

SUPERVISOR COMPETENCIES Toolkit

1. Supervision:

Definition: Oversight of the productivity and progress over one or more employees

Key behaviors:

- Uses an appropriate/effective management style;
- Encourages employees to develop to the fullest potential;
- Develops performance plans and conducts annual evaluations in a thoughtful and fair manner and in compliance with university policies;
- Provides honest and on-going feedback;
- Supports employee training, development and recognition;
- Utilizes employee skills effectively;
- Seeks appropriate solutions to resolve personnel issues.

2. Leadership:

Definition: Influencing and inspiring employees or an organization to fulfil goals and strategic imperatives.

Key behaviors:

- Promotes professional and ethical work standards and behaviors;
- Cultivates a standard of excellence that inspires and motivates employees;
- Leads by example;
- Develops trust and credibility;
- Fosters positive morale;
- Aligns individual and programmatic goals to the university's mission and goals.

Annual Summary of Accomplishments (ASA): Supervisor responsibilities

- CIRES HR will hold trainings on the ASA performance management and rating process, including plans for administering the process. A CIRES Supervisor...
- Encourages attendance of such trainings by all employees;
- Communicates deadlines clearly and hold employees accountable for their role in the process.
- Documents significant events, accomplishments or milestone achieved during the rating period;
- Praise accomplishments or positive behavior(s);

- Identify areas of growth or needing attention;
- Addresses areas of concern
- Sets realistic goals and expectations for the next rating period.