and ordinances in force in the area in which I reside, applicable to said animal.

4. I will provide humane care: proper food, water, shelter, exercise, and competent veterinary care in case of illness or injury

5. I will not attempt to hold the MCSPCA responsible for any illness of the animal nor for any damages which the animal may do to any person or property.

6. I will return this animal to MCSPCA at the above address if for any reason whatever I can no longer personally keep it. SPECIFICALLY, I WILL NOT SELL, GIVE AWAY, ABANDON OR RELINQUISH THIS ANIMAL TO ANY PERSON, SOCIETY OR OTHER GROUP OR PERMIT IT TO BE USED FOR EXPERIMENTAL PURPOSES

7. I will return said animal to the MCSPCA if, at any time, I am requested to do so by the Society because of my violation of any of the terms of this agreement, making no charge for its upkeep or for any other reason.

8. Neutering by spaying or castration only.

I, the undersigned, have read, understand and agree to be bound by all the terms of the adoption contract set forth above. I understand that the SPCA does not relinquish ownership of this animal or any issue thereof, until proof of compliance with Paragraph 2 above is received by the MCSPCA.

Signature _____ Adoption Fee \$ _____

Received By _____ Spay/Neuter Fee \$ _____

Tax \$ _____

Total Received \$ _____

Figure 4.5 Animal Adoption Agreement Form

or to be spayed/neutered, and to be licensed through the ACO department. At the Clinic, a medical record form (see Figure 4.6) is filled out on the animal and three copies are kept in various places in the clinic. One for the veterinarian, one for the receptionist and one for the record keeping that ties into the Financial Office of the organization. The ACO collects fees for the legal licensing of animals (usually dogs), and the customer has to fill out a licensing form describing the animal and where it will reside. Again this will be used to assist in complaints about the animal if such an incident occurs. Since licensing is a state law, careful records must be kept.

The fourth flow also involves the customer. An animal can be brought in by a customer who is either the owner of the animal, or has found the animal as a stray and can't locate the owner. When the owner brings in an animal he/she owns it is either for disposal, or that the owner can no longer care for the animal. If the animal is to be euthanized, a release type form (see Figure 4.7) is used so that the MCSPCA will not be legally liable in case the owner changes his/her mind. Since the MCSPCA also performs cremations, a specific form is also available if the owner wishes to dispose of their animal that way (see Figure 4.8). When the owner brings the animal to the SPCA so that it can be adopted by someone else, the release form is also used here for the same reason stated before. A person bringing in

OWNER'S NAME _____ SPECIES _____

ADDRESS _____ BREED _____

NAME _____

TELEPHONE _____ SEX _____ AGE _____

COLOR _____

[illegible]

REMARKS:

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THE MONTEREY COUNTY S.P.C.A.

P.O. Box 3058, Monterey, California 93940

Phone (408) 373-2831

ANIMAL DESCRIPTION AND INFORMATION

Date _____ Tag No. _____ Cage No. _____ Disposition/Date _____ **R.O. P.S. AD.**

Species _____ Breed _____ Sex _____ Age _____ Name _____

Color _____ Coat _____ Ears _____ Tail _____ Good _____ House _____
Children _____ Broken _____

DHLP-P _____ FDV _____ Spayed/Neutered _____

Remarks: _____

THE MONTEREY COUNTY S.P.C.A.

P.O. Box 3058, Monterey, California 93940

Phone (408) 373-2831

ANIMAL RELEASE AGREEMENT

Name _____ Date _____

Street Address _____

City and State _____ Zip _____ Telephone _____

I, the undersigned, hereby release to the Monterey County S.P.C.A. the animal(s) described above, and I request disposition thereof to be made as seems advisable in the discretion of the Society. It is expressly agreed that neither the Society nor any of its officers or employees will incur any obligation to me because of such disposition of said animal(s).

I certify that said Cats(s) _____ Dog(s) _____ has has not bitten any person or animal in the last 10 days.

"I understand that my animal could be destroyed immediately."

Signature _____ Contribution \$ _____

Received by _____

Your gift to the Monterey County S.P.C.A. is tax deductible.

Figure 4.7 Animal Release Agreement

MCSPCA CREMATION DISPOSAL
P.O. Box 3058 • Monterey, Ca. 93940
373-2631 • 422-4721

OWNER INFORMATION		employee
Name _____	Date of Reception	
Address _____	Date of Cremation	
Home Phone _____ Work Phone _____	Date of Return	
Vet Hospital _____ Phone _____	ANIMAL INFORMATION	
Private ☐ Public ☐ Return to Vet ☐ Return to Owner ☐ Amount: _____	Species _____ Breed _____	Color _____ Size _____

Figure 4.8 MCSPCA Cremation Disposal

a wild animal must also fill out a release form (see Figure 4.9) ensuring that no one was bitten by the animal and that the animal, if releasable, is put back into its natural habitat. Each animal coming to the MCSPCA has information recorded on some designated form, so that it can be readily identified at any time. Several of the forms used in this organization do not have titles.

