JMU Training and Development Competencies

**Supervision/Management** - workshops are designed for individuals that would like to increase awareness and understanding of supervision best practices. Supervision includes helping turn individual talent into performance, directing and overseeing performance and operations. Management includes doing things right, working to get things done in a timely and efficient manner, overseeing resources and expenditures.

1. **Gives quality feedback**
   a. **Fundamental**
      i. Gives feedback in a timely manner and in an appropriate setting
      ii. Provides suggestions for improvement
      iii. Understands the Performance Evaluation process
   b. **Intermediate**
      i. Knows employees strengths and weaknesses; utilizes strengths and provides feedback for improvement of weaknesses
      ii. Provides direct, detailed, positive and constructive feedback frequently and consistently
      iii. Uses the Performance Evaluation process and performance assessments appropriately
   c. **Advanced**
      i. Creates performance assessments and evaluation processes
      ii. Creates a culture of accountability and openness to feedback
      iii. Guides goal setting for employees

2. **Shows a strong ability to create, set, and implement goals that are relevant, attainable, and motivating**
   a. **Fundamental**
      i. Sets clear objectives and monitors progress
      ii. Reviews progress toward goal accomplishment
   b. **Intermediate**
      i. Manages time, projects and resources effectively in order to accomplish goals
      ii. Sets realistic goals and meets deadlines
   c. **Advanced**
      i. Focuses the team’s efforts on both the process and desired outcomes
      ii. Sets contingencies to foster productivity, motivation, strong work relationships and efficiency

3. **Delegates effectively**
   a. **Fundamental**
      i. Determines degree of direction and what support is needed
      ii. Explains and demonstrates how to perform tasks
   b. **Intermediate**
      i. Delegates the right task to the right person with appropriate authority
      ii. Delegates important tasks in order to maximize performance and output
   c. **Advanced**
      i. Challenges others with more complex tasks or projects as they are capable
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ii. Does not micromanage; shows trust to truly delegate to others

4. Shows emotional and social intelligence
   a. Fundamental
      i. Knows strengths and areas of improvement for self and others
      ii. Demonstrates diplomacy and tact; knows what to say, how to say it and when to say it
   b. Intermediate
      i. Shows empathy and understanding
      ii. Is genuine when interacting with others
   c. Advanced
      i. Adapts interaction style for situation, individual and message
      ii. Is firm and holds individuals/groups accountable while displaying emotional and social intelligence

5. Shows a willingness to take on extra duties for the sake of the organization
   a. Fundamental
      i. Does what needs to be done, regardless of type of work
      ii. Willing to take on extra responsibilities in order to meet organizational goals
   b. Intermediate
      i. Encourages and supports others in taking on extra duties
      ii. Is prepared, organized and understands personal limits so as not to become overextended/overcommitted
   c. Advanced
      i. Utilizes tools to track goals, objectives, and tasks to move organizational objectives/projects forward
      ii. Encourages team work to accomplish larger goals

6. Effectively supports those being supervised
   a. Fundamental
      i. Keeps confidences and honors commitments
      ii. Provides reassurance after setbacks
      iii. Supports employees on multiple levels including growth opportunities
   b. Intermediate
      i. Boosts self-confidence and capability in others
      ii. Actively promotes information sharing across organizational levels and functional boundaries when appropriate
      iii. Provides recognition, rewards, incentives, and feedback for quality work and exemplars of high performers
   c. Advanced
      i. Acts as a coach and mentor
      ii. Exhibits flexibility with different approaches to getting things done; empowers others to take ownership of how job outcomes are achieved
      iii. Provides support and guidance without removing responsibility for performance
7. Shows ability to deal with conflict in the workplace
   d. Fundamental
      i. Recognizes the impact of conflict on individuals, teams and the organization
      ii. Understands personal conflict triggers and personal impacts of conflict
   e. Intermediate
      i. Addresses misunderstandings and misperceptions directly and clearly
      ii. Confronts inappropriate behavior
      iii. Intervenes quickly where appropriate to prevent situation from escalating
   f. Advanced
      i. Resolves conflict in a positive way
      ii. Adapts to varying work situations and is flexible in approach to resolving challenges
      iii. Supports and encourages use of systems and tools to manage conflict

8. Knowledgeable of supervision area
   g. Fundamental
      i. Shows fundamental technical and functional knowledge in supervision area
      ii. Knows and understand relevant policies and procedures pertaining to job
   h. Intermediate
      i. Shows intermediate technical and functional knowledge and skills in supervision area
      ii. Interprets and communicates policies and procedures pertaining to job
   i. Advanced
      i. Shows advanced technical and functional expertise in supervision area
      ii. Creates policies and procedures pertaining to job