

Course work on delegation at the catering department

[Business](#), [Management](#)



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Introduction

Delegation is the transfer of authority and tasks to employees at the lower level than the delegated party (Luecke & McIntosh, 2009). As a catering manager, the two occasions that have enabled delegation of responsibility is when setting performance standards and when establishing procedures. In setting performance standards, there are instances when standards such as food quality and cleanliness of kitchen area are transferred to a specific subordinate. Also in establishing procedures, there are occasions when certain tasks in food handling and delivery are to be done in a certain way which are to be strictly adhered to. Furthermore, two occasions that have enabled empowerment of a team member is when a member has been underperforming and in motivating him to obtain certain goals. A team member underperforming is detrimental to an organisation and if given a chance to show the value that he/she can bring to the team through empowerment, then their performance will improve. Consequently, a team

member might be demoralised and so empowering them might give them a new outlook to life hence acting as a motivation.

This paper will discuss the two occasions of delegation and empowerment with identification of two barriers to delegation in the catering department in a hospital. It will also recommend two mechanisms that would support delegation at the department. Furthermore, techniques of monitoring delegation in the workplace will be discussed with a review of the effectiveness of feedback, recognition and reward techniques in the work place.

Occasions of Delegation

In the occasion of delegating to attain certain performance standards, the manager creates conditions that would exist when responsibilities have to be performed up to standard. In the hospital and more so in the catering department, standards become stricter and even require the institution meet certain agency approvals. In the other instance of establishing procedures, the manager might not be around to supervise and make sure that certain guidelines are followed specifically. Therefore in accordance to the catering departments' SOP (Standard Operating Procedures), the manager would delegate authority to various personnel in charge of procedures in the department to make sure that procedure guidelines are followed in task implementation (Whetten & Cameron, 2007).

Empowerment of an employee who is underperforming is very crucial in this department. Underperforming employees come about when: they fear to

make mistakes, mental difficulties, cultural misunderstandings, work pressures, and interpersonal differences (Whetten & Cameron, 2007). These reasons make individual employees underperform and they can be effectively empowered through various ways to improve efficiency and productivity. The other occasion of empowering is to motivate a team member to improve on their current performance levels so that organisation and quality of the catering department is strengthened.

Barriers of Delegation

The two major barriers in delegation in the catering department are confusion and insecurity of both the delegator and subordinate (Luecke & McIntosh, 2009). Managers can be so disorganised in carrying out their duties that they could be unable to effectively plan for assigned responsibilities. Confusion also arises in the organisational set up of the catering department where certain tasks are assigned to specific people. Therefore when the same tasks are delegated to other personnel then there is a risk of a stand-off since two parties would be confused as to who is to complete the task. Insecurity arises when managers lack confidence in other personnel in completing a certain task. This is because they fear accountability and so a barrier to delegation. Employees are also insecure as they fear making mistakes that might ultimately cost them their job.

Two mechanisms that can be used to support delegation in the catering department at the work place are: empowering of people; and establishing and maintaining control (Luecke & McIntosh, 2009). Subordinates are empowered through various ways to remove their insecurities and believe in

their abilities to complete responsibilities. In addition, controls are aimed at providing checkpoints and instances when the delegation ceases, starts, and when redress is required.

Delegation Monitoring

Two techniques that can be used to monitor delegation in the workplace are: through maintaining of proper records, and in physical supervision (Whetten & Cameron, 2007). In maintaining proper records, delegated work is recorded and information kept securely for purposes of future confirmation. This helps in identifying possible problems, employee appraisals, and even in planning for responsibilities. The technique of physical supervision entails the manager making sure that assigned tasks are completed accordingly.

In monitoring delegation effective feedback is essential as it acts as the link among all the parties in the organisation. Feedbacks educate the subordinate on motivation aspects of the responsibilities; expected outcomes of assigned tasks; and to act as a rating of their performance (Whetten & Cameron, 2007). In the case of the management, effective feedbacks provide vital information for employee appraisal; determining strengths of personnel; and in avoiding future problems relating to barriers of delegation (Whetten & Cameron, 2007).

The reward and recognition techniques in the catering department are essential in: providing confidence to employees to take up responsibilities; and motivate them to raise their performance levels. They include: hall of

fame containing names best employees; time-off after completed tasks; gift certificates; Thank you letters; and bonuses for good performances.

Conclusion

Delegation is therefore important in the catering department as it: reduces the work load of the manager enabling her to focus on planning and analysis of business; brings effectiveness of work performance and production; enhances positive relationship among employees and management; and facilitates growth of skill and experiences in certain work aspects (Luecke & McIntosh, 2009).

References

- Luecke, R. A., & McIntosh, P., 2009, *The Busy Manager's Guide to Delegation*, Washington DC: American Management Association, Pp. 1-73
- Whetten, A. D. & Cameron, K. S., 2007, *Developing Management Skills*, New Jersey: Prentice Hall, Pp. 234-298