

DELEGATION CHECKLIST

1. ANALYSE THE TASKS TO BE DELEGATED

- Clearly identify the task. Where does it start and stop?
- Write down what you want the staff member to achieve
- Map out the steps the task involves
- Collect or create procedures as required
- Identify any tasks with political implications and keep them on *your own* list of responsibilities

2. CHOOSE THE INDIVIDUAL OR TEAM

- List any staff members who already have the skills to perform the tasks you are delegating
- List the people who might want to gain new skills by taking on the delegated tasks
- Match task delegation to individuals' skills, interests and learning needs
- Check the current workloads of the staff on your lists before delegating
- Decide who to delegate the tasks to
- Reassign the staff member's current tasks if required

3. PLAN THE DELEGATION

- Document performance standards for each task
- Identify what level of decision-making authority you will be delegating
- Plan any training or back-up will be needed

- Assign a coach or mentor as required
- Create a briefing document

4. EXPLAIN THE REASONS YOU ARE DELEGATING THE TASK

- Outline the big picture first. Let the staff member know why the task is important
- Talk to the staff member about their skills and how these match the task
- Describe the benefits to the staff member of taking on the task
- Thank them for their willingness to participate in doing the task

5. EXPLAIN EACH DELEGATED TASK

- Spell out the results you expect
- Talk through any training plans you have developed
- Explain which tasks take the highest priority
- Talk through the levels of authority the staff member has been given
- Describe the resources (budget, tools, staff) available to the staff member
- Give deadlines for completing each task
- Set a date for review

6. NEGOTIATE HOW PROGRESS WILL BE MONITORED

- Agree on when and how the staff member's progress will be checked
- Discuss what the staff member should do if they encounter problems

7. GIVE REGULAR FEEDBACK ON RESULTS

- Meet with the staff member on a weekly or fortnightly basis