### CHALLENGE: DELEGATING WORK

**The Role of the Supervisor**

*This section focuses on delegation from two perspectives—“you” as the supervisor and “you” as the employee*

<table>
<thead>
<tr>
<th>Time Allocation – choose appropriate projects to be involved in</th>
<th>✓ Develop criteria to help determine which projects to be involved in.</th>
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<tbody>
<tr>
<td>✓ Gain clarification from your supervisor about how much you should do and what needs to be delegated.</td>
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<td>- Find ways to be weaned from technical responsibilities.</td>
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<td>- Develop others to be SMEs (Subject Matter Experts) to replace you.</td>
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<tr>
<th>Make sure your staff has the necessary training and resources to accomplish goals</th>
<th>✓ Do employees have the necessary training, equipment, time, clear goals, and patience from you?</th>
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<td>✓ Know employee capabilities and interests.</td>
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<tr>
<th>Follow an appropriate process to delegate to employees</th>
<th>✓ Decide which tasks to delegate.</th>
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<tr>
<td>✓ Define the task, outlining what needs to be done, step by step.</td>
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<tr>
<td>✓ Select the right employee for the job.</td>
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<tr>
<td>✓ Explain the task completely, including timetable and standards that must be met.</td>
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<td>✓ Provide support and feedback once the employee begins the job, and trust them to complete the entire job.</td>
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<td>✓ Set small, achievable milestones.</td>
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<td>✓ Follow up to make sure the job has been performed successfully.</td>
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| Act as a buffer between senior leadership and employees | ✓ Take the heat for your team and keep their best interests in mind. |

| Build relationships with your new peer group | ✓ Gain support from other supervisors. |
Hold staff accountable

- Be accountable both to and for employees and up and down the chain in the interest of transparency.
- Define expectations of staff and hold them accountable.
- Communicate a common goal/purpose and strategy and monitor progress through regular staff meetings.
- Align your team’s work with planning documents.
- Track accomplishments – look back to see if goals are met.
- Provide constructive feedback.
- Put Standard Operating Procedures (SOPs) in place.