The final major information flow is one that involves the reports required by the Financial Office, which in turn prepares reports for the Board of Directors. Each day a Daily Journal Form (see Figure 4.10) is filled out with information from all departments from the previous day's transactions. This includes: the number of dogs and cats that were turned in by their owners, what sex they were, how many were returned to their owners, and how many were adopted. Fees are also recorded and deposited from cremations, donations, adoptions, and spay/neutering. A daily total is made and added to the other 6 days giving a weekly total, which in turn goes toward a monthly total. At the end of the year, a yearly total is computed and this becomes part of the yearly report to the Board of Directors. What was identified in this study was the fact that the numbers being submitted to the Financial Office were incorrect. This was the result of poor record keeping by the departments, and the usual excuses were that the personnel were too busy to write the information down and/or the paper the

THE MONTEREY COUNTY S.P.C.A.
P.O. Box 3058, Monterey, California 93940 Phone (408) 373-2631

**LARGE-WILD-MISCELLANEOUS
ANIMAL RELEASE AGREEMENT**

Rel. P.S. AD.

Date _____ Wild/Domestic _____ Disposition/Date _____

When found _____ Where _____

Condition _____ Diet _____

Shots _____ Vet. _____

Stray _____ Humane Case _____ Bitten anyone last 10 days _____

Medical notes: _____

Remarks: _____

Kept _____ Location _____

THE MONTEREY COUNTY S.P.C.A.
P.O. Box 3058, Monterey, California 93940 Phone (408) 373-2631

ANIMAL RELEASE AGREEMENT

Name _____ Date _____

Street Address _____ D/L # _____

City and State _____ Telephone _____

I, the undersigned, hereby release to the Monterey County S.P.C.A. the animal(s) described above, and I request disposition thereof be made as seems advisable in the discretion of the Society. It is expressly agreed that neither the Society nor any of its officers or employees will incur any obligation to me because of such disposition of said animal(s).

I certify that said animal(s) has/has not bitten any person or animal in the last 14 days.

Signature _____ Contribution \$ _____

Received by _____

Your gift to the Monterey County S.P.C.A. is tax deductible.

Figure 4.9 Large-Wild-Miscellaneous Animal Release Agreement

information was written down on had been misplaced. To get information to the Financial Office on time, information is too often an approximation, or best guess. This type of information reporting has led to organizational distortion and the perpetuation of poor record keeping practices. Figure 4.11 is a summary of the information flows described above.

C. IDENTIFICATION OF INEFFICIENCIES

Inefficiencies of the present manual system of information processing seems to be most pronounced in the number of forms that are produced for a single animal. Information needed for quick access in the Shelter is placed on a 3 X 5 sized card that is hung by a clamp onto a wall board in the reception area. Many times cards are put back in the wrong place, or the card falls behind the desk below the board, or the card is misplaced never having been put back to begin with. The addition and deletion of animal cards is an ongoing process that consumes a lot of labor, since 600 animals on an average pass through the facility in a month.

A customer calling the MCSPCA to locate a lost pet is usually asked to come to the facility, because current information is not readily accessible, or the personnel do not have time to check all the animals that fit a general description of the lost pet.

