

## Delegation of Authority and Responsibility

Based on workload distribution questions that you addressed in earlier sections:

- What responsibilities have you delegated to your staff?
- What have you chosen not to delegate? Why? How often do you plan to reassess this?

## Team Building

- Do your team members feel they have a stake in the program?
- Are you holding staff meetings often enough?
- Who attends (commercial officers and admin/technical staff)? Should others (other program officers, public affairs, CIDA, Head of Mission)?
- Do you balance formal with informal management (i.e. MBWA--"management by walking about")? Does your Head of Mission?
- How often do you meet individually with your staff?
- Are you soliciting agenda items from your staff? Do you encourage everyone to be an active participant?
- Do you hold working "retreats" and other team-building exercises?
- Do you plan and encourage occasional social events for your staff?

## Coping with Performance Issues

- Can you establish the factors behind performance problems?
- Are you working with the employees to help improve their performance? (Consult EAITC's Employee Assistance Program or local programs for guidance.)
- In the event that you have a performance problem with one of your locally-engaged staff, and it cannot be turned around, is placing him/her in an alternative position within the mission a viable option or should he/she be let go?
- Are you aware of the regulations and administrative procedures for dismissal? (Consult EAITC's Locally-engaged staff manual and your head of administration.)
- Have you discussed this with the Head of Mission? Is the head of the administration section aware of the problem and of your plans?
- What will be the impact of your decision on other mission staff? Have you established a means of handling this?

## Hiring New Staff

- Is the existing job description up-to-date and does it reflect the scope of work required? Has it been classified?
- Are you aware of hiring procedures and guidelines (including spousal employment programs)? (Consult your head of administration.)
- Who is included on the interview board?
- Can you hire on a term basis?
- When hiring a new secretary, are all commercial-economic section staff involved in the hiring process?
- When recruiting, where do you advertise (e.g. press, industry contacts, trade associations, academic institutions, host government)?