

Setting Policies in Planning

Another type of planning done by managers is concerned with *setting policies*.

Policies Defined

Policies are nothing more than guidelines that direct reports, or the people who report to you, can use to help in accomplishing objectives.

Time-Frames

In the process of planning, that is, setting objectives for the future, a 'time-frame' must be established within which they are to be accomplished. This 'time-frame' depends on a number of things, such as the type of organization, the product or service to be provided, and the type of plan.

Short-Range and Long-Range Plans

Usually, organizations look on anything that will be completed within two years as a

short-range plan and anything beyond this as a long-range plan.

The reason for having *short-range plans* is to break down the *long-range plan* into a number of small bites. Another way to say this is that there must be coordina-



tion between the two types of plans - that is, the short-range plans should contribute to the completion of the overall long-range plan. If this coordination is not done, then the short-range plans could be in conflict with the long-range plans and failure of the organization might result.

Who does What?

Generally, long-range planning, such as setting the strategic objectives and deciding on associated policies, is done by top management.

On the other hand, front line managers, groups or teams do short-range planning, such as immediate objective procedures and methods.

In planning, there are several things the manager must realize and do - otherwise he may be wasting his time.