

TECHNIQUES TO **EFFECTIVE** ELECTION MANAGEMENT

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The first thing an election commissioner or administrator learns upon assuming office is that **elections** are not created out of thin air. Administering an election is a **highly** complex task involving hundreds of **subtasks**, complicated scheduling, and intricate monitoring of activities. It is also a political activity that must be above the political fray and remain sensitive to the political processes at work in the country.

How the administrative structure of an election system is organized can have a direct bearing on the **effectiveness** of an election administrator to carry out the election mandate. The most honest and well-intentioned election administrator will ultimately fail in his or her mission if they lack a sound administrative structure for effectively managing the conduct of elections. Every election administrator has at least one horror story of how an election administrative oversight (**e. g.** ballots delivered to the wrong polling station or unauthorized person; an action **by** a poorly trained presiding **officer**) turned into a mammoth political headache. This paper **will** discuss the role of the election administrator in managing the election process and offers some concrete steps to management of the chaos that surrounds elections.

Election commissions fall into two basic types. Those that are organized as an oversight body where the commission acts as a policy making/regulatory authority with a strong administrative staff and those where the election commissioners themselves take an active role in the day-to-day administration of an election. The first **type** of commission rarely becomes involved in the day-to-day operations of an election. It is usually characterized by a strong civil servant component within the commission. The second type of commission plays a much more active role in the day-to-day operations and administrators take an active **part** in the management of the election system.

Regardless of whether organized as an oversight body or as actively involved in the management of the system, **all** election commissions must strive to exhibit three **fundamental** characteristics. These are:

Independence: It is generally agreed that an election commission that is free to act in the interests of all voters and not of any particular party or candidate is essential to build the trust needed so that political parties **will** respect the process and the results of the election.

Impartiality: Like independence, impartiality is an essential element in building trust. Generally, election commissions are made up of individuals who are perceived by the major political parties and the public as impartial and who enjoy their confidence. If not made up of individuals who are perceived to be impartial, election commissions are often composed of representatives of the major political

parties or movements. This brings a balance to the commission that promotes impartiality and transparency. To gain the confidence of the major political parties and the public, election commissions must apply the law and regulations in a consistent and even-handed manner.

Competence: The most independent and impartial election commission is ineffectual if it cannot register the voters, qualify the candidates, train the polling station officials, or deliver the ballots on time. The public and **political** parties must see that the commission is capable of fulfilling its mission. Missed deadlines, **confused** or undirected staff, poor communication and dialogue with political parties and the press, or a general sense of disorganization and lack of direction within the commission can severely diminish the effectiveness of the commission to do its job.

It is in the last area that election administrators make their most significant contribution. Competent administration of the election system can go a long way to contributing to the independence and impartiality of the election system. In order to be successful, an effective election commission must have an organizational structure that promotes these characteristics. Developing the structure is the primary responsibility of election administrators. Within the context of the two basic types of election commissions, an election administrator may be one or more of the civil servant staff of a commission with oversight authority or the election commissioners themselves where the commissioners take an active role in day-to-day management of the election.

Whichever the case, few election administrators come to their positions fully prepared for the task at hand whether they come. However, organizing and training thousands of employees, procuring hundreds of individual items in huge quantities, writing regulations, developing and implementing a civic education plan, registering voters, training electoral officers, monitoring the electoral campaign, developing balloting and counting procedures, developing a public information strategy, or coping with the logistical nightmares that elections create within unforgiving time constraints, can test the management skills of the best of us. In addition, the entire process must be monitored by the **election** administrator from the national to the polling station level. **All** this must be accomplished in what is always a politically sensitive environment.

The first key to being a **successful** election administrator is to understand that you can't do it **all** and shouldn't even try. All too **often**, election administrators become trapped as routine tasks find their way to his or her desk. This takes the election administrator away from the managerial role he or she needs to play to make the overall system **function** smoothly. Because of the morass of detail that is **entailed** in election management, the successful election administrator must establish an effective election management team and delegate tasks to its members. A management team is not effective, however, unless it has direction and organization. Some general techniques of election administration (**outlined** below) have been proven effective in managing the complex system that elections by necessity **create**. These management techniques not only can be used by election administrators at the highest **level** but also can be applied throughout the election system at all supervisory levels down to the presiding officer in the polling station.