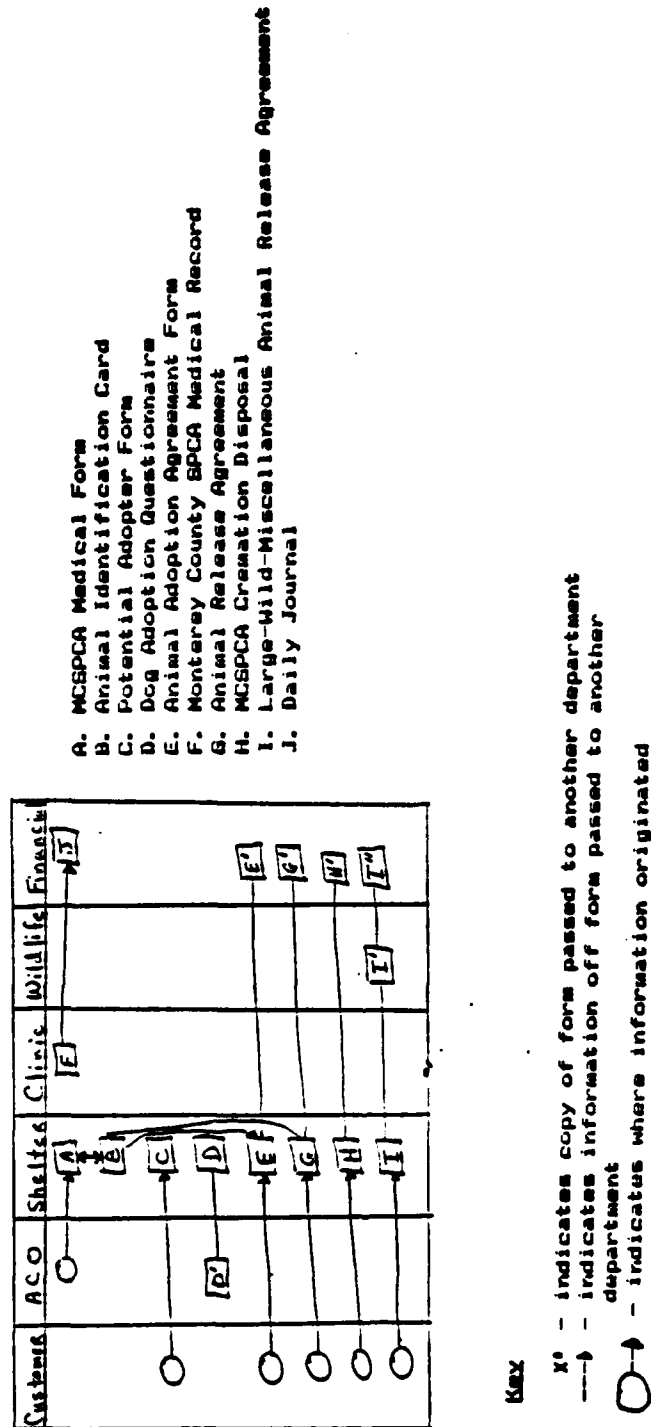


Figure 4.11 Summary of Information Flows

In all departments, manual retrieval, updating and deletion of information is subject to a high rate of error and mishandling, and this in turn has led to inaccurate reports that do not reflect the true picture of organization operations.

D. SUMMARY

Overall, the MCSPCA has excessive duplication of information, and practices poor information processing and organizing. This has created an organization that does not utilize its resources fully, leading to a reduction in the quality and efficiency of service to its customers.

V. DIAGNOSIS AND RESOLUTION APPROACHES

A. OVERVIEW

The previous chapters have examined an organization's components and information processing flows. This examination has revealed certain characteristics about the organization that can be used to determine whether or not a technological change can be introduced. This chapter will discuss a diagnosis made from the organization analysis and needs assessment, and suggest two possible resolutions to the problems identified.

B. THE DIAGNOSIS

The MCSPCA exists today because Monterey County has a continuing need for its services. It does not exist because it is a smooth running organization that utilizes its resources effectively and efficiently. The MCSPCA is suffering from many ailments stemming from poor management skills, inadequate communication practices, and insufficient strategic planning by the guiding body of the organization.

This organization almost appears to set itself up for the problems it is experiencing because salaries are not competitive with other animal care facilities, people with low to no skills are hired and put in managerial positions, no formal training program exists for the managers or staff, there is no extensive reward system to encourage longevity

of employee service, and abuse of the chain of command by employees and community citizens occurs too frequently. The organization is fragmented because there is no mechanism integrating the organization's goals, policies, and resources. Guidelines issued by the top level of the organization are confusing and subject to many interpretations. Employees do not feel they are a vital part of the organization and there is a lot of mistrust between all levels of the organization.

The amount of information to be processed has greatly increased over the last ten years due to the increase in county area to be covered by the facility's services, and the population to be serviced. The number of forms kept by the organization has increased because information is frequently lost, the demand for accountability has grown from the number of court cases and law suits processed each year, and the increased number of animals that have passed through the facility in a year (an average of 600 per month). The number of employees to handle such an expanded amount of information has not grown proportionately. This has led to an intensified amount of stress on employees and a high rate of employee turnover.

Computer illiteracy is high among MCSPCA employees, but there are a couple employees who have taught themselves the basics of computer operations and are now using a word processing capability in their daily work. The Board of

Directors is very interested in computerizing the organization and seems to be open to methods that will achieve that goal.

C. APPROACH ONE

One approach to the MCSPCA's information processing problems does not involve the introduction of computer technology. Instead, it focuses on the improvement of communications within the organization. One improvement is the standardization or consolidation of all forms that pass between all departments. This way information is put on one form originating in one department, circulated through the organization via a designated path, and stored in the department that is the last to need the information from the form. Any one department needing information off that form can either make a copy of it off a copy machine or copy it onto an in-house departmental form that will not be circulated throughout the organization. This way the number of forms that must pass between two or more departments is reduced and responsibility for storage of the information is already determined.

A second improvement to organizational communications is to set time aside each week for communications skills training. Since the managers in this organization do not have good backgrounds in communications skills themselves, an outside instructor or other communications expert should

be hired for these training sessions. Over time this will improve not only information communicated through forms and reports, but will improve verbal communications made in manager meetings, board meetings, and departmental meetings, as well as daily communications between all levels of the organization.

