

AUTHORITY WORKSHEET

PROJECT: _____

DATE: _____

Managers who are held accountable for the work of others must have authority with respect to those others and their work. This worksheet may be used to clarify and negotiate authorities, so that the managers involved can effectively discharge their accountabilities. This is especially needed when resources are being shared with other managers.

Note: Because you may have a variety of employees on your project, from different parts of the company and with different work arrangements (e.g., part-time, full time, full time for a short while), you may need to fill out more than one of these worksheets.

1. As a group, discuss which authorities the project or program manager requires to get the work done.

AUTHORITIES	NAME OF PROJECT MANAGER	NAME OF MANAGER SHARING THE RESOURCES
Assign tasks and time frames <i>(How, specifically, will the tasks differ if more than one manager can assign tasks?)</i>		
Select suppliers		
De-select suppliers		
Select staff		
De-select staff		
Influence supplier payments		
Influence staff remuneration <i>(How, specifically?)</i>		
Set context for the work		
Set boundaries for the work		
Veto approaches		
Make make/buy decisions		
Budget		

2. If resources are being shared, discuss which authorities other managers (e.g., functional or process) require to get their work done. These authorities are in reference to which team member(s)? **Almost certainly, you will need to annotate many of the cells on a separate sheet of paper.**

Project Team Members	Work arrangement	Name of Manager Sharing resource	Date Discussed

3. Which higher-level managers were involved in this discussion? (The involvement of higher-level management is necessary so that formal authority can be granted.)