



Manager and Supervisor Forum May 2012



Excellence in the Business of Government

The Supervisor

Core Values of the Department of General Services

*Integrity, Accountability, Communication,
Excellence, Innovation and Teamwork*
*These are the driving force for all we do. Your role is to
incorporate these values into the day-to-day work.*



The Supervisor

Ultimate role - get the work done through others.
*Challenges - get it done accurately and timely;
keeping staff motivated;
being a leader, teacher, and motivator...*

But how?



General Rules

Show staff the way

- *What is your vision of your unit, section, area or office and how does it fit in with the department's vision, mission and goals? This is your roadmap of where and who we are and where and who we want to be and how to get there.*
- *Model good behavior and show staff what good organization and open communication look like.*

General Rules

Communicate your expectations clearly

- *Give staff a standard to achieve. This is the "what", "why", "when" and "how". Tell them what the end product looks like.*

General Rules

Develop their abilities and competencies

What they do well or poorly reflects on you, so:

- *Assess their skills and abilities*
- *Acknowledge strengths and areas for improvement*
- *Provide feedback regularly (not just the yearly IDPs)*
- *Commit to and allow time for mandatory as well as optional training*
- *Foster feedback in a positive way*
- *Give them opportunities (additional responsibilities and/or authority). Challenge but don't overwhelm.*
- *Help them obtain skills to promote*

General Rules

Give Feedback & Solicit and Accept Feedback

- *Make it frequent, nonthreatening, honest, timely, and specific*
 - *Situation, Behavior, Impact (SBI)[®]*
 - Describe the situation (observed behavior)
 - Make sure they understand exactly what behavior you observed
 - What impact did the behavior have on you and/or others?
- Notes: Steer clear of statements regarding “why” they showed the behavior. Stick to the facts and not feelings. Try not to take constructive criticism personally when receiving feedback.

General Rules

Empower your staff

- *Give them authority (completely or nearly complete). If you can't, tell them why.*
- *Cultivate pride in a job well done and relate it back to the 'big picture' of how it also meets mission or goals of the department.*
- *Share credit – pass down words of thanks when you get them.*

General Rules

Oversee the quality of your team's work

You are ultimately responsible, but you need to foster ownership too.

- *Review staff's work:*
 - *Is it competent, suitable to the audience, consistent with policies?*
- *Find a balance between oversight and empowerment (judgment)*
- *Not enough time? Delegate review to other staff*
- *Provide review status updates*
- *Reviewing vs. tinkering*
- *If an error gets through, correct immediately with no assigned blame*

General Rules

Be knowledgeable about your assignment & identify alternatives and make recommendations.

- *Develop and maintain expertise in your area of responsibility*
- *Don't be afraid to say "I don't know" & ask questions*
- *Have resources on hand to obtain information you don't immediately know*
- *Stay up-to-date on all major policy areas*
- *Think outside of the box*
- *Take issues forward with alternative resolutions and recommendations*

General Rules

Keep your managers apprised of what's going on & keep staff informed

- *Communicate significant issues and events with your manager*
- *Make sure staff know your manager's expectation*
- *Ensure staff know what to convey in your absence – designate a lead as necessary*
- *Share with staff all they need to know (recent mgmt. decisions, position on policy, upcoming meetings, etc.)*
- *If it's not confidential, pass it along*

General Rules

Don't be afraid to ask questions

- *Your knowledge base will only grow if you seek answers*
- *Look to your peers, managers, staff, and others inside and outside of the Department*
- *If the information is readily accessible and you know where to find it, don't burden others*

General Rules

Network with fellow supervisors and others & draw on the experience of your staff

- *Share experiences and perspectives*
- *Seek their views and advice*
- *Exchanging information and ideas can provide additional solutions*
- *Be sure to maintain confidences of others*
- *Provide staff opportunities to garner recognition by teaching others.*

General Rules

Don't let others be afraid to ask you

- *Cultivate approachability (open-door policy)*
- *Staff learn by asking questions*
- *Make sure they know it's 'ok' for them to come to you*
- *Don't convey an impression that you are too busy to help with a question*
- *Make sure other colleagues and staff in other units see you as approachable*

General Rules

Respect the chain of command & be respectful of your staff and others

- *Communication should flow freely within the Department, but respect the chain of command*
- *Take issues to your manager and let him/her decide if it should go forward*
- *Do not talk down to, or about, your staff or anyone else*
- *Recognize that viewpoints other than your own are valid*
- *Treat people fairly and equally and be courteous*

General Rules

Foster a team environment, not only among your staff, but also throughout the Department

- *Work to evenly and fairly distribute workload within your own group*
- *Cross-train your staff to the extent possible, so they can cover for each other*
- *Create an environment where covering for each other is something all staff WANT and not what they HAVE to do*
- *Make sure the coverage is fair and everyone gets a chance*
- *Assist other groups in the Department when you can (don't dodge responsibility if it's truly yours)*
- *Find a reasonable way to share responsibility*

General Rules

Pitch in for the benefit of your team and the Department

- *If your team's workload is too great, take on some of the work yourself*
- *If the task requires your expertise, you must do it*
- *At times, participate in a role other than your immediate supervisory one*
- *Volunteer for ad hoc assignments if you have the knowledge or experience*
 - *Try to make time*
 - *Taking on such assignments can be an opportunity to enhance your personal growth*
 - *Volunteering sets an example for your staff*

General Rules

Earn your pay yet strive for a work-life balance

- *Maintain a strong work ethic and commitment to getting the job done*
- *Working more than 40 hours a week may be essential to meet workload demands*
- *You set the example*
- *Maintain an overall work-life balance*
- *Ensure that vacation schedules are adhered to*
- *Seek to be flexible with workload and deadlines if possible*
 - *Be flexible in allowing unplanned time off for personal matters*

General Rules

Be a role model

- *Next to doing, observing is probably the most powerful teacher*
- *Model what you expect in others*
- *Demonstrate by action and words that you support the "Core Values of the Department of DGS"*
- *"Titles are granted, but it's your behavior that wins your respect"*

Questions/Open Forum

Open Forum

QUESTIONS & ANSWERS

Thank you.