D. APPROACH TWO

The second approach to the MCSPCA's information processing problems does involve the introduction of computer technology. In order to implement this technology, however, the Board of Directors and the managers must formulate an implementation plan that will describe exactly what will happen before, during, and after the computer is purchased; designate who will be responsible for what (e.g. monitoring of schedules, evaluation of available hardware and software, vendor contracts, training programs, cost evaluations); and outline procedures that can be used in the event that anything goes wrong. The purpose of preparing such a plan is to ensure there are no surprises and to make the transition from a manual system to an automated one as smooth as possible.

The first step that should be taken by management in implementing the plan is providing a clear understanding (both verbally and in writing) to employees as to why a computer is being introduced and what affect this will have

on their jobs and on the organization as a whole. This is extremely important if the employees are going to work toward making the change succeed. They must see that management and the Board of Directors are supporting this plan and will support them in their efforts to learn this new technology.

The second step is the formation of a team of employees who must learn about the different hardware and software available, and what can best be applied to fit the organization's needs. This also includes subscribing to computer magazines and looking for the best make of computer equipment at the lowest prices. These people will keep the organization current about computer technology and can also be the group who can suggest to hire a consultant or other outside service to assist with the preparation of the implementation plan. It is very important that management have representatives on this team, as well as actively participate in all parts of the implementation plan, because they must understand all aspects of the computer and how it will impact the organization. This will also improve manager and staff relations and provide a common ground on which everyone's experience is the same.

The third step must be the assessment of organizational resources to find out what is available to put toward the implementation effort. This includes an examination of the budget to determine how many computers (and supplies) can be

purchased, an examination of the total manpower available to use without leaving the facility so understaffed it can't operate properly, deciding what space(s) will be made available for the physical placement of the computer, and the total amount of organizational time needed to bring the project to completion.

Once the hardware and software have been decided upon, the initiation of computer training programs must be implemented right away in order to familiarize the employees with computer operations. The employees that are already using computers can be of great assistance at this time. These training programs will also cause any fears or resentment toward the computer to surface and these can be dealt with by the training instructor or hired computer consultant.

When sufficient training has been done to start the users on the computers they will be performing their jobs on, daily information can start to be inputted and processed. Management will play a key role at this time by monitoring and verifying the amount and accuracy of data being inputted and processed. A backup system will have to be devised in case the computer becomes inoperable, and decisions will have to be made as to what medium will be used to store the data on, where the backup media will be stored, and who will be responsible for the backup media. As the employees spend more and more time at the computer, they will start to see that the new information processing system

is faster and more reliable. It is at this point that managers and employees must keep records of the new tasks they are performing with the computer and add these to their job descriptions. This will enhance the employee's career and make the employee more valuable to the organization, thus, increasing morale and job satisfaction.

E. SUMMARY

The information revealed in analyzing the present state of an organization that is anticipating a major change is extremely valuable in directing management toward alternatives that may have been overlooked or are less costly. In the case of the MCSPCA, a computer is not going to be the solution to the problems that they have. A computer will increase the rate of information processing and provide a storage facility for data, but it will not teach employees how to be managers or devise a strategic plan for the organization to follow.

VI. CONCLUSIONS AND RECOMMENDATIONS

A. CONCLUSIONS ABOUT PLANNING ORGANIZATIONAL CHANGE

Planning for the initiation of an organizational change is time consuming and requires extra attention and work from management. The benefits from a good plan of action will effect a change that will be accepted by employees, cause minimal disruption to daily work, and eliminate any confusion as to who is responsible for what before, during, and after the change is implemented. By looking at the organization as a system of interrelating parts that inputs from and outputs to an external environment, management can make better decisions as to how and where an organizational change will be harmful, as well as valuable.

This thesis study focused on the first step in the planning of an organizational change; the diagnosing of an organization's present state. This step provides management with decision making information that determines whether or not the organization is prepared for, or will benefit from the intended change. This study also recognized that the type of change to be introduced (in this case a technological change) has some special aspects that must not be overlooked by management when determining the resources that will be needed to effect the change. Each organizational change, no matter how large or how small, should be handled

as a unique opportunity by management, because no two organizations perform exactly alike. Although, not all problems can be anticipated when planning for change, management tools in the form of models and theories are available to assist managers in eliminating most of them and keeping flexible enough to quickly resolve any others.

B. RECOMMENDATIONS FOR THE MCSPCA

My study of the MCSPCA organization has revealed information that would indicate that the implementation of a computer system at this time is not in the best interests of the organization. This information includes a high employee turnover rate, low employee morale, computer illiteracy, poor management skills, organizational fragmentation, inadequate processing of information, and the abuse of the managerial hierarchy by people inside and outside the organization.

