

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

Time Allocation – choose appropriate projects to be involved in.

- ✓ Develop criteria to help determine which projects to be involved in.
- ✓ Gain clarification from your supervisor about how much you should do and what needs to be delegated.
 - Find ways to be weaned from technical responsibilities.
 - Develop others to be SMEs (Subject Matter Experts) to replace you.

Make sure your staff has the necessary training and resources to accomplish goals

- ✓ Do employees have the necessary training, equipment, time, clear goals, and patience from you?
- ✓ Know employee capabilities and interests.

Follow an appropriate process to delegate to employees

- ✓ Decide which tasks to delegate.
- ✓ Define the task, outlining what needs to be done, step by step.
- ✓ Select the right employee for the job.
- ✓ Explain the task completely, including timetable and standards that must be met.
- ✓ Provide support and feedback once the employee begins the job, and trust them to complete the entire job.
- ✓ Set small, achievable milestones.
- ✓ Follow up to make sure the job has been performed successfully.

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.

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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 you 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.