


Division of Parks and Recreation
December 12, 1985

Staff Directive 85-14

TO: Raleigh Office Staff, Regional Consultants
District Superintendents

FROM: Director 

SUBJECT: Additions or Modifications to Division
Work Plan

Plans become useless when they become outdated or are incapable of changing to meet new conditions or situations. The Division workplan is important to our being able to justify our workload and helpful to every employee in knowing how she or he relates to the job to be done. Over the past several months, we have all worked very hard to prepare a comprehensive work plan based on a conceptual framework of how we shall manage the Division.

We must now put into place a mechanism for revising existing work elements, or adding new work elements to the workplan. Therefore, the following process shall be utilized by anyone wishing to revise, delete, or add work elements to the work plan.

Step One. Develop the logic. The proposer should list in their correct order the individual job steps which make up the project. Do not be concerned with how long the jobs will take nor who, or what, is needed to complete them. The steps are to be listed on Attachment One.

Step Two. Develop a Networking Chart. Once all of the activities necessary to complete the job have been identified, a graphical representation of how the job steps need to be completed is prepared and this involves the construction of a network. Jobs will be arranged in their correct sequence, and how they depend upon each other will be shown.

Step Three. Timings. The next step is the estimation of the duration of each job. Place this information against the job description in the proper blank on Attachment Two and against the representation of each job on the network. For example of how a networking chart is completed, See Illustration One.

Step Four. Analysis. The network is now analyzed to determine the start and end time in manhours. Additionally, the critical path is determined. In any project, there is one sequence of jobs that is longer than any other and this determines how long the project will take. The network

must identify what the critical path is for the work element and illustrate this by use of a dashed line connecting the sequence of blocks on the network which requires the greatest number of man hours.

Step Five. Scheduling. The proposer will identify a "must have" date for the work element and show it on Attachment Two. The proposer will take that date and, using the estimates already prepared, back out days to show a "must start by" date. This is accomplished by using the critical path. Last, the proposer must identify the resources necessary to accomplish the project, whether it be fiscal or manpower, and show the work element steps where those resources are required. This is done on Attachment Two.

Step Six. Determine Mandate. The proposer shall identify the legislative mandate for the work element and attach a copy of pertinent sections to the package, as shown on Attachment Three. In addition, a tie-in to the SCORP Action Plan must be shown.

Step Seven. Review and Approval. Once the entire package is complete, the proposer will submit it to the Division's senior management, which consists of the Director, Deputy Director, and Section Chiefs. This group will make a recommendation to the Director after reviewing the proposal. If the work element is accepted, it is sent to a technical advisory group for more detailed refining. It is then returned to the Director for his scheduling. It is expected that the proposer shall present the work element package in person to the senior staff at a meeting called for this purpose and he will be expected to defend and justify the proposal.

The directive is in effect until further notice. No work can be undertaken by the Division until it has been formally reviewed through these procedures.