

Table of Contents

Supervisors, Managers and Administrators..... 3

DSHR System Level: Supervisor 3

Supervisors oversee a work unit composed of service associates. Competencies for this position include leadership and management experience and ability. Supervisors must be familiar with the activities and tasks of the work unit staff and be able to answer common questions on a day-to-day basis, but are not required to be subject matter experts.

- Task Adequately staff operations 3
- Task Communicate in writing effectively 3
- Task Encourage staff through coaching and mentoring 3
- Task Provide conflict resolution..... 3
- Task Provide confident decision making..... 3
- Task Demonstrate flexibility 3
- Task Provide a teamwork-friendly environment 3
- Task Demonstrate computer skills..... 3
- Task Provide motivation to everyone in the workforce..... 3
- Task Encourage creativity and initiative 4
- Task Provide direction to work unit. 4
- Task Provide feedback to the work unit. 4
- Task Accept feedback from the workforce..... 4
- Task Schedule and conduct meetings as required. 4
- Task Demonstrate leadership..... 4
- Task Communicate orally in an effective manner 4

DSHR System Level: Manager 5

Managers oversee the work of the supervisors and are the subject matter experts within the group or a specific activity within the group. In addition to team leadership skills, managers must have extensive technical knowledge of the activity and tasks and provide technical guidance and support to all staff within the service group or an activity within the service group.

- Requirements 5
- Task Promote quality 5
- Task Demonstrate subject matter expertise 5
- Task Implement service delivery 5
- Task Solve problems successfully 5
- Task Manage resources..... 5
- Task Provide customer/client focus..... 5
- Task Establish effective networking practices 5
- Task Negotiate effectively 5
- Task Encourage innovation and technology 6

Task	Manage job-related stress	6
DSHR System Level: Administrator		7
<p>Administrators lead the group on the relief operation. Their competencies include extensive supervisory and leadership experience and the ability to work within the operation management team to provide oversight of the relief operation.</p>		
Requirements		7
Task	Develop and implement mentoring programs.....	7
Task	Provide information to the workforce.....	7
Task	Monitor the work environment	7
Task	Incorporate long-term objectives	7
Task	Provide consulting support	7
Task	Influence commitment to the organization	7
Task	Provide recognition.....	8
Task	Institute a culture of teamwork	8

Supervisors, Managers and Administrators

DSHR System Level: Supervisor

Supervisors oversee a work unit composed of service associates. Competencies for this position include leadership and management experience and ability. Supervisors must be familiar with the activities and tasks of the work unit staff and be able to answer common questions on a day-to-day basis, but are not required to be subject matter experts.

Task ***Adequately staff operations.***

Competencies

Able to anticipate and plan staffing requirements

Task ***Communicate in writing effectively.***

Competencies

Able to issue and maintain all forms of written communication, including memos, reports and records

Task ***Encourage staff through coaching and mentoring.***

Competencies

Demonstrated effective coaching and mentoring skills

Ability to successfully participate in mentoring programs

Ability to assist staff development through encouraging coaching and/or mentoring programs

Task ***Provide conflict resolution.***

Competencies

Ability to handle employee conflict through standard employee conflict-resolution strategies

Ability to recognize when a conflict must be referred to a higher level

Task ***Provide confident decision making.***

Competencies

Ability to make decisions through a participative style with the goal of increasing positive outcomes and overcoming fear

Task ***Demonstrate flexibility.***

Competencies

Ability to adapt to change, negotiate compromise and tolerate ambiguity

Task ***Provide a teamwork-friendly environment.***

Competencies

Ability to create and maintain an environment that encourages teamwork as a method for completing tasks

Task ***Demonstrate computer skills.***

Competencies

Ability to competently use computer resources to support work unit

Task ***Provide motivation to everyone in the workforce.***

Competencies

Understanding of differences in motivation for various groups within a diverse work unit

Ability to motivate a diverse work unit, including employees and volunteers

Task *Encourage creativity and initiative.*

Competencies

Willingness to try new ideas and innovations and to encourage qualified risk taking