Establish a Clear Purpose

An effective election management team starts with a **clear** purpose. The first thing the election administrator must do is create a common purpose among the election commission staff. Establishing a vision or purpose also inspires performance and commitment. Ensuring that the staff knows what you expect and having everything move in that direction is critical. The vision must also be concrete and understandable by every member of the election staff from the chairperson of the election commission to the officials in the **polling** stations. A **"free and fair"** election may be a vision we all share. But an **election** where **"every** eligible citizen has the opportunity to participate, where political parties and candidates are free to campaign, where polling station officials are properly trained, supplies and ballots are delivered on time and the votes are counted accurately and timely **reported"** are much more solid concepts that each member of the election commission staff can easily identify with and understand.

Identify the **Major** Tasks

One aspect of effective election management is already built into the process - the election calendar. The election calendar is the most valuable tool of any election administrator. The ideal election calendar will contain every major task to be completed by the election commission and tell the election administrator when each must be completed within the election process. In other words, the election calendar establishes the tasks the must carry out and the deadlines he or she must meet. These may vary from election to election or depend on the stage on the stage of development the election system is in. That is, an election administrator in an already established system may not need to design a voter registration form, but will need to order and distribute forms. If the election calendar does not set out in detail what must be accomplished and when, the election administrators should, as an internal tool, create such a calendar. Once a detailed election calendar that lists all the major tasks to accomplished is established, these tasks can be assigned to a person or committee. Appendix A shows a sample election calendar with major tasks assigned.

Identify **subtasks** and organize **in** the order of progression

Each major task of putting an election together is made up of a series of **subtasks** that must be assigned to various staff and departments. Before assignment of **subtasks** can happen, however, the tasks must be identified. The election commission staff can play an important role in developing the list of **subtasks** to be accomplished so that as much detail as possible is specified, including, whether or not approval must come from a higher authority. This may involve sitting with the staff and **"walking through"** each task listing the **subtasks** in no particular order. The **subtasks** should then be organized into areas of related activities.

Once the list of **subtasks** is completed, they must be placed in the order of progression. Which comes **first?** Which comes **next?** Progression of the work depends on what the **subtask** is and where it fits into the task **calendar**. Some **subtasks** of a particular task are handled one at a time, completing one **subtask** before you move on to another. Other **subtasks** are handled simultaneously. Establishing the order of progression for tasks and **subtasks** to be accomplished

is important as election preparations are plagued with a "cascade" effect when things don't **follow** one another as they should. In other words, if one **subtask** is not completed on time, the next cannot be completed, then the next and next until a major task deadline in the election calendar has been missed--which creates its own political problem.

Set Deadline Dates

Just as an election **calendar** establishes the dates that the election commission must accomplish **its** major tasks, the election administrator must set a deadline for completing each **subtask**. In setting the deadline, extra time should be **factored** to cover the delays and problems that always seem to arise. A useful **tool** in setting deadlines is to establish milestones. These milestones are dates that the election administrator must use to evaluate the progress of the work, address problems and modify the **workplan** if necessary. Remember, the effective election administrator supervises, organizes, and directs and does not try to **micro-**manage every detail. Three or four milestones should be enough for most **subtasks**. More important or **sensitive** tasks, however, may require more frequent milestones, including weekly or hi-weekly briefings. It is also important that those assigned to complete the **subtask** feel that the election administrator has confidence in their ability to perform.

Setting deadlines and enforcing them establishes an expectation among the election commission staff that ensures that decisions are made promptly, assignments are completed as scheduled, and the election calendar is adhered to.

