

SUPERVISOR'S RESPONSIBILITIES

Supervisors and managers are responsible for overseeing the entire activity, from hiring personnel, to ensuring members and guests are accommodated, to making a profit. Directing the administration and management of the NAF personnel program is a significant aspect of your job. Good management skills and supervisory training are instrumental in improving morale, reducing turnover and remaining financially solvent. Your responsibilities include, but are not limited to:

- Assigning Duties
- Certifying Position Guides and Descriptions
- Selecting Personnel
- Establishing Performance Standards
- Evaluating Performance
- Identifying Training Needs
- Conducting Training
- Resolving Grievances
- Maintaining Discipline

A review of each responsibility will help to define their significance to you and your personnel program.

Assigning Duties: Management determines what duties and responsibilities will be performed in a particular position. These duties and responsibilities will determine what pay plan and grade the position will be. The cost of hiring someone into the position must be taken into consideration and factored into the budget for the activity.

Certifying Position Guides and Descriptions: Position guides and descriptions should be reviewed periodically to insure the duties and responsibilities are accurate and reflect what is actually being done. If they do not, the PGs/PDs should be rewritten to reflect the changes that have occurred.

Selecting Personnel: This is a very important part of your job. You must be able to select those individuals who possess the skills and qualifications necessary for the position, provide the best customer service, work together as a team, and are responsible enough to complete the duties of

Supervisor's Responsibilities

the position. Your HRO will provide assistance and guidance in meeting all regulatory requirements associated with military spouse preference, transition hiring preference, veterans preference, and reemployment priority lists. A vast difference between the civilian and military systems is your ability to select who will work for you. Wise use of this capability will be a great benefit for you and your activity.

Establishing Performance Standards: Performance standards outline how you want the job done. Establish written standards that describe the quality, quantity, and timeliness of the job. Standards should be written at a fully satisfactory level. This allows the employee the opportunity to meet and exceed those standards should he or she wish to do so. Thoroughly discuss the standards with the employee so he or she knows exactly what is expected of him or her. The standards and how the employee is meeting them are particularly important during probation when you must determine how well he or she is doing the job and fitting into the organization. Supervisors and managers within your chain of command will have special requirements and accountabilities included in their performance standards due the level and scope of their positions.

Evaluating Performance: You are required to evaluate the performance of your employees annually, but can do it more frequently. The performance standards you established will be used to determine how well the employee has performed during the rating period. The employee must be fully aware of the standards against which he or she will be measured. If, at any time during the rating period the employee's performance begins to decline, take steps to correct it immediately. Do not wait until the evaluations are due to let the employee know they are not meeting the standards. Your HRO can provide you with information on what you can do to identify and help improve an employee's performance.

Identifying Training Needs: The training required is identified by management based on the needs of the activity; changes in technology or mission; or reorganization. Customer service and new employee orientation are also courses management will want employees to attend. Your training section will be able to provide you with local course offerings and schedules. Some training may be conducted at centralized locations and it will be up to management to plan and budget for these courses. The manager or supervisor should insure that records of training that will enhance an employee's qualifications or have a bearing on employment elsewhere be included in his or her Official Personnel Folder (OPF).

Conducting Training: First-line supervisors are responsible for job induction and on-the-job training (OJT). It is also the responsibility of the supervisor to update this training as the job changes. This will insure the induction process and OJT remain current and accurately reflect

Supervisor's Responsibilities

what the job requires and the activity expects. Supervisors should also inform employees of the self-development opportunities available to them.

Resolving Grievances: Problems should be addressed at the lowest possible level within the organization. Supervisors and managers should handle job-related complaints within their activity; assess the problem and handle it in a fair and equitable manner thus preventing bigger problems down the road.

Maintaining Discipline: It is essential for management to communicate to the employee what is expected of him or her as far as performance and conduct in the day-to-day operations of the worksite are concerned. Management sets the tone for the organization in the way they handle working relationships and interact with customers. As a manager or supervisor, your role is to create a work environment in which employees observe established rules, practice self-discipline, and function in the spirit of cooperation. This is done through good supervision, patience, and understanding. Remember, constructive discipline is preventive in nature, the object being to develop, correct, and rehabilitate.