

Supervisory Excellence Program Competencies

The **Supervisory Excellence program** is designed around five competency areas.



Managing Performance

As supervisors, managing performance is a cycle which includes clarifying expectations, setting objectives, identifying goals, providing feedback, and evaluating results.

Key behaviors:

- Consistently clarifies goals and objectives for employees
- Provides feedback in a way that motivates others
- Instills good work ethic in staff
- Acts as a role model

Building Relationships

Building Relationships involves working to build and maintain healthy and effective relationships with people at all levels of the organization.

Key behaviors:

- Develops self and others
- Seeks training opportunities for staff
- Values continuous learning
- Acknowledge and recognize the value of employees' contributions to the success of the work group

Communicating Effectively

Communication is an essential supervisory skill, whether it is disseminating information, persuading, negotiating from top-down or bottom-up.

Key behaviors:

- Promotes environment where staff learn from their mistakes
- Uses listening skills effectively
- Demonstrates assertiveness, not aggressiveness
- Makes formal presentations effectively

Legal and Ethical Compliance

Legal and ethical supervisory practices create a positive and productive work atmosphere that is appropriate for employees and the public at large.

Key behaviors:

- Promotes ethical behaviors by practicing and enforcing laws of State of Ohio
- Uses knowledge of laws, such as FMLA, Americans with Disabilities Act, unfair labor practices and others to be compliance with state and federal laws

Human Resources Management

Effective supervision requires that supervisors follow the guidelines and advice set forth by Human Resources. Some HR specific topics are not covered in this program.

Key behaviors:

- Hiring best employees for the job
- Motivating employees to do their best and go beyond their comfort zone
- Knowledge of unions and unionized environment
- Ability to set standards, coach employees to achieve results
- Knowledge of discipline progression