Assign the tasks and **subtasks**

Assignment of the major tasks in the election calendar may be handled by the election commission itself. Depending on the structure of the election commission, these assignments are usually made to the election commission, committee, or department heads. Some tasks may be retained by the election commission as a whole. The important aspect about assigning tasks and **subtasks** is that every person knows his or her responsibilities and the milestone and deadline dates. Action that is expected must be clear and straight forward.

Annex B takes the major task of voter registration from the Annex A calendar and breaks the **process** down into a series of **subtasks** with various departments assigned ending with the registration of voters.

Monitor the progress

Develop an assignment sheet that lists each task, **subtask**, who was delegated responsibility. The assignment sheet should be checked every day to see what is due from whom. As **subtasks** are completed, they should be deleted from the assignment sheet. Monitoring may also take place in weekly or hi-weekly staff meetings where general progress is reported on a variety of tasks. Detailed progress monitoring is then saved for the milestone reviews.

Annex C is a sample assignment sheet showing several **subtasks** from the Annex B list. The list of **subtasks** are arranged in the order of progression, the name of the staff person assigned to complete the **subtask**, the monitoring dates when the

assigned staff is expected to bring the election administrator up to date on the preparations, and the final date each **subtask** must be completed.

As can readily be seen, keeping track of all of the **subtasks** can be an overwhelming task in **itself**. The assignment sheet is the key. It **will** permit **you** to organize your time effectively, organize meetings with individuals who are working on related **subtasks**, and learn of and address problems before they become major.

Managing the **Election** Staff

Once the election administrator knows what must be done and who or what department has **been** assigned to do it, his or her next responsibility is to manage the election staff and get them to work together toward the common goal. Election **administration** can be seen as a process of solving problems. It may be the problem of how to register several **million** voters in a few weeks or how to develop a electoral **office** training program. Effective problem solving involves identifying the problem, generating alternative solutions, analyzing the consequences of each solution, deciding on a course of actions, acting, and **evaluating** the **action** to **see** if it produced the desired **result**. A key for the successful **election** administrator in **problem** solving is to understand that no individual on your staff is as knowledgeable as the staff as a whole. Putting the collective knowledge of your staff to work solving problems is an integral part of the effective election management. Organizing the knowledge and skills of the people who work for you is an important test of your input as an election administrator.

Most election administrators share one basic **fear--delegation**. Their work is plagued with taking on many tasks because he or she believes that no one else can do them **better**; second guessing **staff (overruling their decisions)**; and last-minute bursts of activity as a deadline nears because action on a task has been postponed because the administrator has been busy on other issues. **All** typical examples of ineffective **delegation** of responsibility. Once the election administrator decides that a particular task should be delegated to a person or committee, selection of the delegates is the next problem. An important rule to remember is to always **delegate** the task to the most junior staff **member(s)** possessing the skill and authority necessary to successfully carry out the task. In other words, do not tie up people who are capable of more responsibility with assignments that can just as effectively be carried out by another who is capable but more junior in the staff hierarchy. To do this, it is important to know the skills and talents of your staff. Below are three pointers to remember when delegating **effectively**:

1. Know your **staff's** strengths and weaknesses. Find out what each person can do and does best. Be ready to move staff from one position to another when a person is not suited to a task or displays skill in a particular area. A well-organized person might work best in an operational position such as logistics. A calm, patient staff member able to simplify the explanation of, abstract or complicated issues might be best suited in training. A person who has an analytical mind, able to see how different parts of the election process fit together to make the whole, would make an excellent staff member in a planning position. Remember that your loyalty is to the

democratic process and providing the people with the most effective, **well** managed election process possible. Maintaining staff in positions for which they are unqualified or ill-suited on serves to damage the electoral process.