My first recommendation is the initiation of a managerial training program. Such a program will provide employees in managerial positions with the background of organization management theory and present methods that are that are currently being practiced in the business world, and provide a laboratory atmosphere where the employees can practice using management tools, while receiving constructive feedback. This will also help the MCSPCA managers to improve their communications and organization skills, so that their

departments perform more effectively and efficiently, which, in turn, will improve the whole organization in the same way.

My second recommendation is that the MCSPCA top management personnel evaluate the organization's employee hiring process and the reasons why there is such a high employee turnover rate. People chosen for managerial positions are not being screened or appropriately developed for the jobs they will have to perform. Lack of skills and experience lead to a high level of frustration and stress in jobs where skills are needed to delegate tasks, monitor worker performance, and organize time to meet the requirements of the job. Trial and error methods are used often by personnel to implement new ideas which is very costly to the organization in both manpower and finances. Employees are not only leaving the organization because of poor pay, but they're leaving because there is no organizational incentive programs, because there is a lack of good managerial practice, and because there are too many people trying to usurp and pressure the organizational hierarchy to perform as they desire.

My third recommendation is that once the organization is healthy (organizational health is defined by Beckhard and Harris in reference 2, pages 3-4), and a computer system is still seen as needed, then planning for its implementation should be done. I suggest that a team of employees be formed

to perform the following: assess the organizational and user requirements, assess available resources, educate the organization on computer concepts, and evaluate the available computer technology (see Figure 6.1). Since computer illiteracy is high with MCSPCA employees at all levels, training will consume much time and money. Local schools and consultant services can be of great assistance in this area. Computer system consultants can also be of great assistance and save an organization much time and money if he/she is brought in at the planning stage of the computer project. I highly recommend this for the MCSPCA.

My fourth recommendation is that the MCSPCA computerize itself in stages with IBM or IBM compatible microcomputers and not terminals connected to a mainframe. Figure 6.2 is a Five-Year implementation plan in which one computer is purchased each year until 1991. This plan also indicates that computer education and training of employees is very important before they will be literate enough and familiar enough with the hardware and software to use it effectively and efficiently in the performance of their jobs. The order in which the departments will receive computers was chosen according to the amount of information processed each day, and how much interaction the department had with the public on a daily basis. It will be management's responsibility to monitor schedules and training progress so that problems

