

Delegation Checklist for Supervisors to Ensure Completed Staff Work

Knowing how to effectively delegate a work assignment is at the heart of getting Completed Staff Work from your staff. It is the supervisor's role to promote and ensure quality work.

Completed Staff Work is defined as work that is well thought out, presented logically and coherently, internally consistent, justified by accurate and consistent data, correct in spelling and grammatical usage, and useful to management, in that it supports quality decision making.

1) Analyze the Assignment

- How important or visible is the assignment?
- What is the context for the assignment? (What prompted it? Who is asking for it? Who is affected by it?)
- How urgent is the assignment?
- How complex is the assignment?
- What skills and experience will it require?
- What will "success" look like? What should the final product look like?

2) Select the Right Person

- Does the person have the right knowledge, skills, and abilities to complete the assignment independently?
- Have I considered how much guidance the employee will need based on their abilities and past experience?
- Does the person have the time to complete the assignment or will other assignments have to be shifted?

3) Assign and Direct the Assignment

- Do I clearly explain the assignment?
- Do I clarify my expectations regarding the importance of the assignment?
- Do I explain what the final product should be? (i.e., memo, formatted letter on Department letterhead, spreadsheet, database, PowerPoint presentation, etc.)
- Do I provide a sample or example of what completed staff work looks like? (i.e., samples of a completed memo, spreadsheet, etc.)
- Do I set a deadline that allows for adequate review/revision/edits for each level of review?
- Do I clarify how much time to invest on the assignment and level of quality expected?
- Do I identify the priorities within the task?
- Do I suggest other staff with experience on this type of assignment to the employee?
- Do I discuss resources needed?
- Do I discuss how much decision making authority the employee has?

4) Execute the Assignment

- Do I set up check-in meetings and reminders on my own calendar to communicate regularly with the employee regarding the assignment?
- Do I offer help if I learn they are struggling with the assignment?
- Do I make an effort to communicate with patience and understanding?
- Do I hold them accountable to finish the assignment and make sure it is complete and error free?

5) Follow-up and Feedback

- Do we discuss lessons learned on the assignment and how to apply them on the next assignment?
- Where appropriate, do I give praise or reward?
- Where appropriate, do I give corrective feedback?
- Does the employee's performance on this assignment demonstrate the need for further guidance and development?
- What does the employee's performance on this assignment suggest about my ability to delegate?

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This job-aid is provided by the California Department of Fish and Wildlife, Office of Training and Development (OTD). For more information about Completed Staff Work, contact OTD at (916) 928-8330.