2. When assigning **staff** to committees or teams, try to **bring** people together with different strengths so that they can support and complement each other. For example, in developing an electoral officer training program, the calm, patient staff member might be excellent for developing the training materials and actual training program, but would be horrible at planning the overall process or coordinating the logistics. For those parts of the program, you **would** need a staff member with analytical skills and another that is well organized.
3. Consider drawing talent from various ministries and departments. Very few election officer are lucky enough to have the talent on staff to develop and carry out **all** the aspects of election administration. This talent can almost always be found in other government ministries. In a recent election in Ethiopia, where electoral official training was conducted by radio, the election commission staff developed the electoral official training manual but lacked the expertise to develop the radio programs to be used in the training. The commission turned to the Ministry of Education which had, over the years, developed outstanding literacy programs for radio broadcasts. Working with the commission staff, Ministry of Education employees developed the radio programs used to train the electoral officials. This collaboration resulted in a **successful** electoral **official** training program that earned the professional admiration of observers from the Australian Electoral Commission who were in Ethiopia at the time.

In assigning a task to staff or committee it is important that the staff understand what you expect from them and that they can expect your cooperation and support. Staff almost always try to **live** up to the expectations of their superiors. Therefore, if you expect mediocrity, mediocrity is exactly what you will get. However, if you expect excellence, excellence is what you will receive. It is essential in delegating tasks, to let staff know precisely what you want; How you want it; When you want **it**; What you do not want; and Why you want it. If the task is complex, follow up on your verbal instructions with written ones. If you are assigning one of your own tasks to a subordinate, make sure that the deadline assigned that individual is a few days before your own completion deadline.

There **is** nothing more frustrating than to be given an assignment without the necessary authority or support to complete the assignment. This is as true of buying typing paper for the office as it is for developing a **logistical** plan for voter registration. In delegating a task, let the delegate know how much support he or she can expect from you, and what authority he or she has in making decisions and completing the assignment. This may involve:

- * Giving the employee full authority to make a decision on the task without consulting with you--only updating you and others on actions taken during the monitoring sessions or at the end of the assignment;

- * Requiring staff to recommend alternative solutions or programs and leaving **you** with the final decision; or
- * **The** consideration of a staff recommendation concerning a solution or program subject to the approval of the recommendation.

The common thread that running through delegation is the importance of setting firm standards **and** letting people know that they are responsible for meeting those standards. During monitoring sessions, let the staff know your reaction to their performance (**good** and bad) and let them know where they stand.

In summary, successful election management means effective organization. **Every** election administrator has had that uncomfortable feeling where there is not enough time to **do** it all; issues requiring action **pile** up; problems appear from **nowhere**; the staff seem incapable of doing anything right; and confidence in the election slowly ebbs away as political parties sense an inability to organize the election environment. But the process of gaining (**or re-gaining**) **control** can begin with the principles outlined above that have a proven record of success.

Management of **the** Public Process

Being a **successful** election administrator is more than **effective** organization of **staff** and resources. The election administrator must also manage the (**for** a lack of a better **term**) public process of the election. That is, **public** relations and the press, **political** party relations, and relationships with non-governmental organizations (NGO). Applying the foregoing principles of management of the administrative part of the election to the public process can go a long way in building the trust and confidence that free and fair elections require.

Public Relations and the Press

Every election office must **develop** a public relations strategy. It has a mission and a message that must be relayed to the people. An election administrator who believes that he or she can depend on **the good will** of the press to get their message across is naive. The press have their own agenda that is not necessarily compatible with that of the election commission. Therefore, developing a public relation strategy that puts the election commission in a position of control is essential. A successful public relations strategy demands effective organization and implementation. If an election administrator is required to field questions from the press on a daily basis, he or she is acting in a passive mode--letting the press set the public agenda. An effective means to become proactive is to develop standard answers to routine press questions and then assign a staff member to handle press inquiries on a day-to-day basis. The election administrator is then **free** to address only those questions that require his or her direct attention. It is also effective to **pre-determine** when press announcement of election activities will be issued and prepare the release well in advance--rather than waiting until the rush of the last minute.

