

## SUPERVISORY COMPETENCY DISCUSSION TOOLKIT

### Introduction

The role of supervisor at UC Berkeley is to set the conditions for staff to do their best work, create a climate that is conducive to performance and job satisfaction, manage the organization's resources, and help the campus meet its goals.

This discussion tool is designed to provide supervisors with a structure in which to explore the competencies, tools, and development opportunities specific to their role.

### Supervisory Competency Model



### Suggested Instructions

The supervisor and manager may wish to:

1. Individually complete the attached Supervisor Mastery Assessment worksheet (pg 2-5).
2. Meet and discuss supervisory strengths to build on, skill gaps to address, and learning and development opportunities.
3. Based on the discussion and agreements, create a development plan using the attached Individual Development Plan worksheet (pg 6).
4. Consider relevant training programs, including:
  - KEYS supervisory workshops (pg 7).
  - Sponsored tuition at UC Berkeley Extension leadership and management courses (pg 8).
  - Online courses and resources (pg 9-10).

## SUPERVISOR MASTERY ASSESSMENT

COMPETENCY	MASTERY LEVEL								RELATED COURSES & RESOURCES
	Self Assessment				Manager Assessment				
	High	Med	Low	N/A	High	Med	Low	N/A	
Achieve Desired Results Through Others									
INTERVIEW & HIRE									• KEYS Recruiting & Hiring Staff
Write job descriptions									
Post positions									
Serve on search committees									
Interview candidates									
Make hiring decisions									
Follow AA/EEO guidelines									
DEFINE & DISTRIBUTE WORK									• KEYS Communicating Goals & Expectations • KEYS Delegation Skills
Set goals for individuals and team									
Communicate expectations									
Give direction									
SET STANDARDS TO ENSURE QUALITY									• KEYS Communicating Goals & Expectations • Metrics resource to be developed
Determine measures for productivity, customer service, accuracy, etc. as appropriate									
Communicate standards to the team and to management									
Hold others accountable for meetings standards									
MANAGE PERFORMANCE									• KEYS Performance Management at UCB • KEYS Coaching for Performance & Dev.
Observe and document individual and team performance									
Give feedback									
Write performance plans									

COMPETENCY	MASTERY LEVEL								RELATED COURSES & RESOURCES
	Self Assessment				Manager Assessment				
	High	Med	Low	N/A	High	Med	Low	N/A	
Coach and train									• KEYS Conducting Difficult Performance Conversations
Write and deliver performance appraisals									
Take corrective action									• KEYS Taking Disciplinary Action
Acknowledge and praise good performance									
Use appropriate HRMS systems									
MOTIVATE STAFF									• KEYS Principles of Supervision: Setting the Context
Determine what motivates each member of the team									
Facilitate team-building activities/conversations									
DEVELOP STAFF									• KEYS Coaching for Performance & Development
Help staff members write individual development plans									
Check progress on development plans									
Revise plans as necessary									
Acknowledge accomplishments									
Help staff members write individual development plans									
Coach staff on career development									
MANAGE PERSONNEL ACTIONS									• KEYS Compensation & Benefits • KEYS ADA/FMLA • KEYS Disability Mgt • KEYS Supervising in a Union Environment • KEYS Taking Disciplinary Action
Stay aware of current personnel policies, contracts, and laws									
Manage absences according to policy									
Follow corrective action rules and policies									

