

# MANAGEMENT CONSULTING

## CLIENT INFORMATION

### CONSULTATION SERVICES:

Management Engineering Associates, LLC (MEA) provides strategic, business and action planning; systems alignment; cycle time; high performance work; leadership systems; performance measures and indicators; process and productivity improvement; organizational assessments, program audits, evaluations and customized training. We specialize in:



**Strategic Planning:** Helping agencies to develop their mission, goals, objectives, strategies, tactics and policies through examining their charter, services, customers, stakeholders and business environment, as well as strengths, weaknesses, opportunities and threats (SWOT). Cascading planning processes downward through the organization to promote full understanding, involvement, and commitment to outcomes.

MEA searches for opportunities to involve the entire workforce in business improvement activities. We have found that strategic planning activities are an excellent platform for *employee involvement/empowerment*. Employees at all levels can be involved in strategic planning processes. The process can guide an agency toward a *shared vision*. It will establish the direction necessary to align the organization structure with the mission of the agency. Creation of the shared vision implies "buy-in" by all team members.

*Strategic management* encompasses those actions that deal with the direction of the organization's resource allocation process. *Strategic management* relies heavily on the process of strategic planning. Improvement efforts require, as a first step, a critical reexamination of the organization's basic mission, goals, customers, and products and services. Business process reengineering can be initiated with an understanding of the advancements to core business practices implied by strategies adopted at all levels of the organization.

The Strategic Planning process includes the following elements:

1. Establishing "corporate objectives" for where the organization wants to be at a certain point.
2. Analyzing the environment of the agency to determine specific threats and opportunities.
3. Evaluating the organization to determine the key skills and resources that could be employed to implement strategy.
4. Integrating the available, unique skills and resources with the opportunities identified in the agency's environment.
5. Creating the policies, plans, programs, and tasks to successfully accomplish the objectives that have been established.

Strategic planning does not eliminate risk or uncertainty but allows us to cope with it. In addition to the complicated environment in which the agency operates, the agency is an entity composed of many facets. It is through the strategic planning process that the agency is able to integrate the various aspects of the organization with a view that relates to a rapidly changing environment. The importance of strategic planning necessitates that this process not be left to chance. Organizations need formalized, analytical procedures for creating explicit strategies.

Participants may be divided into sub-teams to explore emerging trends and resulting short, medium, and long range scenarios. MEA may first work with the entire organization to facilitate the process and identify the strategic issues to be addressed. MEA will then assist in forming sub-teams to probe these issues in depth. The sub-teams will report findings to the complete group. The MEA facilitator will probe the thinking of participants and serve as the recorder of team deliberations.

**Business Process Reengineering (BPR):** BPR is a systematic, disciplined approach for achieving dramatic, measurable performance improvements by fundamentally reexamining, rethinking, and redesigning the processes that an organization uses to carry out its mission. Reengineering is not about refining the performance of current processes; it is about fundamentally changing them or creating new ones. A key premise of reengineering is that processes inevitably become highly inefficient and ineffective.



Only by rethinking the way work is done--often by taking advantage of information technology--can major, "order of magnitude" levels of performance improvement be achieved.

Reengineering originated as a method for helping companies sustain--and preferably increase--market share in a competitive and dynamic marketplace. Although the reasons for change may be different in government -- such as increasing workload, shrinking budgets, and personnel reductions -- the need for significant performance improvement is no less imperative. MEA has successfully introduced BPR in both private industry and government.

MEA uses the *Process Reengineering Technique (PRT)* approach regularly to facilitate business process reengineering. Instead of asking "*How can performance be improved?*" we ask, "*What would be the ideal system for conducting the specific agency mission of interest?*" The latter question requires little special knowledge to answer. Participants with varying amounts of knowledge can respond equally well. Emphasis is upon larger issues. The question does not provoke a defense of the status quo. Because focus is directed away from established policies/procedures, much more innovative thinking is stimulated. In essence, PRT unleashes the creative potential of the entire constituency. PRT also tends to reduce the volume of data that must be collected.

Specific benefits from following this approach include:

- ▶ Intelligent use of resources
- ▶ Improved cognizance of long range needs
- ▶ More highly motivated staff

### **FACILITATION SERVICES:**

Facilitation and related decision support services to agencies engaging in collaboration efforts, working groups, or integrated product, process, or self-directed teams. Coaching agencies in the use of problem solving techniques; defining and refining the agenda; convening and leading large and small group briefings and discussions; resolving disputes, disagreements, and divergent views; recording discussion content and focusing decision-making; providing a draft for the permanent record; debriefing and in overall planning.



### **SURVEY SERVICES:**

Expert consultation, assistance and deliverables associated with all aspects of market research. Assist with, and/or perform all phases of the survey process to include: planning survey design; sampling; survey development; pretest/pilot surveying; assessing reliability and validity; administering surveys using the various types of data collection methods as appropriate (e.g., computer-assisted surveying, focus groups, written questionnaires, in-person and telephone interviewing); database administration; and analyses of quantitative and qualitative survey data.



Production of reports to supply description and summary of results with associated graphs, charts, and tables; description of data collection and survey administration methods; discussion of sample characteristics and representativeness of data; analysis of nonresponse; and briefings of results to include discussion of recommendations and follow-up actions. Action planning and implementation of recommendations as necessary.

## **PROGRAM INTEGRATION AND PROJECT MANAGEMENT SERVICES:**

MEA provides program management, program oversight, project management and program integration. A variety of functions may be utilized to support these activities.



Needs for program integration and project management support are encountered in a number of activities:

- ▶ Planning, design, and erection of buildings and public works
- ▶ Development of integrated management information system
- ▶ Creation and documentation of software
- ▶ Services development and introduction
- ▶ Process reengineering and improvement

Projects are intense, complex, and usually carried out by groups of people who may not have worked together before. It is the Project Manager's job to build a temporary but cohesive group that will do what they are supposed to do but also will weather the rough times that enviably arise during the life of a project.

MEA is equipped to:

- ▶ Take charge of the people involved and clearly define and maintain the role of each member
- ▶ Supply everyone involved the information they need
- ▶ Motivate the project team to accept the needs and goals of the project
- ▶ Maintain an open working environment, discussing critical problems while avoiding personal alliances and hidden agendas
- ▶ Create an atmosphere of mutual respect among people involved in the project
- ▶ Conduct productive meetings, using them to convey information, make decisions, follow up on decisions already made, and identify problems or concerns
- ▶ Reinforce a strong relationship with the Federal client agency

Our role is to facilitate project success. We collaborate with agency "owners" to convey an understanding of concepts that are essential to effective project management. We bring the tools necessary to manage projects of all sizes:

**TRAINING** is normally integrated into the consultation process instead of being a *stand-alone* offering.

Organizational development results from “hands-on” involvement rather than a lecture.

