

## A Supervisor's Responsibilities and the Competencies Behind Them

This document contains the supervisory competencies that drive the content of the training program, *Supervising in State Government (Level 1: The Essentials, and Level 2: Building Excellence)*. Before the list of competencies (immediately below) is a working job description for supervisors based on the responsibilities that arise in the course of supervising in Vermont State Government.

### Job Description

Most supervisors in State Government are “working” supervisors – they carry responsibilities for some portion of the work load in addition to their supervisory duties. Following are major duties that come with the supervisory role:

1. Plan and organize work to accomplish the organization's goals efficiently and effectively, drawing on the strengths and ideas of team members.
2. Assign work appropriate to the roles and skill levels of employees.
3. Provide the materials and equipment needed to succeed.
4. Ensure employees understand their duties and performance expectations.
5. Document performance, and provide recognition/reward for progress and provide feedback for improvement.
6. Provide annual performance evaluations, including future goals.
7. Communicate essential information between management and employees.
8. Develop the workgroup as a team, fostering an environment of team engagement in problem-solving and continual improvement.
9. Orient employees to their position, including relevant HR and labor contract information.
10. Provide opportunities for growth and development through planning, coaching and feedback, rewards and recognition, and opportunities for learning and skill development, using a strength-based approach.
11. Work with DHR on labor contract matters, including disagreements, complaints, performance and disciplinary actions, and grievances.
12. Account to their manager for the performance of those they supervise, and for their own performance.
13. Support continuous improvement at the organizational level.
14. May also recruit and hire.
15. Other important administrative duties: approving time and expenses, report FMLA, etc.
16. Act as a role model for professional and ethical behavior.

### **Vermont Labor Board Definition of a Supervisor**

A supervisor is an employee who has authority in the interest of the employer to:

Hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees or recommend such action,

IF

In the above, the exercise of such authority is not of a merely routine or clerical nature but requires the use of independent judgement.

## Supervisory Competencies

*In general, a competency is a broad indicator of best practice; an area of knowledge critical to be able to perform your job well. Competencies are also connected to the goals and outcomes of the larger organization. These supervisory competencies will provide a framework for training, coaching and consulting work that is performed by the CAPS team within the State of Vermont.*

### Self-Aware

- Uses a strength-based approach to promote learning and professional development as a supervisor.
- Provides individual and team feedback based on open, objective observation.
- Works to be aware of one's own strengths and motivations, and manages assumptions and development needs.
- Attends to own personal wellness and responsibility, and promotes this in the work environment.

### Accountable

- Creates a standard of work and follow-through to ensure the standard is upheld.
- Maintains knowledge of and compliance with State of Vermont policy, procedures and legal obligations.
- Displays an understanding of technical and supervisory best practices.
- Monitors performance measures connected to programs and activities.
- Understands one's responsibility for the careful use and protection of financial resources.
- Dedicated to meeting and exceeding the expectations of customers.
- Acts in a professional and ethical manner.

### Effective Communicator

- Communicates in a clear, organized manner.
- Applies active listening skills by checking for understanding and asking for clarification.
- Encourages diverse perspectives.
- Exemplifies proficiency in communicating with diverse interaction styles.
- Facilitates effective problem solving, consulting with HR when appropriate.

### Team Builder

- Inspires and fosters team commitment and trust.
- Coaches and guides employees towards desired outcomes.
- Develops networks and works across boundaries to build alliances.
- Encourages group problem solving through collaborative decision-making.
- Fosters group excellence and the achievement of team goals.

### Talent Manager

- Ensures appropriate selection and development of high performing staff.
- Acts swiftly and confidently to address performance problems.
- Ensures compliance with HR policies and procedures.
- Develops employees through effective, proactive coaching and mentoring.

### **Strategic Leader**

- Builds a shared vision and acts as a catalyst for change.
- Influences others to translate a vision into positive action.
- Actively works with employees and stakeholders to facilitate continuous improvement at all levels.
- Assesses individual and organizational strengths and weaknesses to increase effectiveness of performance.
- Participates in succession planning efforts and development plans.
- Supports strategic planning by connecting implementation plans to organizational goals.

### **Promoter of Diversity**

- Challenges stereotypes and holds others accountable for addressing bias or prejudice.
- Fosters an inclusive workplace where diversity and individual differences are valued.
- Develops and maintains a culturally diverse environment.
- Uses fair and equitable hiring practices.

### **Problem-Solver/Decision-Maker**

- Identifies and analyzes challenges from a strength-based perspective.
- Evaluates information and resources to develop viable, sustainable solutions.
- Fosters a culture that promotes creativity and innovation.
- Applies varied perspectives to develop goals and strategies in line with the organizational mission.