Political Parties

Political parties act, on a day-to-day basis, as the representation of the people to the commission and the commission staff. Often, election administrators feel that the political parties should act in a particular way to demonstrate that they are responsible and can be trusted as legitimate players in the political process. In most instances this is a mistaken attitude. It is the obligation of the election commission and the election administrators to build the **confidence** and the trust of the political parties in the commission's policies and actions--not the other way around. In other words, in a free society, political parties have little or nothing to prove to the election **authority**. The election authority has everything to prove to the political parties. It is essential, therefore, that the election commission establish a cooperative, working relationship with political parties. It only means ensuring that their role in the process is respected.

The most effective means to develop a relationship with political parties is through the establishment and maintenance of a regular line of communication. It is at this point, where the principles of **election** management may be applied. For example, scheduling regular meetings with parties, developing a goal for cooperation, identifying areas that enhance cooperation, agreement on deadlines for action, and scheduling regular follow-up meetings to keep each other informed on progress, are all elements of a plan for developing a political party relationship.

Another area of importance where election management principles can help build trust and confidence among the political parties is in the area of rule and regulation making. Election administrators often act as legislators. The regulations that most election commissions adopt have the force of law. However, the give and take that is an essential part of the process of writing legislation in a **deliberative** body like a parliament is absent when rules are adopted by a regulatory authority such as an election commission. Election commissions must be very sensitive therefore to the concerns of candidates, political parties, civic organizations, and independent groups. In other words, commissions should not make regulations in isolation. Because a commission is made up of just a few members, a means must be found for incorporating the views of groups outside the commission into the commissions deliberations. In the United States for example, most election commissions have procedures that must be followed before a rule or regulation can be considered **effective**. These include:

1. Publication of any proposed rule in an official publication. This includes informing registered parties that a rule change is being proposed.
2. A reasonable period for public comment is set before the commission can take action on the proposed rule. This is usually **30** days, enough time for the parties to deliberate the rule and formulate a response and **recommendations** .

3. Seriously taking views and changes recommended by political parties into consideration and incorporating them into the rule when appropriate before final adoption.

This organized inclusion of political parties in the **rulemaking** process builds confidence and trust. This same organization can be brought to the adjudication of election disputes. An effective electoral system is not only dependent on performing the tasks of registering voters, qualifying candidates, printing and delivering ballots etc. ; but also developing an effective and means to deal promptly with the complaints that always arise in an election. In order for the commission to be seen as impartial in the process, the procedures **for** resolving election disputes must be known by the parties and the public. The commission must act in a timely manner to resolve the issues that can quickly become divisive. The organization principles of election management can prove to be an **effective tool** in managing the investigation of complaints and the **final** adjudication.

Non-governmental Organizations (NGO)

NG Os can be **effective** partners with the election commission in developing trust in the election system. They often bring a wealth of talent and resources to the election process that is not tainted by partisan politics. However, **finding** a mutually agreeable role **for** **NG Os** to play in the process is often difficult. To the election administrator, **NGOs often** represent a resource that is needed but cannot be controlled. Assistance from **NGOs** is **often** rejected due to the **fear** that because it is private, if an **NG O's** acts are not compatible with the election **commission's** goals or guidelines, the commission **will still** be held responsible if the **NGO** is made a formal part of the process. Using the election management techniques a civic education plan can be developed that establishes goals and tasks to be accomplished. By detailing each task, a means can be found to reach agreement that either **assi gns** certain civic education components (**subtasks**) to various **NGOs** or includes them in the commission's plan. It is important to remember that any such agreement with an **NGO** should detail specific tasks and procedures to be followed, the number of days involved, the names and the positions of senior staff. If election commission staff will be needed for backup and **assistance**, that should be stipulated in the agreement. If there are any financial aspects to the agreement, proper record keeping and reporting processes should be put into place as **well** as the stipulation that **all** financial records are available for public inspection. The election commission should be prepared to withdraw support if an **NGO** fails to live up to the agreement. Setting up a regular monitoring process so that the election administrator can be informed about **NG O** activities and progress toward **meeting** agreed goals can avoid many of the problems that **election** administrators **fear**.

