

5 levels of delegation (summary)

Level	Outline	Elements	Description
Level 1	<p>The letter of the law (Compliance) "This is the task. It needs to be completed according to these instructions (or this policy, or requirement). There is no room for variation, negotiation, creativity or initiative. It simply needs to be done as is."</p>	<p>Low freedom and initiative High instruction Low level of delegation</p>	<p>The responsibility for some tasks or projects cannot be delegated at higher levels. This may be due to the nature of the tasks (i.e. compliance issues, employment decisions) or the capacity and experience of the person receiving the delegation (e.g. new employee).</p>
Level 2	<p>Come up with a plan or recommendation, and let's talk, I still need to approve all key aspects of this task or project. "Here is the task, have a look at it and come back with an action plan. I will want to have some input into it as we work it out, and give approval, but you will need to be comfortable with actioning it as I have approved."</p>	<p>Some freedom and initiative encouraged Moderate control kept Primary responsibility stays with decision maker Moderate delegation</p>	<p>While the final responsibility for a task may not be able to be delegated, level 2 invites greater participation and ownership from the person receiving the delegation. The final decisions in relation to the project or task stay with the delegator but the way these are actioned can be in part worked out with the person receiving the delegation. Tasks and projects can be delegated at this level as experience and capacity grows and responsibility can be accepted.</p>
Level 3	<p>OK, I want you to take a lead on this project, but keep talking it through with me and consult before each major step you want to take. "The task and operational decisions are yours, but I need to know and understand what you are doing so consult with me about it at each key decision point."</p>	<p>Substantial freedom and initiative allowed Some control kept Responsibility moves to the person receiving the delegation Substantial delegation</p>	<p>At level 3, project management or task implementation moves over to the person receiving the delegation. There is however the expectation of a high level of communication and ongoing consultation with the delegator throughout implementation. No major decisions are made without running them past the delegator not so much for a veto or approval but for process advice and support.</p>
Level 4	<p>All yours to manage... Unless., x happens, then talk to me immediately!</p> <p>You have full responsibility for this project... unless...or until.... happens</p>	<p>High level of freedom, initiation, decision making and control delegated Specific situational limits to authority apply requiring immediate reporting or referral.</p>	<p>At level 4 the task or project is delegated at a high level. All decisions and management are the responsibility of the person receiving the task. Level 4 however recognises specific limitations, boundaries or situations that may apply or occur. These are typically duty of care, financial, compliance and employee situations. E.g. A senior manager may delegate the running of a department but would want to be informed immediately of certain staffing or financial issues arising.</p>
Level 5	<p>All yours. I'm placing it in your hands, run with it! Make your decisions, make it happen, take responsibility, and report to me at our regular update meetings.</p>	<p>Maximum level of freedom, initiation, decision making and responsibility Routine reporting</p>	<p>At level 5 the complete project or task is delegated with full authority and resources to act. The person with the delegation is expected to fully manage and complete the project making decisions based on a full understanding of organisational policy, operational values and procedures. Reporting of progress is routine at regular meetings.</p>