

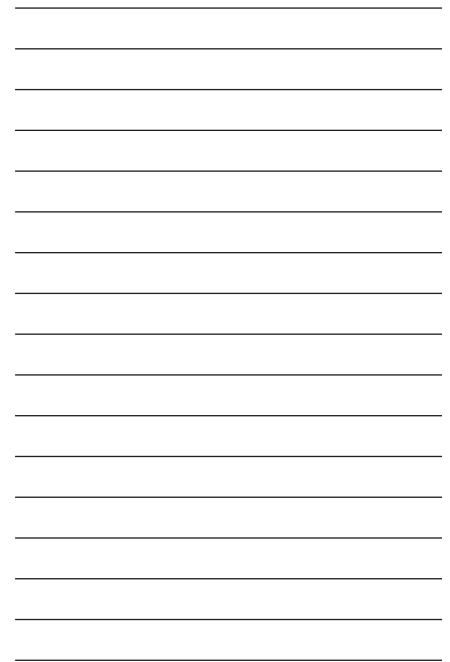


Position Summary

Essential Duties

- Your program's goals, objectives, history and place within the organization
- The way that members of your team work together
- How you will work and communicate with this employee: what kinds of decisions you want to be consulted on, what information you need immediately, etc.

- Give new staff a tour of the work area.
- Orient new staff to program-specific computer, filing and other systems.
- Make sure new employees can operate copiers, fax machines, etc.
- Introduce new staff to other program staff as well as those working nearby.



Training and professional development. Supervisors develop a training and professional development plan with each staff member. Some jobs require maintaining up-to-date skills and knowledge in particular areas. In addition to working with staff to create a plan to ensure that these are current, you will also need to work with each individual staff member to address ongoing professional development goals. In some organizations, human resources staff are available to help you and your staff members clarify these goals and identify training resources.

Meet Regularly. Regularly scheduled, individual supervision meetings are critical components of effective supervisory relationships. Though a structured supervision schedule can be extremely time consuming, it is one of the best investments a supervisor can make. Regular supervision contributes significantly to the development and maintenance of mutual trust, consistent communication and the prevention of problems.

The frequency of supervision meetings may vary between organizations. The ideal minimum standard is to hold a 30-minute meeting every other week with each employee. Although you may also hold larger staff meetings, they should never replace individual supervision.

Planning for and following up on supervision meetings take additional time. Be sure to record agreements, plans and outstanding issues. Then follow up on any steps you have agreed to take. Talk regularly about the items listed below as well as other areas specific to your program and supervisory relationship:

- Status of current or outstanding projects or assignments
- Issues related to work that need attention or problem-solving discussions
- Organizational or environmental information that may be relevant to your staff's work
- Projects that you are working on that may have an impact on your staff or be of interest to them
- Your staff's supervisory relationships with those they supervise
- Your own relationship as supervisor and supervisee
- Professional development and training needs and opportunities

Performance Management, Goal-Setting and Evaluation. Supervisors work with each staff member to develop individual performance goals, beginning with initial three or six month goals for new staff. These include specific tasks and learning objectives to be completed.

You are also responsible for the ongoing assessment of each individual's performance. You should provide a written review for each staff member at least once each year. Staff often write self-evaluations as well. Meet to discuss these written documents, noting similarities and differences in your perceptions.

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Additionally, supervision meetings should be used to identify and address performance problems whenever they arise throughout the year. Areas of performance you are responsible for overseeing include:

- Attendance and punctuality
- Compliance with policies and procedures
- Meeting individual and program goals
- Professional and appropriate behavior and interactions
- Cultural competency
- Participation in organizational or project meetings and activities
- Professional development
- Programmatic contributions

Reward and recognition. Be sure to acknowledge and reward good work, completion of projects and innovative solutions to difficult challenges. Monetary bonuses are always appreciated but not usually possible. Consider a hand-written note, gift certificate or just a sincere thank you!

Implementation and adherence to personnel policies. It is crucial that you know the content and understand the intent of personnel policies and administrative procedures. You are responsible for ensuring compliance among your staff- as well as in your own actions and decisions. Policies and procedures that are particularly important for supervisors to know include:

- Sexual harassment prevention policy
- Paid time-off policies
- Wage and hour regulations
- Medical and other leave policies

Communication. Effective communication is the key to successful supervisory relationships. Your ability to provide clear feedback, to listen openly, and to clearly articulate goals and expectations will have a critical impact on both your success as a supervisor and on the performance of your staff. Ultimately, you are responsible for making the supervisory relationship work. Obviously, the success of any relationship depends on both parties. But as the supervisor, you are expected to model appropriate communication behaviors.

Job Qualifications

- Excellent communication skills
- Experience working with people of different backgrounds and a high level of cultural competency
- The ability to juggle and track multiple tasks and responsibilities
- Demonstrated commitment to the success of coworkers and to the organizational mission

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