# Distinctions Between Supervisor/Manager and Lead Roles  
February 1, 2011

<table>
<thead>
<tr>
<th>Action</th>
<th>Supervisor/Manager Role**</th>
<th>Individual Contributor in Lead Role ***</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring Decisions*</td>
<td>Independently selects (or recommends for selection) subordinates who should be hired.</td>
<td>None</td>
</tr>
<tr>
<td>Performance Evaluation*</td>
<td>Independently determines (or recommends) subordinates’ performance ratings. Provides learning opportunities, evaluates and coaches, and manages underperformers.</td>
<td>Provides feedback to the supervisor and/or manager on co-worker’s performance. May be involved in the performance evaluation process.</td>
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<tr>
<td>Salary and Classification Decisions*</td>
<td>Independently decides (or recommends) within budgetary limitations the amount of subordinate merit increases, who will be selected for promotional opportunities, and whether to request the reclassification of a position.</td>
<td>None</td>
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<tr>
<td>Disciplinary Actions*</td>
<td>Has independent authority to issue written warnings and suspensions and determines (or recommends) what discipline should be imposed upon a subordinate.</td>
<td>Provides feedback to the supervisor and/or manager on work-related issues, including those that might lead to disciplinary actions.</td>
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<tr>
<td>Resolving Grievances and Complaints *</td>
<td>Has independent authority to resolve grievances or complaints and formulates (or recommends) a resolution to grievances or complaints.</td>
<td>None</td>
</tr>
<tr>
<td>Determining Work to be Done and Making Assignments</td>
<td>Sets direction and priorities and allocates resources. Defines the job roles, needed responsibilities, and skills. Determines work to be done in the unit, makes assignments to subordinates, distributes workload, determines work quality expectations, and sets deadlines.</td>
<td>Makes assignments and distributes workload; manages day-to-day work flow within a group or unit; reports to manager or supervisor regarding completion of work flow. May coordinate implementation and oversee the work of a group assigned to a specific project including identification of assignments and responsibility, establishing work deadlines for project team members and coordinating completion of activities.</td>
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<tr>
<td>Providing Technical Direction</td>
<td>Provides advice and assistance on work techniques, best practices, and subject-matter expertise to subordinates.</td>
<td>Provides advice and assistance on work techniques, best practices, and subject-matter expertise to co-workers.</td>
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<tr>
<td>Approving Leave</td>
<td>Approves leave and time away from work.</td>
<td>May be assigned time-keeping authority, including approving leave and time away from work.</td>
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</tbody>
</table>

* Consistent with HEERA regulations (Higher Education Employer-Employee Relations Act), a supervisor/manager must perform functions where independent judgment is exercised in at least three of the * actions.

** “Recommends” in the supervisory role means formulating a recommendation to the manager with signatory authority for these actions; these recommendations are almost always accepted.

*** Individual contributors who act in a lead role range from senior levels of both the Operational & Technical and the Professional job categories.