

**The Health and Family Planning Manager's Toolkit**

**SUPERVISOR COMPETENCY  
SELF-ASSESSMENT INVENTORY**

Developed by

Family Planning Management Development  
Technical Unit  
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## SUPERVISOR COMPETENCY SELF-ASSESSMENT INVENTORY

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Purpose:** This Self-Assessment Inventory outlines the major areas of competence an effective supervisor must have. The competency areas are sub-divided into categories which correspond to the major functions supervisors perform. Its primary use is as a self-assessment tool. Individuals are encouraged to use it to assess their competence and performance as supervisors and use the results to develop a plan for improvement. This Inventory can also be used as a guide to curriculum development for Supervisory Training, using the components as the basis for a needs assessment exercise.

**Note:** The scale below does not represent a test. There is no formal scoring involved.

To assess yourself using this form, put the number corresponding to your level of competence (as indicated on the scale below) in the appropriate column next to each competency listed.

- Scale: 4 = Very competent (capable of performing and practice this function regularly)  
 3 = Competent (capable of performing but don't practice this function regularly)  
 2 = Competency needs improvement (little experience performing)  
 1 = No competency (no experience)

Area of Competency	1.	2.	3.	4.
<b>I. Gain Acceptance as a Supervisor:</b> You must gain the respect of your work group in order to be a successful supervisor.				
1. Know the educational and professional background and interests of the people you supervise				
2. Communicate your background, philosophy, and general expectations about performance to staff				
3. Listen, be open to the concerns of people				
4. Know the job descriptions and work plans of staff members				
5. Communicate the organizational and unit goals with people you supervise				
6. Regularly communicate relevant information from upper management				
7. Advocate for your staff if appropriate (e.g., appropriate salaries, resources, training opportunities)				
8. Actively attempt to solve problems				

<b>Area of Competency</b>	<b>1.</b>	<b>2.</b>	<b>3.</b>	<b>4.</b>
9. Treat people fairly and consistently				
10. Respect staff and their contributions				
<i>Reflections on Part I:</i>				
<b>II. Develop Individual Employee Work Plans:</b> Meeting with each individual you supervise to jointly develop his or her performance objectives for a specified period of time such as 6 or 12 months.				
1. Meet with each person you supervise to develop a work plan				
2. Review their job description and update if necessary				
3. Agree on the employee's major areas of responsibility (e.g., financial management, program coordination)				
4. Jointly develop work objectives for a specified period of time that are specific, realistic, measurable, and time bound				
5. Agree on performance standards with the employee such as quantity, quality, timeliness, and/or cost, related to accomplishing work objectives				
6. Provide adequate resources, according to your ability, for person to succeed				
<i>Reflections on Part II:</i>				
<b>III. Maintain High Level of Performance:</b> Strategies you use on a regular basis to motivate employees to achieve their best work every day.				
1. Publicly acknowledge individual accomplishments				
2. Talk informally with staff on a routine basis				
3. Take staff ideas, suggestions, and wishes into account whenever possible				
4. Provide opportunities for challenging assignments				
5. Pass on reports of "good work" to the higher levels in the organization				
6. Provide opportunities for training when this is appropriate to the goals of individuals and the organization				

<b>Area of Competency</b>	<b>1.</b>	<b>2.</b>	<b>3.</b>	<b>4.</b>
7. Invite people to submit agenda items for formal meetings				
8. Promote opportunities for staff learning and career advancement				
<i>Reflections on Part III:</i>				
<b>IV. Conduct Formal Performance Review Meetings:</b> Meet with each staff member on a scheduled basis, generally every 6 months, to review their work plan and assess their performance.				
1. Establish a schedule for performance reviews				
2. Arrange for time and location, notify employee				
3. Control interruptions				
4. Review employee's work plan in advance				
5. Discuss employee's performance with other managers if relevant				
6. At meeting, jointly review with employee their work plan and progress				
7. Provide positive and constructive feedback, negative if necessary				
8. Jointly develop work plan for next designated time period				
9. Jointly develop an action plan for any education, training, or in-service activities for employee				
10. Incorporate the employee's comments into the performance review				
<i>Reflections on Part IV:</i>				
<b>V. Dealing with Performance Problems:</b> Being a supervisor means dealing with performance problems and in some cases, disciplinary action or discharge.				
1. Describe the problem objectively in terms of work consequences				
2. Don't assign blame for the problem				
3. Know who else may be involved				

Area of Competency	1.	2.	3.	4.
4. Review job descriptions and specific tasks/instructions with employee(s) to clarify expectations as soon as possible				
5. Diagnose all possible causes by collecting objective information				
6. Assess whether additional training may be needed for skill deficiency				
7. Assess other causes, e.g., personal problems, lack of challenge				
8. Establish action plan jointly to solve problem				
9. Give close supervision for a specified period known by the supervisee				
10. Understand your organization's procedures for taking formal corrective action, e.g., documentation, discipline, layoff, discharge				
11. Consult with your manager, presenting a detailed and documented description of the problem				
12. Take action, if required, to dismiss and replace the employee				
<i>Reflections on Part V:</i>				
<b>VI. Managing Conflict Between Employees:</b> This is often one of the most difficult areas for supervisors to deal with.				
1. Keep an open mind about the problem and the causes				
2. Interview each person separately				
3. Concentrate on the fact, not personalities				
4. Ask each individual for advice on how the problem can be resolved				
5. Encourage reconciliation if agreement can be reached				
6. If no agreement, establish ground rules for future behavior, roles				
7. Emphasize benefits of cooperation and the consequences of none				
8. Establish and inform employees of procedures for any further grievances				
<i>Reflections on Part VI:</i>				

Area of Competency	1.	2.	3.	4.
<b>VII. Counseling a Troubled Employee:</b> People sometimes need special assistance in dealing with a particular difficulty/life crisis.				
1. Offer assistance when known problems interfere with job performance				
2. Listen, guide, encourage employee to solve his/her own problems				
3. Let employee express him/herself				
4. Assure employee of privacy and confidentiality, but also adhere to the established employee policies in your organization				
5. Provide flexibility, support for work as much as you can reasonably do				
6. Refer to outside resource, such as rehabilitation services for substance abuse, if appropriate				
<i>Reflections on Part VII:</i>				
<b>VIII. Time Management:</b> A common complaint among supervisors is that there is not enough time to perform the supervisory function adequately.				
1. Prioritize your own work responsibilities, review task list periodically				
2. Plan your daily, weekly, monthly schedule to allow time for the most important tasks, group similar tasks together as much as possible				
3. Allow time for unexpected demands				
4. Allocate time for creative, project development work and not only to respond to crisis				
5. Schedule time for your own learning and professional development				
6. Delegate tasks wherever possible				
8. Discourage unnecessary interruptions				
9. Ask your supervisor for advice when you have too much work and no one to delegate to				
<i>Reflections on Part VIII:</i>				

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## **INDIVIDUAL SUPERVISOR DEVELOPMENT PLAN**

Based on the above, complete the following and develop a self-improvement plan. Your plan may include a request for formal training, increased meetings with a supervisor to analyze issues and improve diagnostic skills, team meetings with other supervisors to discuss common issues, and/or a renewed approach to daily supervisory practice.

**1. My strengths as a supervisor:**

**2. Areas where I need improvement:**

**3. My individual objectives for the next 6 months:**

**4. My plan to achieve objectives:**