



## 4. TIP SHEET 3: SHARING RESPONSIBILITIES

### THREE STEPS TO DELEGATION

#### 1. Assign responsibility

This step is about finding the right person for the task or role. Keep these questions in mind:

What skills does someone need to perform the task or role?	Does this person have the necessary skills or the potential to learn those skills?	If they don't already have the necessary skills, who is going to teach them?	Is the person willing, available, and interested to take on the task or role?
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One additional question to ask yourself is “What is in it for them?”. Is this a chance for the volunteer to learn or practice a new skill? Will it help them to move up in the hierarchy of the volunteering group? Is it a chance for them to connect more with other volunteers or the community? If a volunteer feels that they will get something out of the role or task, they will be more committed to doing it.

Once you have selected the appropriate person, communicate your expectations clearly:

- » What is the task or role they have been assigned?
- » What exactly do you expect of them?
- » Is there a particular way this needs to be done or can they take some initiative?
- » What standards have you set for the task or role?

#### 2. Grant authority to act

When you grant someone the authority to act, you give them permission to do what they need to do to get the job done. This could mean giving them the authority to spend money, to use particular equipment, to contact people, to give instructions to others, or to access accounts (email, social media, financial etc.). Authority does not necessarily mean free rein: make sure you set boundaries around this authority.

For example, if a role involves dealing with confidential information, it is important that the person understands what they can and cannot do with that information and the importance of respecting confidentiality. It is important not to skip this step, because without sufficient authority to do what they need to do to get the job done, it will be difficult or impossible for someone to live up to the expectations you set in step one.

#### 3. Create accountability

In this step, the person you are delegating to accepts responsibility and agrees to be accountable for the outcomes. Your role in this step is to make sure that you provide feedback to the person so that they know whether they are performing the task or role efficiently and if they need to do anything differently. When things are not going well, it is important to provide support and guidance to help them make necessary changes and improvements. Don't forget to let them know when they are improving or doing a good job!





## EFFECTIVE DELEGATION: MORE INFORMATION ON THE TIPS PROVIDED

*Print this checklist out as many times as you need for the different tasks you decide to delegate to your volunteers.*

### **Choose the person carefully**

Ensure they have the necessary knowledge, skills, and ability

If they don't have these already, ensure they have the capacity to learn and set them up with someone to teach them

Determine how much support they will need

Make sure they have the time to commit to the task or role

Make sure they are comfortable taking on the task or role

### **Define the task or role clearly**

Tell the person exactly what the role or task entails

Communicate what outcomes are expected

Create boundaries around what they can/cannot do

### **Agree on standards and timeline**

Communicate when you need things completed by

Explain how much flexibility the person has in terms of how they carry out the task or role

If there is a strict procedure to follow, make sure they know what this is

Agree on what standard of work is acceptable or expected

### **Provide support and feedback as needed**

Let someone know if they are doing a job well so they know that they are doing the right thing and feel appreciated

If the task or role is new to the person, make sure they receive feedback as needed and know who to go to with questions

If they aren't doing something correctly, don't take the task/role away from them. Rather, teach them the correct way so they can learn and improve

### **Recognise progress**

Acknowledge work that has been done and progress that has been made on a task

Verbally recognise improvements in performance

### **Show trust**

Showing trust is one of the most important parts of effective delegation. The greatest way to show this is by leaving someone to do a task without micromanaging or continually looking over their shoulder

Trusting someone usually means you think that they have the skills, abilities, and the right intentions to undertake the responsibility effectively. Thus, it is important that you convey to them that you think they have the right skills, abilities, and intentions to do the task well

