

Chapter 9

Administrative Control



What is Administrative Control?

- ***Definition*** of Administrative Control:
 - It is a process of measuring real results and comparing them with established criteria and goals in order to know the reasons of violations between results achieved and required results.
 - This process is important to review projects and make corrective decisions or actions.

Purpose of Administrative Control

1- Protection of public interest.

- Because control process would monitor all tasks and operations based on plans to achieve the public interest.

2- Discovering and correcting mistakes as soon as possible.

3- This process will support leaders through providing enough information in order to make appropriate decisions.

Elements of Administrative Control

- First: determining goals and establishing criteria.
- Second: Comparing results achieved with criteria.
- Third: measuring differences and discovering reasons.
- Forth: correcting violations and following up the operations.

Principles of Administrative Control

1- The system of control Should fit with the nature and size of organization.

- Big organizations may need big oversight system compared with small organizations.

2- Achieving goals effectively and efficiently.

3- Integrity on creating measuring methods and criteria.

Principles of Administrative Control

4- Clarity and easy to understand those criteria to everyone who is part of this process.

5- Possibility of making corrections of mistakes and violations.

- It is important to study issues and obstacles that occur during the executive work in order to make effective corrections.

6- Importance of having enough managerial abilities and knowledge for officials who are responsible on control or oversight process.

Principles of Administrative Control

7- Making sure that costs of controlling system is reasonable, depending on the budget of the organization.

8- Making sure that control or oversight system will continue until getting the results.

9- Clarity and accuracy of results.

- Statistical information and data, coming from control process, is clear and simple.

Methods/Tools of Administrative Control

In order to evaluate the actual performance and its results, far from personal effects, there are several methods or tools that can be used for control process.

- 1- Estimated Budget.
- 2- Statistical Data and Graphs.
- 3- Records.
- 4- Personal Observation.
- 5- Managerial Reports.

Methods/Tools of Administrative Control

1- Estimated budget:

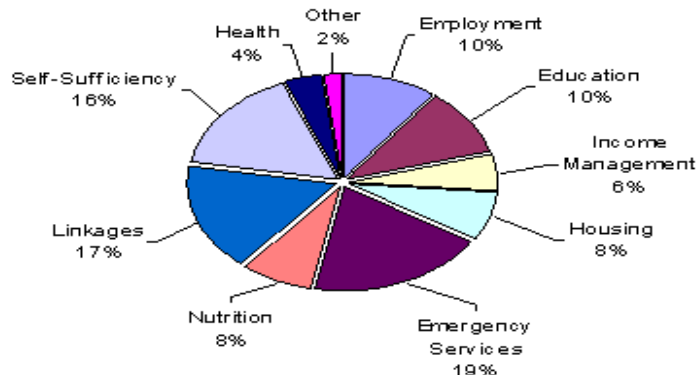
- Because Budgeting process (Go back to Chapter 6) is considered as a financial plan through specific period of time, it contains expected results that would occur on every aspect of tasks and activities.
- Therefore, this tool can be used for control or oversight purpose (For example: comparing government activities with its budget numbers as determined before).

Methods/Tools of Administrative Control

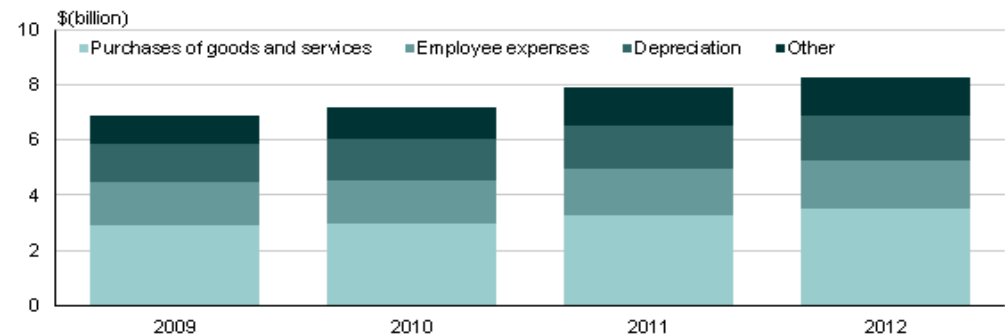
2- Statistical Data and Graphs.

- This tool is important to expect what will happen using statistics, maps, graphs, and analyzing them. It is a good tool for comparison with different results.

Local Agency Uses of FY 2006 CSBG Funds



Operating expenses
Year ended June, 2009–12



Methods/Tools of Administrative Control

3- Records:

- Records can be used as a tool of control. This tool provides information and data about actual results for governmental activities, and comparing with what organization decides to achieve.

Methods/Tools of Administrative Control

4- Personal Observation:

- Personal observation is considered as a control tool or method.
- Direct observation is one of the oldest methods of control. It is a direct communication between a manager and employee.
 - For example: a manager, himself, Inspects the workflow and recognizes the actual performance and compares with established criteria.

Methods/Tools of Administrative Control

5- Managerial Reports:

- Many organizations use this tool as a control method to monitor activities and performance.
- An employee (who is responsible on monitoring the activities or performance) makes written or oral reports and send them to a manager in order to show him a big picture and explanation about what happens. Therefore, it would help managers to make decisions based on information from those reports.

Control on The Basis of Procedures VS. Control on The Basis of Results

- Control on The Basis of Procedures:
 - Measuring the actual actions and activities practiced by governmental organizations and comparing with a set of rules, regulations, steps, procedures etc.
- Control on The Basis of Results:
 - Measuring final results that public organizations achieved based on criteria.

Different Kinds of Administrative Control

- Kinds based on performance:

1- Pre-Control.

2- Post-Control.

- Kinds based on sources.

1- Internal Control.

2- External Control.

Kinds of Control based on Performance

1- Pre-Control:

- It is an oversight system that monitors, from the beginning, before actions/results occur.
- In other words, this kind is important to ensure proper performance from management units and make sure that all tasks or decisions are committed with rules or instructions.

Kinds of Control based on Performance

2- Post-Control:

- This kind does not monitor decisions, steps, procedures that management units do, but starts evaluating after actions/results already occurred.

Kinds of Control based on Sources.

1- Internal Control:

- Meaning that control or oversight systems are practiced by an organization itself.
- In other words, supervisors/managers control and monitor activities and performance of subordinates to ensure that the workflow is implemented as planned.

Kinds of Control based on Sources.

2- External Control:

- External control or oversight systems can be used if internal control systems are weak.
- External control means there are independent agencies that practice control/oversight system on some aspects or operations of other organizations.
- This would be important to ensure that all operations of each organization do not conflict with laws, and to focus on national interests.

Question??