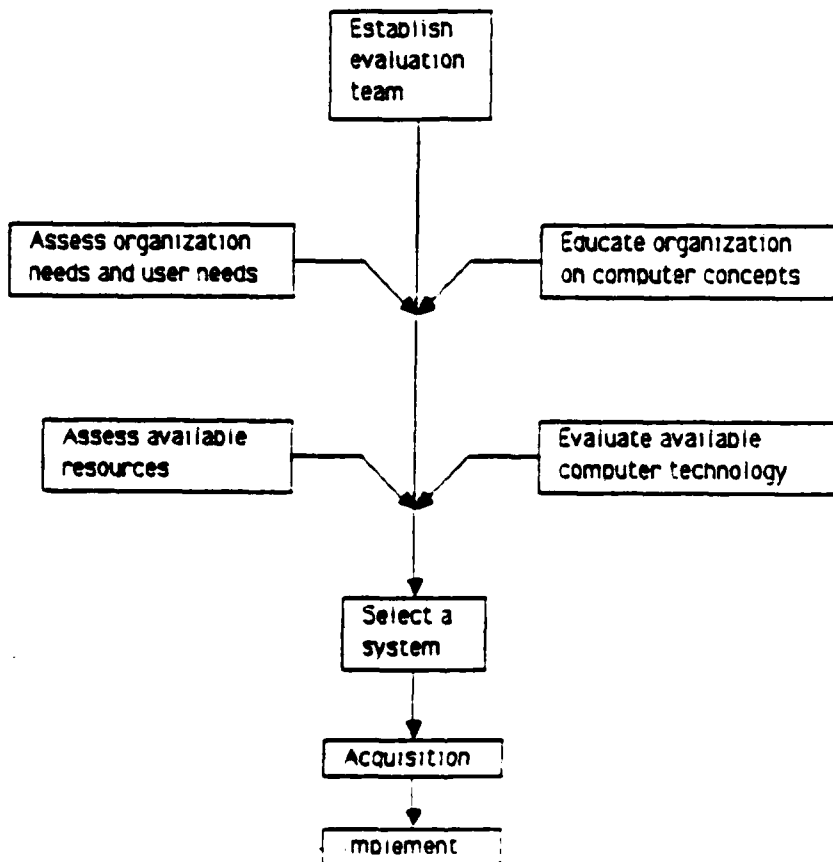


Figure 6.1 Steps Toward the Installation of a Computer System

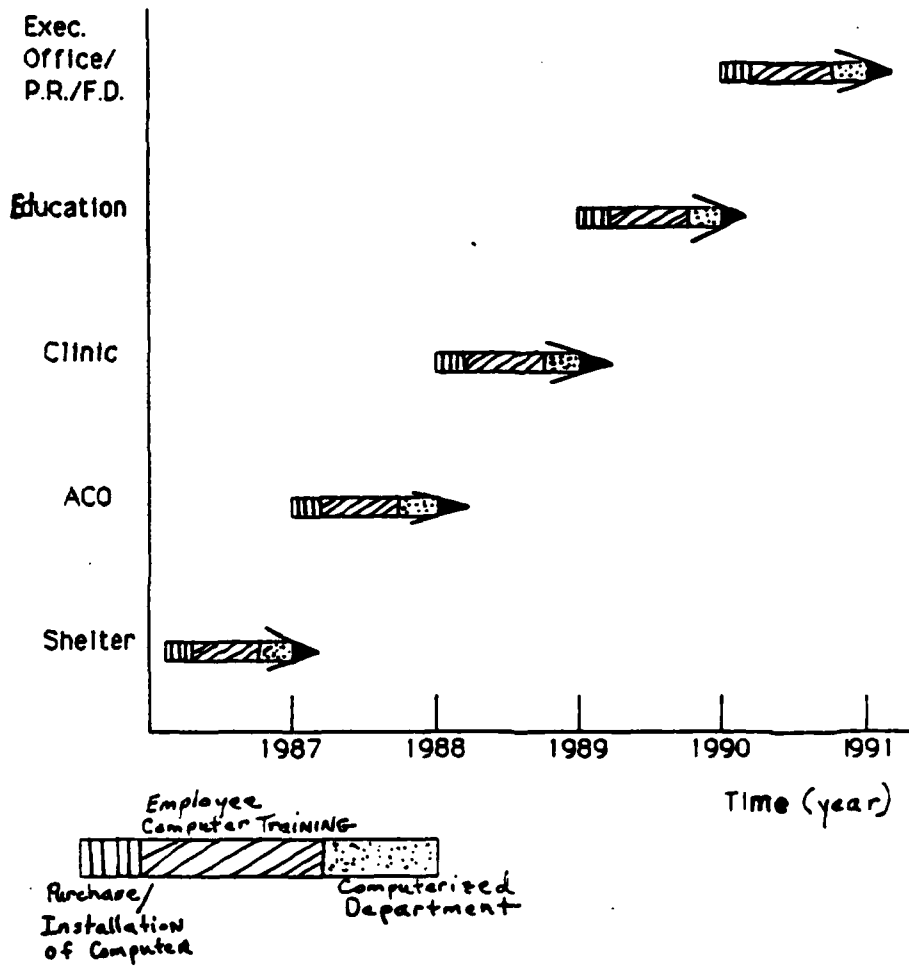


Figure 6.2 Computer Implementation Schedule

that arise are quickly resolved and organizational benefits from the system are not delayed.

My fifth, and final, recommendation is a revision of the MCSPCA organizational chart. Figure 3.2 shows an organization that has a large span of control (nine department directors) and two fund raising groups that have direct access to the Executive Director. The organizational structure as it exists now is hampering good organizational communications, misusing the formal chain of command, and discouraging component integration. Figure 6.3 is my suggestion for a revised organizational chart that will give more responsibility to employees in managerial positions and make more funds available to pay higher salaries for those in these positions.

Figure 6.3 also shows a clear chain of command to the Executive Director, so that community citizens as well as employees know who to bring a problem to and what path to follow if he/she does not get satisfaction. This way department directors are not skipped over and daily problems are handled at the staff and manager levels of the organization, instead of at the Executive level.

