

c. Identify Limitations on Authority to be Delegated

Use Worksheet # 23 to complete this task.

After identifying of the authority to be delegated and establishing rules and procedures, the next step is to identify limitations on the delegation. These limitations are often restrictions on the duration, extent or scope of the authority. The type of authority to be delegated will have inherent limitations. For example, emergency authority usually lasts only as long as the emergency exists. An individual with emergency authority may only make decisions regarding a single division or geographic area, or the designee may only make decisions required by the emergency.

Every agency should train officials to perform their emergency duties. Delegation of administrative authority often requires examination of laws and regulations governing the agency. Delegation of administrative authority is generally limited to upper management, but may be extended to middle management and non-management as necessary and allowed by law. It is usually necessary to consult legal counsel for advice when delegating administrative authority.

2. Order of Succession

Orders of succession are provisions for the assumption of leadership positions when the incumbents are unavailable or unable to execute their duties. They allow for an orderly transition of leadership. Developing orders of succession for key positions is part of determining delegation of authority during an emergency.

A comprehensive COOP plan will include an order of succession for *each key position*. Although orders of succession for key leadership and management positions within the agency, both at headquarters and in satellite facilities, are necessary for a comprehensive COOP plan, orders of succession are not limited solely to management positions. All organizations have non-management personnel who, because of their function, are critical to the accomplishing the agency's goals.

Identify key positions by the position title and not by the name of the person currently in the position. Different individuals may move through a single position, but positions tend to stay the same. It might also useful to maintain a list outside the COOP Plan to include the name and contact information underneath each key position title.