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Appendix B: Questions on Definition of  
Management Information Needs  
and Reassessment of the MIS

APPENDIX B

1. At this time, the areas of most concern to you are: defining your management information needs and your reassessment of the need for the MIS. The two areas are inextricably related. Although we can certainly say something about the MIS after looking at its costs and the uses to which it is now put, it is also necessary to evaluate how well it does or could meet the real needs of management.
2. In reassessing the MIS, certain questions must be answered by each component:
  - a. Estimate personnel costs
    - (1) How much time do employees spend filling in time sheets?
    - (2) Are they accurate? What problems frustrate accuracy?
    - (3) How many persons (organizational unit, grade) are specifically assigned MIS duties other than the filling out of personal time sheets? How much time per period (e.g., week) do they put on MIS activities? What are these duties (input, output, etc.)?
  - b. Equipment costs
    - (1) How much computer time does MIS use per period? Can this be translated into dollar costs (how much)?
    - (2) How much keypunch and other equipment time is tied up in the MIS (i.e., not available for other uses)?
  - c. Output
    - (1) What periodic output does each component get?
    - (2) What output does each component actually use? For what purposes? Is the information timely enough?

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- (3) What non-routine output has been requested and how or for what was it used?
  - (4) What additional periodic output would be desirable? Purpose?
  - (5) What output, periodic and/or non-routine, not now available in the MIS would be desired? For what?
3. With respect to management information needs, certain questions must be answered by each component (the below is not restricted to MIS information):
  - a. Who are management? List the positions, duties (if not clear from position title).
  - b. What information does each now use? Break into routine and ad hoc.
  - c. Where and/or how is this information now obtained?
  - d. How is it used (purpose)?
  - e. What information does each manager now get which is of (1) little or (2) no use?
  - f. Assuming that the manager now gets no information, what information, including timeliness, does he feel is essential to have to perform his job. Why is it essential? In what form would it be preferred?
  - g. In addition to that essential information, what information would each manager like to have? Why, in what form, and when?
4. The answers to the above questions, and any other questions and comments which may be relevant to the contributions by the components should be submitted in writing according to the following schedule: (Partial submissions can be made prior to these dates).

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- a. MIS Costs and Current Uses to be completed by 7 May.
  - b. Definition of Needs to be completed by 16 May.
5. Meetings will be scheduled throughout the course of the effort.  
[redacted] of the PPB Staff will  
be available to provide guidance and lend any assistance they can  
in the preparation of your contributions.

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