Conclusion

Each election and each election system will have its own particular problems. There is no one perfect election management system. Each country has a different set of laws and political environment. However, experience has shown that applying an organized systematic approach to each phase of the process is the most effective means to **successful** election administration. This paper has **focussed** on the larger role of the election administrator at the top of the organizational chart--the election commission or the executive director. The principles and techniques outlined in this paper, however, can be used throughout the election system in each department and sub-department down to the organization and management of the **polling** station.

Annex A: Sample Election Calendar			
Task Name	Start	Finish	Resource Names
Design of Voter Registration/Voting System	9/1/94	10/12/94	Administration/Education
Deadline for Delivery of Registration Materials to Sites	9/1/94	9/1/94	Logistics
development of Overall Logistic Plan	10/3/94	10/7/94	Logistics
development of Security Plan	10/10/94	10/27/94	Administration/Logistics
development of Population Survey	10/10/94	11/18/94	Administration
Obtain Vehicles for Delivery of Materials	10/10/94	11/18/94	Logistics/Procurement
Period for Party Registration	10/10/94	6/16/95	Administration
Procurement of VR Equipment and Supplies	10/13/94	2/15/95	Procurement
development of Voter Registration and Polling Officials Training Materials	10/13/94	1/4/95	Administration/Training
development of Voter Registration Logistic Plans	10/13/94	11/23/94	Administration/Logistics
development of Voter Registration Security Plan	10/13/94	11/1/94	Administration/Logistics
development of Voter Registrar Employment Criteria	10/13/94	10/13/94	Administration/Legal
Development of Voter Education Program	10/13/94	10/13/94	Education
Procure Materials Transfer Forms	11/21/94	11/25/94	Procurement
Development of Ballot Counting Procedures	11/24/94	12/2/94	Administration/Operations
Arrange for Security for Materials	11/28/94	12/6/94	Logistics
Arrange for Secure Storage of Materials	11/28/94	12/6/94	Logistics
Obtain Fuel for Vehicles	3/1/95	4/11/95	Logistics/Procurement
Hire Drivers for Vehicles	3/1/95	3/20/95	Personnel/Logistics
Procurement of Voter Registration Materials	4/3/95	8/11/95	Procurement/Printing
Deadline for submission of candidate lists	6/19/95	6/19/95	Operations
Deadline for NEC to review party registration documents	6/19/95	9/8/95	Operations
Period for printing absentee ballots	6/20/95	7/7/95	Operations/Printing
Campaign Period	6/20/95	8/21/95	Operations
Recruitment of Registration Officials	7/3/95	7/3/95	Administration/Training
Training of Voter Registration Officials	8/1/95	8/1/95	Training
Period for procurement of election day commodities	8/1/95	9/11/95	Procurement
Voter Registration Period	9/4/95	10/12/95	Administration/Operations
Deadline for appeal of NEC denial of party registration	9/11/95	9/11/95	Legal
Period for Compilation of Preliminary Registration List	10/13/95	10/20/95	Data Processing
Period for Public View of Preliminary List	10/23/95	11/9/95	Administration
Deadline for Compilation of FINAL Registration List	11/10/95	11/29/95	Data Processing
Period for absentee voting	11/30/95	12/8/95	Operations
Period for Final Ballot Printing	12/11/95	12/19/95	Operations/Printing
Period for Delivery of ballots to polling stations	12/18/95	12/20/95	Logistics

