**Levels of Autonomy in Delegation**

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| **Level** | **Delegatee** | **Delegator** | **Example** |
| 1 | Analyzes problems | Develops options  Decides on an option  Takes action | An HR Coordinator provides a report on the “quick quit” rate for an organization. The HR Director develops and implements strategies to reduce the quick quit rate. |
| 2 | Analyzes, Develops options | Decides on an action, and takes action. | An HR Coordinator provides a report on the “quick quit” rate for an organization, as well as research on best practices to reduce quick quit rates. The HR Director chooses to implement a signing bonus, and implements it. |
| 3 | Analyzes, Develops options, recommends an option | Approves recommended action  Takes action. | An HR Consultant provides a report on the “quick quit” rate for an organization, as well as research on best practices to reduce quick quit rates. Based on their experience with the organization, they recommend offering signing bonuses. The HR Director approves and implements the recommendation. |
| 4 | Analyzes, Develops options, recommends an option, obtains approval, and acts | Approves | An HR Coordinator provides a report on the “quick quit” rate for an organization, as well as research on best practices to reduce quick quit rates. Based on their experience with the organization, they recommend improving new employee orientation. After obtaining approval, redesigns new employee orientation. |
| 5 | Analyzes, Develops options, decides on an option, notifies delegator of decision, and acts | Veto power | A Training & Development Manager discovers that their provider of online training will be moving to a new platform. After evaluating the new platform and training, they decide not to switch vendors. After notifying the HR Director of their decision, and not hearing any objections, they take the necessary steps to implement the transition to the new platform. |
| 6 | Analyzes, Develops options, decides on an option, acts, reports success or failure | Informed | An Associate Director of HR initiates a project to improve the onboarding of new employees, and develops measures to evaluate the effectiveness of the changes. After the changes are implemented they report on the effectiveness of the program to the Director of Human Resources. |
| 7 | Analyzes, Develops options, decides on an option, acts, reports failures | Informed | A recruitment manager develops and implements a strategy for sourcing candidates for positions. When they find it difficult to find qualified candidates for a technical position requiring a certain license, they notify the HR Director, and they troubleshoot together. |
| 8 | Complete autonomy |  | Among many other functions, the HR Director manages the content and layout of the departmental website. Their supervisor, the VP of Finance and Administration, is never involved in this function. |