

Case Study 4: On Delegation

# Making a Delegating Decision

**RECENTLY**, the City Government of Marikina created its Strategic Planning Department to help the local government in proactively communicating its services and other relevant programs to the general public, taxpayers, and other government agencies. The said function used to be a small section under the office of the City Administrator. The process carried out by the agency includes talking to local and national officials and its citizenry to find out expectations, gathering of information, and analysing them. This includes data on population, waste disposal, traffic management, peace and order, urban poverty, among other basic things.

The department’s mandate includes writing plans and recommending concrete steps so that Marikina can reach its public service goals. Prior to its status as a department, its plans were usually adapted and achieved legal status in the form of an ordinance.

Marian is appointed as acting manager and OIC of the department. She used to work with other ten employees who actually do the planning. Marian used to be a senior planner, but now her work is entirely supervisory reporting directly to the City Administrator. Most of the time, she exercises managerial function, which makes her comparable with other department heads in the city.



The following list shows ten regular functions and duties of Marian’s department. Decide on the best possible person/s who can do them in the interest of effectiveness and efficiency. Mark each activity to show whether Marian should or should not delegate it. Use one of the following lettered action to indicate your decision:

- A. Marian should do it personally to justify her position.
- B. Marian should do it, but someone else could assist her depending on...
- C. Marian can do it, but she must give way to others for training purposes or...
- D. Others should do it, but Marian can help out in case of an emergency.
- E. No question. All others (and not Marian) must do it.

1	Assign or distribute tasks to individual planners.
2	Gather enough data on which the plans will be based.
3	Judge on whether the plans and/or reports are of acceptable quality.
4	Decide what objectives will be included in the plan.
5	Establish the number of planner-hours to be allocated to projects.
6	Meet with city officials to solicit their opinion, expertise and endorsement.
7	Write a community communication plan and strategy.
8	Consult with national agencies on their legal and expert opinion.
9	Communicate the plans to the general public. Conduct press briefings.
10	Keep track of whether activities are being carried out within budget.

**INSTRUCTION:** *Decide the best answer for your group. All answers (see back page) will be tabulated on the board during the plenary. The correct answers will be explained to you by your facilitator. Be ready to challenge the ideas of other group/s and your facilitator as well.*

**NOTE:** *This is in Taglish version to help many factory supervisors and line leaders who were promoted from the ranks to fully understand the case.*

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For your group answers, please use Post-it Notes (or generic equivalent) for your best answer. As soon as the numbers are called all group representatives must come forward and paste their answers on the board. This avoids copying the ideas of other groups. Your facilitator will call the numbers in random.

	<b>Group 1 Yellow</b>	<b>Group 2 Green</b>	<b>Group 3 Yellow</b>	<b>Group 4 Green</b>
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Now, what are the three levels of management authority?