Annex B: Voter Registration Process Task List

Task Name	Start	Finish	Resource Names
Voter Registration Process	9/1/94	11/3/95	Administration
Design of Voter Registration/Voting System	9/1/94	10/12/94	Administration/Education
Obtain Vehicles for Delivery of Materials	10/1 0/94	11/18/94	Logistics/Procurement
Obtain Fuel for Vehicles	3/1/95	4/11/95	Logistics/Procurement
Hire Drivers for Vehicles	3/1/95	3/21/95	Personnel/Logistics
Arrange for Security for Materials	11/28/94	12/6/94	Logistics
Arrange for Secure Storage of Materials	11/28/94	12/18/94	Logistics
Procure Materials Transfer Forms	4/3/95	8/4/95	Procurement
Procurement of VR Equipment and Supplies	10/13/94	2/15/95	Procurement
Development of Official's Training Materials	10/13/94	1/4/95	Administration/Training
Development of Voter Registration Logistic Plans	10/13/94	11/23/94	Administration/Logistics
Development of Voter Registration Security Plan	10/13/94	11/1/94	Administration/Logistics
Development of Voter Registrar Employment Criteria	10/13/94	10/19/94	Administration/Legal
Development of Voter Education Program	10/13/94	1/4/95	Education
Recruitment of Registration Officials	10/20/94	11/17/94	Administration/Training
Training of Voter Registration Officials	11/18/94	12/29/94	Training
Procurement of Voter Registration Materials	4/3/95	8/11/95	Procurement/Printing
Indelible Ink	4/3/95	8/4/95	Procurement
Stamp Pads	4/3/95	8/4/95	Procurement
Supply Boxes	4/3/95	8/4/95	Procurement
Supply Box Seals	4/3/95	8/4/95	Procurement
Registration Forms	4/3/95	8/4/95	Printing
Pens	5/1/95	5/30/95	Procurement
Stamps	7/3/95	8/11/95	Procurement
Registration Activity Reporting Forms	7/3/95	8/11/95	Printing
Challenge To Registration Forms	7/3/95	8/11/95	Printing
Denial of Registration Forms	7/3/95	8/11/95	Printing
Deadline for Delivery of Registration Materials to Sites	8/31/95	8/31/95	Logistics
Voter Registration Period	9/1/95	10/11/95	Administration/Operations
Period for Compilation of Preliminary Registration List	10/15/95	11/2/95	Data Processing
Period for Public View of Preliminary List	10/16/95	11/3/95	Administration
Deadline for Compilation of FINAL Registration List	11/3/95	11/3/95	Data Processing

The Annex C: Sample Assignment Sheet

Voter Registration Materials Procurement Assignment Sheet

Date	Assignment	To Whom	Due	Progress	Progress	Progress	Progress	Delays?	Date
9/1/94	Procure Indelible Ink	John Woo	6/1/95	10/1/94	12/1/94	2/1/95	4/1/95		4/1/95
9/1/94	Procure Stamp Pads	J. Jones	6/1/95	10/1/94	1/1/95	4/1/95	5/1/95		
9/1/94	Procure Supply Boxes	M. Taylor	6/1/95	10/1/94	12/1/94	2/1/95	4/1/95		
9/1/94	Procure Supply Box Seals	M. Taylor	6/1/95	10/1/94	12/1/94	2/1/95	4/1/95		
9/1/94	Procure Registration Forms	K. Kanga	6/1/95	10/1/94	2/1/95	4/1/95	5/1/95		
9/1/94	Procure Pens	J. Jones	6/1/95	10/1/94			5/1/95		
9/1/94	Procure Stamps	J. Jones	6/1/95	11/1/94	2/1/95	4/1/95	5/15/95		
9/1/94	Procure Reporting Forms	K. Kanga	6/1/95	11/1/94	2/1/95	4/1/95			
9/1/94	Procure Challenge Forms	K. Kanga	6/1/95	11/1/94		4/1/95			
9/1/94	Procure Denial Forms	K. Kanga	6/1/95	11/1/94		4/1/95			

The table shows how the procurement department manager can assign staff specific subtasks, give deadline dates for completion of the subtask, and schedule specific dates that the staff member is expected to report on the progress of completing the subtask. The assignment chart also helps the procurement department manager schedule his or her time since it is known well in advance when meetings with specific staff members are scheduled. This frees the manager to deal with other issues and not be concerned about this aspect of the procurement process until the appropriate time. If the staff member is experiencing problems with completing the assignment, by scheduling several reporting dates (milestones) the manager can know well in advance of the deadline date and address the problem.