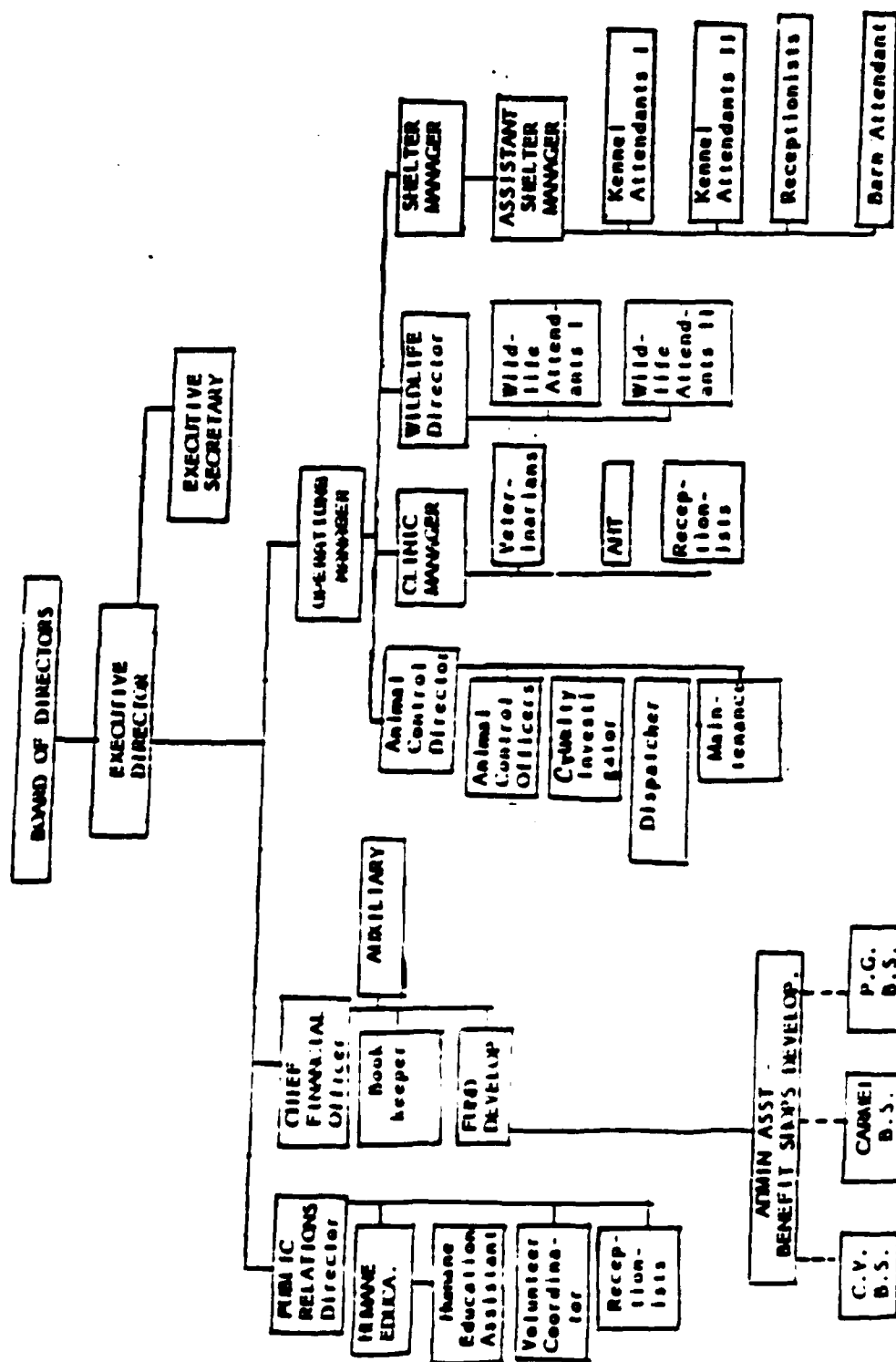


Figure 6.3 Revised MCSPCA Organizational Chart

APPENDIX A

MONTEREY COUNTY POPULATION DATA

<u>YEAR</u>	<u>POPULATION</u>
1930	53,705
1940	73,032
1950	130,498
1960	198,351
1966	238,100
1967	235,100
1968	246,400
1970	247,450
1971	255,000
1972	253,300
1973	255,400
1974	261,600
1975	267,828
1978	276,400
1980	290,444
1981	294,600
1982	298,700
1983	309,000
1984	316,200
1985	321,800
1986	333,155

HISTORICAL DATES OF THE MCSPCA

<u>YEAR</u>	<u>EVENT</u>
1866	First U.S. SPCA established in New York
1905	MCSPCA organized to deal with mistreatment of horses, homeless roaming dogs, and the shooting of stray dogs
1928	County's first permanent Animal Shelter; By-laws written
1937	Society does work for most Peninsula cities
1954	Greatly improved shelter completed in Pacific Grove
1955	Three Peninsula cities withdraw contracts and work with county pound in Marina instead
1958	Society dues raised from \$2.00 to \$5.00
1962	Gwen May becomes a director in the Society and later the first paid Executive Director
1965	Carmel MCSPCA Benefit Shop opened
1966	Increased work in the field. Shelter became badly overcrowded and in need of repair. Fifteen acres on Highway 68 are purchased
1967	La Vega Center for Animal Welfare (the present MCSPCA location) groundbreaking
1968	Construction of a new shelter is completed at La Vega Center
1970	Barn built with donated funds
1971	157 acres adjacent to La Vega Center donated
1974	Pacific Grove Benefit Shop opened; the spay/neuter clinic is started
1975	MCSPCA has roughly 1300 members

