**SUPERVISORY GENERIC COMPETENCY MODEL - ENTRY LEVEL** *(Includes Supervisor Accountabilities+)*

**Generic Job Responsibilities:**
- Typically responsible for a small subordinate group of nonexempt employees or provides direction for a small group of professionals. Supervision is usually limited to one functional area and is typically restricted to assigning/checking work and directing efforts or restricted to providing technical guidance.
- Possesses some responsibility for initiating employment and termination decisions, layoffs, promotions, or other human resource activities. Much or most of the time may be spent performing the work, which is supervised. The classification of the supervisor may be nonexempt.

<table>
<thead>
<tr>
<th>Interaction with Others / Communication (Managerial Consistency and Managing Diversity)</th>
<th>Customer Service * (Achieve Satisfaction)</th>
<th>Expertise/Continuous Learning (Visionary Management)</th>
<th>Resourcefulness / Results (Process Excellence)</th>
<th>Personal Accountability (Staff Development)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leads work groups by fostering team spirit and cooperation.</td>
<td>Personally committed to understanding and meeting the unique needs of external and internal customers.</td>
<td>Seeks out opportunities to improve skill for current responsibilities and future needs.</td>
<td>Fiscally responsible for unit; understands financial implications of decisions.</td>
<td>Conveys a vision and sense of purpose for staff.</td>
</tr>
<tr>
<td>Provides support to others in fulfilling their work.</td>
<td>Proactively seeks feedback from others to improve department or unit service levels.</td>
<td>Plans and organizes a realistic course of action for self and others to accomplish specific objectives.</td>
<td>May reviews and manage budget, suggesting or taking corrective action when needed.</td>
<td>Ensures own/staff time worked and reported is accurately reflected in accordance with federal and NYS law.</td>
</tr>
<tr>
<td>Encourages open expression of differing ideas and opinions.</td>
<td>Demonstrates skill in resolving customer complaints.</td>
<td>Challenges the status quo; seeks new ideas.</td>
<td>Researches problems to find the best solution.</td>
<td>Assists in opportunities to work across departments to enhance service flow.</td>
</tr>
<tr>
<td>Plans and organizes a realistic course of action for self and others to accomplish specific objectives.</td>
<td>Models and reinforces customer service behaviors.*</td>
<td>Understands and models organizational mission, vision and values.</td>
<td>Facilitates timely and high quality flow of information.</td>
<td>Monitors/assists employees as needed when job aids are required to enable safe and efficient operation</td>
</tr>
<tr>
<td>Provides technical guidance to staff through work assignments</td>
<td>Assists with priorities and goals to ensure continuous improvement.</td>
<td>Creates learning opportunities for all staff as part of everyday operations</td>
<td>Uses critical-thinking skills when following policies.</td>
<td>Positively represents the unit/department at all times</td>
</tr>
</tbody>
</table>

* Strong Health supervisors – also see The Strong Commitment / CARE Values and standards

+Supervisory Accountabilities are included to show where they may align with the Core Competencies
**SUPERVISORY GENERIC COMPETENCY MODEL - INTERMEDIATE LEVEL** (Includes Supervisor Accountabilities+)

**Generic Job Responsibilities:**
- Responsible for a subordinate group of nonexempt employees or provides direction for a small group of professionals. Supervision may cover more than one functional area and usually involves responsibility for the management of employees with generally similar occupational skills or employees in a single area of expertise.
- Estimates human resource needs and assigns work to meet deadlines. Supervises, coordinates, provides leadership, and reviews the work of assigned staff. Recommends candidates for employment and termination, and conducts performance reviews. Coaches and counsels staff. This level of supervisor is exempt.

### Interaction with Others / Communication
(Managerial Consistency and Managing Diversity)

- Selects highly qualified staff using pre-determined criteria based on job content and organizational values.
- Empowers staff by providing the appropriate level of decision-making.
- Recognizes staff for their contributions and growth.
- Delegates work to staff according to their level of skill and experience.
- Promotes an environment where staff learn from mistakes.
- Encourages open expression of differing ideas and opinions.

### Customer Service *
(Achieve Satisfaction)

- Personally committed to understanding and meeting the unique needs of external and internal customers.
- Models and reinforces customer service behaviors.*
- Describes, coaches, and reinforces skills in other staff.
- Demonstrates skill in resolving difficult customer situations.
- Creates a unit or department that is dedicated to service excellence
- Encourages staff to use the Performance Improvement Model (PDSA) to make system changes or improvements.