Task *Provide direction to work unit.*

Competencies

Ability to organize work activities

Ability to delegate work

Ability to directly supervise a diverse work unit

Task *Provide feedback to the work unit.*

Competencies

Ability to appropriately document workers' performance

Ability to objectively evaluate work performance

Ability to discuss work performance with a diverse work unit

Task *Accept feedback from the workforce.*

Competencies

Ability to listen, react and act appropriately to all feedback, including feedback from superiors, peers and subordinates

Task *Schedule and conduct meetings as required.*

Competencies

Ability to bring together the work unit as required

Ability to organize and facilitate a meeting agenda

Task *Demonstrate leadership.*

Competencies

Ability to understand followership, fairness, morale and decisiveness

Task *Communicate orally in an effective manner.*

Competencies

Ability to listen effectively and understand the barriers to communication without alienating employees

DSHR System Level: Manager

Managers oversee the work of the supervisors and are the subject matter experts within the group or a specific activity within the group. In addition to team leadership skills, managers must have extensive technical knowledge of the activity and tasks and provide technical guidance and support to all staff within the service group or an activity within the service group.

Requirements

- *Competent to perform supervisory tasks*

Task *Promote quality.*

Competencies

Ability to garner appropriate support for integration of best-practice knowledge, skills, abilities and attitudes

Task *Demonstrate subject matter expertise.*

Competencies

Ability to demonstrate technical proficiency in an activity

Task *Implement service delivery.*

Competencies

Ability to identify constituents served and merge their diverse needs in an effective service delivery plan

Task *Solve problems successfully.*

Competencies

Ability to identify relevant issues and challenges in a complex situation and make corresponding decisions in a timely manner

Task *Manage resources.*

Competencies

Ability to determine required resources to successfully accomplish service delivery

Ability to effectively manage required resources

Task *Provide customer/client focus.*

Competencies

Ability to respond promptly to constituent needs

Task *Establish effective networking practices.*

Competencies

Ability to develop and maintain broad networks of relationships

Task *Negotiate effectively.*

Competencies

Ability to secure support from key individuals and groups that can influence the relevant areas of responsibility

Task ***Encourage innovation and technology.***

Competencies

Ability to encourage and implement innovative ideas and technology

Task ***Manage job-related stress.***

Competencies

Ability to assist employees in managing stress in their pursuit of both short-term and long-term goals

DSHR System Level: Administrator

Administrators lead the group on the relief operation. Their competencies include extensive supervisory and leadership experience and the ability to work within the operation management team to provide oversight of the relief operation.

Requirements

- *Competent to perform supervisory tasks*
- *Competent to perform managerial tasks*

Task ***Develop and implement mentoring programs.***

Competencies

Demonstrated willingness to act as a mentor

Demonstrated willingness to be available to mentor in a variety of conditions and situations

Ability to impart knowledge from personal experience to facilitate positive growth in others

Ability to provide meaningful feedback

Ability to arrange work situations that are conducive to mentoring activities

Ability to recognize and remove barriers to positive mentoring

Task ***Provide information to the workforce.***

Competencies

Ability to disseminate relevant information in a timely manner about decisions, plans and activities to people who need the information to do their work

Task ***Monitor the work environment.***

Competencies

Ability to plan and execute service delivery

Ability to gather information about work activities and external conditions impacting the work environment

Willingness to continuously check the progress and quality of services delivered

Ability to effectively evaluate service delivery within the context of the overall environment

Task ***Incorporate long-term objectives.***

Competencies

Ability to provide strategic input within the context of the values of the Red Cross

Ability to incorporate long-term strategies and priorities to enhance successful service delivery

Task ***Provide consulting support.***

Competencies

Ability to maintain positive relationships that encourage open communication regarding participation in decision making with superiors, peers and subordinates as appropriate

Task ***Influence commitment to the organization.***

Competencies

Ability to use techniques that appeal to reason, values or emotion to generate enthusiasm for the work, commitment to tasks and compliance with requests

Task ***Provide recognition.***

Competencies

Ability to give praise and show appreciation to others for effective performance, significant achievements and special contributions

Task ***Institute a culture of teamwork.***

Competencies

Ability to build a positive work environment

Ability to facilitate the constructive resolution of conflict by encouraging cooperation and teamwork