

BUSINESS MANAGEMENT FOR LAND SURVEYORS

By: Ross A. Clarke, O.L.S.

This article is a result of two resolutions which were passed recently at the Joint Meeting of Council and Chairmen of the Regional Groups held February 6th, 1975 which stated as follows:

Resolution No. 8 "Be it resolved that council strike a committee whose term of reference will be to organize a seminar on Business Administration and Business Practice."

This resolution was amended by striking the word "council" replacing with "Regional Groups" and adding to the end "and that use be made of existing courses".

Resolution No. 17 (First Part) "Be it resolved that Council be requested to form task forces to develop a guide for accounting procedures".

Council considered these requests at a meeting on April 11th, 1975 and felt that the intent of the request could best be handled by an article in the Quarterly Magazine.

In looking at our industry we see that it is a service industry of land surveying. It is controlled through the provincial land surveying Associations and their prerogative to issue licenses for the practising of professional land surveying. In this article, no consideration is given to the qualifying for such a license but rather it is assumed this is a basic requirement for entering private practice.

The question than is "how do I go about setting up a private practise, and what are the qualities which contribute to an outstanding professional office?" It is important to note that it is the responsibility of each professional to educate himself in the best business methods developed and apply them to his particular needs.

I will outline in general the ingredients for a practise and supply a bibliography for the serious businessman.

In a small business like ours, it is important that the organization be tailored to the principal's personality in order to achieve an harmonious working situation. From the bibliography, enough ideas should be generated to fulfill these needs.

One prime requirement though is the old cliché "Readers are leaders".

SMALL BUSINESS INGREDIENTS

(1) An Information System::

- a) local newspapers
- b) national newspapers —
The Financial Post
Financial Times
The Wall Street Journal, etc.
- c) magazines —
Business Week
Fortune
Time
Newsweek
Harvard Business Review
Canadian Business

The Business Quarterly

Office Equipment and Methods, etc.

d) Publications from distributors about new products.

e) Professional journals—

O.L.S. Association

Canadian Institute of Surveying

American Congress on Surveying and Mapping

American Society of Photogrammetry

The Canadian Cartographer

The Chartered Surveyor — England

The Australian Surveyor

Survey Review — England

New Zealand Surveyor

Engineering Institute of Canada

American Society of Civil Engineers, etc.

f) Mailing lists —

Dartnell Corporation

4660 Ravenswood Ave., Chicago, 60640

publishers of business books

—McGraw-Hill

—Prentice Hall, etc.

(2) A Public Relations program: (Marketing)

a) membership in local organizations

b) use of information system to keep up to date on current projects

c) use of professional card

d) method of meeting new businesses

e) meeting delivery dates — nothing more important

f) presentation of office to the public

g) O.L.S. on staff readily available to meet the public

(3) Employee relationships:

a) definite written employment policy

b) hiring procedures

c) continuing education

d) constant liaison

3) anticipate problems (grievances)

f) discipline

(4) Office Organization:

a) defined work flow

b) company organization

c) allocated responsibilities

(5) Planning:

a) budgeting

b) objectives

c) policies

(6) Finance:

a) projections

b) cost accounting system

c) monitoring of cash flow on regular basis

d) monitoring of business conditions thru information system

e) regular reports on financial condition of company

f) firm pricing policy

(7) Personal Development:—

continuing education

leadership development

negotiating ability

verbal and non-verbal communication

conducting meetings

public speaking ability

(8) Firm credit Policies: +

credit information

method of collections

(9) Outside advice: +

a) chartered accountant

b) lawyer

c) banker

BIBLIOGRAPHY

—Modern Management —

Principles and Practices

author — Dick Carlson

publisher — O.E.C.D. Publications Center
Suite 1207

1750 Pennsylvania Ave. N.W.

Washington, D.C. 20006

—How to Run a Business

Queens Printer

Ottawa, Canada

—The Dun & Bradstreet Business Library

a) Patterns for Success in Managing a Business

b) Successful Sales Managing

c) Cost Control in Business

d) Managing your Manpower

e) How to Conduct a Meeting

f) Human Values in Management

—Industrial Development Bank

—series of pamphlets on "Minding Your Own Business"

—Royal Bank — How to Finance Your Business

—Survival & Growth — Management Strategies for the Small Firm

authors — Cohn and Lindberg

publishers — American Management Association

135 West 50th Street

New York, New York. 10020

—Marketing Architectural and Engineering Services

author — Weld Coxe

publisher — Van Nostrand Reinhold
Compfny, Toronto

—Accounting Fundamentals for Non-Financial Executives

author — Allen Sweeny

publisher — American Management Association

—Running your own Business

publisher — The Financial Post

—Guide to Running a Small Business

author — Clive G. Cornish, C.G.A.

publisher — Self Control Press Ltd.,
Vancouver, B.C.

The Management of Time

author — James T. McCay

publisher — Prentice-Hall

For Those Who Must Lead

author — Hillsdale College

publisher — Dartnell Corporation

BUSINESS MANAGEMENT Cont'd.

The Art of Negotiating
author — Gerard I. Nierenberg
publisher — Hawthorn Books Inc., 70 Fifth
Avenue, New York

So You Want to be an Executive
author — Elton Reeves
publisher — American Management
Association

Guide to Personal Business
published by Business Week

How to Start Your Own Small Business (in
three volumes)
publisher — Drake Publishers Inc., 381
Park Avenue South, New York, 10016

How Managers Make Things Happen
author — George S. Odiorne
publisher — Prentice-Hall Inc.

Credit Law Handbook
publisher — Self-Counsel Press Ltd.

Starting a Successful Business (a
Canadian Guide to)
publisher — Self-Counsel Press Ltd.

How to Run a Small Business
author — J. K. Lasser
publisher — McGraw Hill

Accounting for Non-Accountants
author — John N. Myer
publisher — Hawthorn Books Inc., New
York

Business Management in Canada
author — W. A. Preshing
publisher — Wiley Publishers of Canada
Limited

—any books authored by Peter Drucker.

This list is only partial. To keep up to date, roam the bookstores regularly, especially Coles, Smiths, Eaton's, Simpsons, the Government Book Stores and others. If you live at a distance from Toronto or other large centres, it is well worthwhile taking a day periodically and doing nothing else but look for new information.

In conclusion, I want to reiterate two important points that the private practitioner should keep in mind. They are:

- (a) the responsibility is his or hers for education in Business Management.
- (b) a developed interest in books and reading is a must.

Much more could be said here, however business management subjects have been well covered in the books I have mentioned.

Former Apprentices Fete C. McKergow

On the occasion of Chester's retirement from public service, former apprentices now practising throughout the province and associates from the Ministry gathered at the Sutton Place Hotel in Toronto on May 2nd to celebrate and to honour him. The evening presented an opportunity to renew old friendships and to recount memorable experiences shared during bush surveys such as base and meridian lines where apprentices spent much time with Chester.

Upon return from overseas after the second world war, Chester joined the Ministry of Natural Resources and articulated to F.W. Beatty O.L.S., then Surveyor General. His career with the Ministry culminated as Supervisor, Cadastral Surveys Section.

The following attended:

Jim and Eleanor Dearden,
Bob and Janet Mackey,
Peter and Jackie Van Harten, Don and
Carol Norris,
Robert and Margaret Code,
Max and Doloris Berman,
John and Doreen Campbell,
Doug and Goldie Magee,
Terry Callon,
Hannes Hietala, and
Evelyn Hicks.