

Supervisor Core Competencies

Leads Others

Leads people toward meeting the organization's vision, mission, and goals

1. Acts decisively

Exercises good judgment and makes effective, sound, timely and informed decisions. Seeks to identify, analyze and resolve problems effectively.

2. Leverages diversity and inclusiveness

Recruits, develops, and retains a diverse, high-quality workforce. Supports activities that ensure all staff has an equal opportunity to use and develop their skills and abilities and/or develop new skills. Demonstrates a strong commitment to diversity principles and fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the organization's goals.

3. Demonstrates flexibility and resilience

Adapts and is flexible and resilient in response to constraints, failures, and adversity. Adjusts priorities to multiple demands and unanticipated events, and modifies decisions and actions in response to changing information and circumstances.

4. Fosters continuous improvement and innovation

Promotes efforts aimed at improving current business processes through a culture that fosters continuous improvement and innovation. Identifies and implements improvements and innovations that increase efficiency and enhance work quality. Promotes ongoing development of staff and takes initiative to assess and self-develop supervisory competencies.

5. Fosters integrity and honesty

Displays and fosters integrity and honesty through the promotion of mutual trust and respect, demonstrates and fosters high ethical standards, and treats others fairly and ethically.

Manages Performance

Communicates performance standards and expectations and gives timely, constructive feedback on tasks and assignments

6. Supervises and manages performance

Builds and manages a multi-sector workforce based on organizational goals, budget considerations, and staffing needs. Ensures staff are recruited and selected using merit principles. Ensures tasks are appropriately delegated and completed by monitoring performance against predetermined standards and requirements and holding staff accountable for meeting expectations. Trains and develops staff, provides constructive performance feedback and appraisals, and takes appropriate corrective action to address performance and conduct issues.

7. Thinks systematically and inspires change

Understands the "big picture" and the interrelationships of major agency programs, systems and activities, establishing and/or implementing a strategic vision and direction for the organization or group. Fosters knowledge of the Library and its major initiatives. Takes a long-term view and acts as a catalyst for organizational change by developing and implementing an organizational vision that integrates key agency goals, priorities, and values.

8. Provides and fosters excellent customer service

Delivers high-quality products and services. Anticipates and meets the needs of both internal and external customers. Demonstrates commitment to ongoing service improvement.

9. Manages projects and functions

Manages projects and leads initiatives in the workplace. Organizes resources, people, and activities; and ensures collaboration and the achievement of project and function goals and targets. Ensures effectiveness and efficiency in the delivery of services, products and/or programs.

Communicates

Strategically uses two-way communication to generate enthusiasm and foster an atmosphere receptive to open exchange.

10. Communicates effectively

Uses appropriate modes and media, targeting the amount, level of detail, and content of the information to the needs of the audience. Prepares clear, concise, and well-organized written documents and oral presentations. Conveys information clearly, confidently, and with the proper tone. Facilitates open communication. Uses discretion and demonstrates sensitivity to confidentiality concerns. Listens effectively and provides appropriate feedback.

11. Manages conflict and crisis

Proactively anticipates, manages and constructively resolves conflicts and disagreements; identifies ways conflict can lead to positive change; and takes appropriate action to address conflicts following Library policies and using Library resources.

12. Builds and maintains relationships

Builds and maintains effective relationships to share information, establish partnerships, and leverage expertise to accomplish the organization's goals.