Achieve Desired Results Through Others

INTERVIEW & HIRE
Write job descriptions; post positions; serve on search committees; interview candidates; make hiring decisions; follow AA/EEO guidelines

DEFINE AND DISTRIBUTE WORK
Set goals for individuals and team; communicate expectations; give direction

SET STANDARDS TO ENSURE QUALITY
Determine measures for productivity, customer service, accuracy, etc as appropriate; communicate standards to the team and to management; hold others accountable for meeting standards

MANAGE PERFORMANCE
Observe and document individual and team performance; give feedback; write performance plans; coach and train; write and deliver performance appraisals; take corrective action; acknowledge and praise good performance; use appropriate HRMS systems

MOTIVATE STAFF
Determine what motivates each member of the team; facilitate team-building activities/conversations

DEVELOP STAFF
Help staff members write individual development plans; check progress on development plans; revise plans as necessary; acknowledge accomplishments; coach staff on career development

MANAGE PERSONNEL ACTIONS
Stay aware of current personnel policies, contracts, and laws; manage absences according to policy; follow corrective action rules and policies

Maintain a Safe and Conducive Work Environment

ENSURE SAFE AND HEALTHY WORKING CONDITIONS
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
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
Solicit feedback from your manager, subordinates, and peers; give feedback to your manager, subordinates, and peers

PREVENT AND MANAGE CONFLICT
Create conditions that help minimize conflict; appreciate different work styles; manage conflicts that occur

PRESENT INFORMATION
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 and share information with staff as appropriate

Make Ethical Decisions

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