YEAR**EVENT**

- 1976 MCSPCA takes over county's animal control contract, following a 3-2 vote by the county board of supervisors; the pound at Marina is closed, and the MCSPCA begins licensing animals for the county; a new Executive Director is hired; new spay/neuter clinic is opened, with an all new building and new equipment; Executive Director is authorized by the Board of Directors to advertise its existence, its operation, and the rates charged; MCSPCA Auxiliary formed
- 1977 MCSPCA accredited by HSUS; Carmel Valley Benefit Shop opened; new Executive Director hired; a bequest of approximately \$275,000 to be used for a Humane Education building; Board of Directors agrees to lease spay/neuter clinic premises to veterinarians for a night emergency clinic
- 1978 Emergency clinic not doing well financially, so services have been reduced to weekends; Board of Directors voted that spay/neuter clinic be open to anybody desiring to use it, giving priority to customers with low incomes; consideration being given to have a free veterinarian exam program for animals adopted from the Shelter
- 1979 Humane Education Center opened
- 1982 Wildlife Rehabilitation Center officially opened

APPENDIX B

MCSPCA EMPLOYEE LENGTH OF SERVICE DATA

<u>MCSPCA Department</u>	<u>Average Length of Service (months)</u>
Shelter	11
Financial Department	12
Humane Education	14
Animal Control Office	19
Fund Development	21
Wildlife	27
Executive	29
Public Relations	37
Clinic	43

<u>MCSPCA Manager Job Position</u>	<u>Length of Service Time (months)</u>
Administrative Manager	2
Assistant Operation Manager	23
Assistant Shelter Manager	12
Assistant Shelter Manager	24
Executive Director	6
Executive Director	15
Executive Director	108
Financial Officer	16
Financial Officer	22
Fund Development Director	12
Fund Development Director	18
Public Relations Director	26
Public Relations Director	48
Humane Education Director	14
Humane Education Director	36
Shelter Director	64
Shelter Manager	5
Shelter Manager	19
Shelter Manager	62
Wildlife Director	68

<u>MCSPCA Staff Job Position</u>	<u>Length of Service Time (months)</u>
ACO	13
ACO	29
ACO	23
ACO	5
ACO	1 day
ACO	27
ACO	6
ACO	6
ACO	1
ACO	33
ACO	20
ACO	26
ACO	5
ACO	6
ACO	7
ACO	48
ACO	25
ACO	31
ACO	6
ACO	6
ACO	2
ACO	27 days
ACO	60
ACO	6
ACO	19
ACO	64
ACO	1
ACO	54
ACO	22
ACO	2
Assistant Bookkeeper	2
Assistant Bookkeeper	9
Assistant Bookkeeper	26
Assistant Education Director	13
Assistant Education Manager (Part time)	3
Assistant Health Technician	9
Barn Attendant	3
Barn Maintenance	3
Bookkeeper	11
Clinic Receptionist	12
Dispatcher	4
Dispatcher	5
Dispatcher	31
Dispatcher	55
Executive Secretary	7
Executive Secretary	14
Fund Development Clerk (part time)	33

MCSPCA Staff Job PositionLength of Service Time (months)

Kennel Attendant	26
Kennel Attendant	16
Kennel Attendant	5
Kennel Attendant	6
Kennel Attendant	4
Kennel Attendant	2 days
Kennel Attendant	34
Kennel Attendant	8
Kennel Attendant	5
Kennel Attendant	2
Kennel Attendant	25
Kennel Attendant	13
Kennel Attendant	24
Kennel Attendant	1 day
Kennel Attendant	3 days
Kennel Attendant	2
Kennel Attendant	7
Kennel Attendant	6
Kennel Attendant	42
Kennel Attendant	4
Kennel Attendant	2
Kennel Attendant	9
Kennel Attendant	15
Kennel Attendant	1
Kennel Attendant	2
Kennel Attendant	17
Kennel Attendant	1
Kennel Attendant	1
Kennel Attendant	32
Kennel Attendant	9
Kennel Attendant	1 day
Kennel Attendant	3
Kennel Attendant	2
Kennel Attendant	1
Kennel Attendant	6 days
Kennel Attendant	36
Kennel Attendant	4 days
Kennel Attendant	36
Kennel Attendant	21
Kennel Attendant	5
Kennel Attendant	5
Kennel Attendant	2
Kennel Attendant	23 days
Kennel Attendant	8
Kennel Attendant	2
Kennel Attendant	2
Kennel Attendant	4

MCSPCA Staff Job PositionLength of Service Time (months)

Maintenance	11
Maintenance	17
Maintenance	1
Maintenance	2
Maintenance	41
Shelter Receptionist	37
Telephone Attendant	1
Telephone Receptionist	5
Telephone Receptionist	2
Telephone Receptionist	5
Telephone Receptionist	4
Telephone Receptionist	19
Telephone Receptionist	3
Telephone Receptionist	12
Telephone Receptionist	17
Volunteer Coordinator	5
Volunteer Coordinator	8
Volunteer Coordinator	22
Wildlife Attendant	1
Wildlife Attendant	1
Wildlife Attendant	17
Wildlife Attendant	26
Wildlife Attendant	49

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