COMPETENCY	MASTERY LEVEL								RELATED COURSES & RESOURCES
	Self Assessment				Manager Assessment				
	High	Med	Low	N/A	High	Med	Low	N/A	
Maintain a Safe and Conducive Work Environment									
ENSURE SAFE & HEALTHY WORKING CONDITIONS									<ul style="list-style-type: none"><li>KEYS Creating a Safe &amp; Healthy Workplace</li></ul>
Hold staff accountable for required health and safety training									
Encourage ergonomic assessments									
Provide safety equipment									
Post and inform staff of emergency procedures									
CREATE A CULTURE THAT ALLOWS PEOPLE TO DO THEIR BEST WORK									<ul style="list-style-type: none"><li>KEYS Creating an Inclusive Work Environment</li><li>KEYS Building Teams</li><li>KEYS Leading Change</li><li>KEYS Delegation Skills</li></ul>
Encourage individuals’ potential									
Encourage input and participation of all staff									
Celebrate diversity									
Build trust									
Encourage risk-taking									
Encourage creativity and innovation									
Celebrate successes									
Maintain open lines of communication									
Provide training and development opportunities for all staff									
Conduct regular climate surveys									
Communicate Effectively Up, Down, and Sideways									
GIVE AND RECEIVE FEEDBACK									<ul style="list-style-type: none"><li>KEYS Communication Skills: Listening &amp; Feedback</li></ul>
Solicit feedback from your manager, subordinates, and peers									
Give feedback to your manager, subordinates, and peers									

COMPETENCY	MASTERY LEVEL								RELATED COURSES & RESOURCES
	Self Assessment				Manager Assessment				
	High	Med	Low	N/A	High	Med	Low	N/A	
PREVENT & MANAGE CONFLICT									• KEYS Dealing with Disputes & Disagreements
Create conditions that help minimize conflict									
Appreciate different work styles									
Manage conflicts that occur									
PRESENT INFORMATION									• KEYS Running Effective Meetings
Give status reports to management orally and in writing									
Share relevant information with staff orally and in writing									
Communicate changes in a timely manner									
Give staff “big-picture” view									
Attend required training & share information with staff as appropriate									
Make Ethical Decisions									
MAKE ETHICAL DECISIONS									• KEYS Principles of Supervision • KEYS Minimizing Risk
Follow the Code of Conduct for Supervisors									
Make decisions according to relevant laws, policies, and precedent									
Act as a steward of University resources									
Report ethical breaches									

Individual Development Plan

Name:

Position:

Department::

Supervisor:

Date:

Goals  <i>To be achieved (from performance plan)</i>	Skills or Competencies  <i>To be learned or acquired</i>	Resources  <i>What is needed (money, time, Etc.)</i>	Activities  <i>Possible learning opportunities to try</i>	Status  <i>(Start/Completed Results)</i>
<b>Short-range</b> <i>Critical for present position (1 Year)</i>				
<b>Mid-range</b> <i>Important for growth in present position (2 Years)</i>				
<b>Long-range</b> <i>Helpful for career goals (3-5 Years)</i>				

## KEYS – Keys to Enhance Your Supervisory Success Workshop Series

Foundations Track	Performance Management Track	Employee & Labor Relations Track	Risk Management Track
<b>Principles of Supervision: Setting the Context</b> 8:30am-4:30pm	<b>Performance Management at UC Berkeley</b> 8:30am-12:30pm	<b>Recruiting &amp; Hiring Staff</b> 9:00am-3:00pm	<b>Minimizing Risk</b> 9:00am-12:30pm
<b>Creating an Inclusive Work Environment</b> 8:30am-4:30pm	<b>Communicating Goals &amp; Expectations</b> 8:30am-12:30pm	<b>ADA/FMLA - What Every Supervisor Needs to Know</b> 1:00pm-4:30pm	<b>Dealing with Disputes &amp; Disagreements</b> 9:00am-12:30pm
<b>Communication Skills: Listening and Feedback</b> 8:30am-4:30pm	<b>Delegation Skills</b> 8:30am-12:30pm	<b>Compensation &amp; Benefits - What Every Supervisor Needs to Know</b> 8:30am-12:30pm	<b>Disability Management: Understanding the Process</b> 8:30am-12:00pm
<b>Leading Change</b> 8:30am-12:30pm	<b>Coaching for Performance &amp; Development</b> 8:30am-4:30pm	<b>Supervising in a Union Environment</b> 9:30am-12:00pm	<b>Creating a Safe &amp; Healthy Workplace</b> 1:00pm-4:30pm
<b>Running Effective Meetings</b> 8:30am-12:30pm	<b>Conducting Difficult Performance Conversations</b> 8:30am-12:30pm	<b>Employee &amp; Labor Relations Track Peer Consulting Group</b> 2:00pm-4:30pm	<b>Risk Management Track Peer Consulting Group</b> 2:00pm-4:30pm
<b>Building Teams</b> 8:30am-12:30pm	<b>Taking Disciplinary Action</b> 1:00pm-4:30pm		
<b>Foundations Track Peer Consulting Group</b> 2:00pm-4:30pm	<b>Performance Management Track Peer Consulting Group</b> 2:00pm-4:30pm		

