

Although it may be true that delegation can initially take time, this effort in the short term pays off in the long term.

Officers need to consider what they do that their secretaries could do or learn to do with proper guidance or training. As the "office technology increases", secretaries can offer more assistance with the administrative aspects of officers' work. This frees officers for activities more relevant to their background and experience. The existing workload must be considered, of course, to see how these duties can be added without undue burden and eliminate tasks that could be done elsewhere. (i.e. better use of DSS for copying, word processing units for bulk typing, etc.)

C) CONTROLLING is comparing results with what was originally planned, noting the similarities and differences and amending future plans when necessary.

It is much easier to keep checks on progress if plans are written and, visual planning aids are used.

During this stage, one can keep track of how resources are used and how this matches the "budget". Undesirable differences should be rectified. Many of us do this readily with, costs, but the same process can be used in the management of time.