### Expertise/Continuous Learning
(Visionary Management)

- Proactively seeks feedback from others to improve work processes, levels of service and department reputation.
- Provides support to all staff; instructs when necessary to improve the work.
- Understands and models organizational mission, vision and values.
- Creates learning opportunities for all staff as part of everyday operations.

### Resourcefulness / Results
(Process Excellence)

- Fiscally responsible for unit or department finances; review and manages budget, taking corrective action when needed.
- Develops feasibility studies for increase in expenditures.
- Models stewardship behavior.
- Ensures information given to staff is timely and accurate.
- Uses effective decision-making skills before implementing changes.
- Uses critical-thinking skills when interpreting and following policies.

### Personal Accountability
(Staff Development)

- Uses consensus-building tools to resolve issues that cross units or systems.
- Proactively seeks opportunities to work across departments to enhance service flow.
- Serves as a positive role model when representing the department(s) on specific projects or teams.
- Monitors/assists employees as needed when resources are required to enable safe and efficient operation.
- Ensures staff time worked and reported is accurately reflected in accordance with federal and NYS law.

---

* Strong Health supervisors – also see The Strong Commitment I CARE Values and standards
+ Supervisory Accountabilities are included to show where they may align with the Core Competencies
**SUPERVISORY GENERIC COMPETENCY MODEL - ADVANCED LEVEL (Includes Supervisor Accountabilities+)**

**Generic Job Responsibilities:**
- Responsible for a large subordinate group of employees which may cover several functional areas. Involves responsibility for the management of employees with considerable variation in skills and pay. Plans day-to-day departmental operations.
- Determines human resource needs and assigns work to meet deadlines. Supervises, coordinates, provides leadership, and reviews the work of assigned staff. Selects candidates for employment and termination, and conducts performance and salary reviews. Coaches and counsels staff. Evaluates and recommends changes in methods or procedures. Acts as a liaison with other departments. This level of supervisor is exempt.

<table>
<thead>
<tr>
<th>Interaction with Others / Communication (Managerial Consistency and Managing Diversity)</th>
<th>Customer Service * (Achieve Satisfaction)</th>
<th>Expertise/ Continuous Learning (Visionary Management)</th>
<th>Resourcefulness / Results (Process Excellence)</th>
<th>Personal Accountability (Staff Development)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Delegates work to staff according to their level of skill and experience.</td>
<td>- Models and reinforces customer service behaviors.*</td>
<td>- Communicates and gains commitment around the organizational mission, vision, and values.</td>
<td>- Sets the direction of the department by setting goals and objectives that directly relate to University goals.</td>
<td>- Uses consensus-building tools to resolves issues that cross systems or departments.</td>
</tr>
<tr>
<td>- Selects highly qualified staff using pre-determined criteria based on job content and organizational values.</td>
<td>- Describes, coaches, and reinforces skills in order to provide exceptional service.</td>
<td>- Provides consistent and timely communication to staff regarding changes and new initiatives occurring at the organizational level.</td>
<td>- Fiscally responsible for department(s) and understands financial implications of decisions.</td>
<td>- Ensures staff and department(s) work collaboratively across systems</td>
</tr>
<tr>
<td>- Sets high standards for the department and ensures follow-through on tasks and projects.</td>
<td>- Demonstrates skill in resolving difficult situations.</td>
<td>- Proactively seeks feedback from others to improve work processes, levels of service and department or unit reputation.</td>
<td>- Reviews and manages budgets taking corrective action when needed.</td>
<td>- Ensures staff time worked and reported is accurately reflected in accordance with federal and NYS law.</td>
</tr>
<tr>
<td>- Provides coaching to continually develop each staff member.</td>
<td>- Creates an organization that is dedicated to service excellence.</td>
<td>- Ensures all staff follow guidelines to work efficiently and safely.</td>
<td>- Develops feasibility studies for capital projects or increase in expenditures.</td>
<td>- Serves as a positive spokesperson when interacting with other departments.</td>
</tr>
<tr>
<td>- Recognizes and rewards staff for contributions.</td>
<td>- Authorizes staff to make decisions within the scope of their ability.</td>
<td>- Uses effective decision-making skills before implementing large scale improvements.</td>
<td>- Ensures resource stewardship across the department</td>
<td>- Initiates and supports institutional and departmental improvements, removing obstacles as needed.</td>
</tr>
<tr>
<td>- Creates an environment where all individuals are comfortable in openly expressing concerns/opinions.</td>
<td>- Encourages staff to use the Performance Improvement Model (PDSA) to make improvements</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Strong Health supervisors – also see The Strong Commitment / CARE Values and standards.

+Supervisory Accountabilities are included to show where they may align with the Core Competencies.