<http://hrweb.berkeley.edu/learning/manager-supervisor/keys/workshop-schedule>

## Sponsored Tuition at UC Berkeley Extension

To support ongoing learning and development for supervisors and managers, Learning + Organizational Development, in cooperation with UC Berkeley Extension (Extension), is providing free tuition at the time of enrollment for selected Extension courses. Supervisors and managers are encouraged to enroll in and complete courses that develop skills critical to success in the Operational Excellence environment. Among the many courses available, the following may be of interest.

### Leadership and Management Courses

- Effective Leadership and Management: Understanding and Influencing the Dynamics of Organizations
- Organizational Communication Strategies for Managers
- Business Negotiating
- Leadership, Influence and Power in Organizations
- Managing Change and Ambiguity in the Workplace
- Essentials of Management
- Moving on Up: Women and Leadership
- Business Ethics Concepts and Practices in a Challenging Economy
- The Coach Approach to Effective Communication and Leadership Development
- Strategic Management for Executives
- Design Thinking for a Sustainable World: Amplify
- Your Impact at Work and for the Planet
- Optimal Performance on the Job: Achieving Work- Life Integration
- Leading Across the Generations
- Emotional Intelligence (EQ) and Improvisation: Building Your Leadership Toolkit
- Public Service Leadership Boot Camp

### Registration

Click here or access UC Learning Center and search for [Sponsored Tuition at UC Extension](#) to find out more about:

- Eligibility requirements
- Available courses and certificate programs
- Enrollment process and form



## Online SkillSoft Courses & Books 24/7

UC Berkeley staff have free online access to over 160 supervisory courses, 2,400 books covering a wide range of supervisory topics, and a host of job aids and resources.

### Course topics include:

- Creating and Maintaining a Positive Work Environment
- Problem Performance Improvement
- The Voice of Leadership: Effective Leadership Communication Strategies
- Managing Workforce Generations: Working with the 21<sup>st</sup>-Century Generation Mix
- Organizational Structure and Employee Behavior
- Review and Reward Performance
- Essential Mentoring Techniques: Mentoring Fundamentals
- Retaining Top Performance

### How to Access

- Access through BLU portal.
- Select *e-Learn* from Self Service menu on left-hand side.
- Search for *Supervision*.
- Displayed are top 10 courses and top 10 books. To see more, select *View More* on top right-hand side.

# UC Berkeley Managers & Supervisors

**ONLINE LEARNING  
RESOURCE AVAILABLE!**



## *The Manager Excellence Resource Center*

A resource to help you increase your team's performance and manage your own work transitions using ready-to-use guides, tools, templates, and e-learning courses.

### *Develop People & Manage Resources*

Your keys to success are how well you develop your employees, manage your team, and ultimately, how well the team performs. Effectively managing the work of others builds a team that performs better and is more committed, leading to stronger results.

MERC can help you:

- Set performance and development objectives
- Develop and coach employees
- Manage work and drive team performance
- Deliver formal performance feedback

### *How To Access MERC*

Go to [blu.berkeley.edu](http://blu.berkeley.edu) and select the UC Learning Center. In the search box enter MERC.

Follow the instructions to log into the site and access program resources. First-time users will need to create a login name and password, and provide a UC Berkeley e-mail address.

### *Manage Transitions Effectively*

Almost half of managers and supervisors moving into new roles significantly underperform, which has a ripple effect far beyond them. The performance of new-to-role managers/supervisors significantly impacts their direct reports' performance, intent to stay, and engagement levels.

MERC can help you:

- Manage your transition to a new role
- Hire and onboard a new team member

Learning + Organizational Development