



**The University of North Carolina Wilmington**  
**ADMINISTRATIVE SUPPORT SUPERVISOR**  
**COMPETENCY PROFILE**

**Description of Work:**

Positions in this banded class serve in a supervisory capacity over other office support positions. The role requires substantial and recurring use of technical skills found in the group supervised. The group supervised may perform generalist or specialized office support functions.

<b>Competency</b>	<b>Definition</b>
<b>Planning and Organizing</b>	Ability to develop plans to accomplish work operations, objectives, goals and policies. Ability to arrange and assign work to best use manpower and resources.
<b>Budgeting</b>	Ability to plan and monitor the use of expenditures to meet organizational objectives and compliance; prepares budget documents and reports.
<b>Training</b>	Ability to provide employees with the knowledge, skills and abilities to accomplish work and provide career development opportunities.
<b>Managing Work Processes</b>	Ability to establish work rules and acceptable levels of quality and quantity of work
<b>Managing Work and Performance</b>	Ability to establish work rules and acceptable levels of quality and quantity of work; reviews work and measures performance of others, and develops individuals' competencies
<b>Interpersonal</b>	Ability to develop and maintain effective relationships with others in order to encourage and support communication and teamwork.
<b>Other HR Functions</b>	Ability to recommend or take action in such personnel matters as selection, appointment, promotion, dismissal and other personnel policies. Ability to resolve employee problems and grievances through formal or informal discussions and procedures.

Competency	Contributing	Journey	Advanced
<p><b>Planning and Organizing</b> - Ability to develop plans to accomplish work operations, objectives, goals and policies. Ability to arrange and assign work to best use manpower and resources.</p>	<p>Plans and assigns daily work to employees in accordance with established methods, procedures, and deadlines. Monitors daily work giving instructions to employees.</p>	<p>Plans daily or weekly work to meet established objectives. Establishes deadlines and priorities of regular work assignments of the unit over a short-range period. Assesses the needs of the unit and recommends or makes minor changes in workflow, procedures, or assignments to accommodate changing priorities.</p>	<p>Plans work operations; establishes priorities, sets deadlines, within established goals and objectives. Modifies or changes work assignments, workflow or procedures to insure effective performance of all duties and delivery of services based on changing needs.</p>
<p><b>Budgeting</b> - Ability to plan and monitor the use of expenditures to meet organizational objectives and compliance; prepares budget documents and reports.</p>	<p>Operates within assigned budget.</p>	<p>Researches potential expenditures and provides data to higher management.</p>	<p>Recommends expenditures based on the needs of the work unit.</p>
<p><b>Training</b> - Ability to provide employees with the knowledge, skills and abilities to accomplish work and provide career development opportunities.</p>	<p>Models work/job duties for employees. Provides on-the-job training for all staff in the basic techniques and procedures required to complete the assigned work. Evaluates individual progress and repeats training as necessary.</p>	<p>Determines need for formal training to supplement on-the-job training, identifies external sources for training, recommends expenditures for training to management, and allocates time for completion of training.</p>	<p>Determines need for and develops formal and on-the-job training programs related to work operations. Participates in the development of content and structure and modifies as needed based on operational changes.</p>

Competency	Contributing	Journey	Advanced
<p><b>Managing Work Processes</b> - Ability to establish work rules and acceptable levels of quality and quantity of work</p>	<p>Explains and applies work rules, standards, and guidelines. Provides input into establishing work standards, guidelines, and procedures.</p>	<p>Works with manager to assess and establish work standards, internal operating procedures, guidelines, and utilization of resources. Determines applicability in unusual situations.</p>	<p>Establishes, develops, and revises work standards, internal operating policies, guidelines, and procedures that directly relate to the work unit. Determines applicability in controversial or precedent-setting situations. Provides management support to ensure adherence to work rules, standards and guidelines. Implements minor adjustments or changes.</p>
<p><b>Managing Work and Performance</b> - Ability to establish work rules and acceptable levels of quality and quantity of work; reviews work and measures performance of others, and develops individuals' competencies</p>	<p>Monitors work of staff, closely and ongoing, to assess and problem-solve. Reviews performance on a daily basis and provides suggestions and gives instructions for improving work.</p>	<p>Reviews work of staff upon completions to assess and problem solve. Reviews accomplishments of the unit over a short range period to insure that performance and service meet the required standards.</p>	<p>Evaluates accomplishments of the unit to ensure program missions and goals are being met. Makes final review for most difficult, controversial or sensitive work to assess and problem solve.</p>
<p><b>Interpersonal</b> - Ability to develop and maintain effective relationships with others in order to encourage and support communication and teamwork.</p>	<p>Communicates effectively to employees in the unit to relay information from higher level management.</p>	<p>Motivates and encourages employees through the explanation of changing priorities, organization, or processes.</p>	<p>Provides mediation actions with employees as needed and serves as liaison to management on controversial activities of the unit.</p>

Competency	Contributing	Journey	Advanced
<p><b>Other HR Functions -</b> Ability to recommend or take action in such personnel matters as selection, appointment, promotion, dismissal and other personnel policies. Ability to resolve employee problems and grievances through formal or informal discussions and procedures.</p>	<p>Reviews applications and develops interview questions and conducts interviews with higher level manager. Develops work plans and conducts performance reviews with higher manager. Recommends approval of leave based on work load of the unit. Resolves minor problems and complaints on an informal basis. Identifies more serious problems and brings to attention of appropriate authority.</p>	<p>Participates with manager in the establishment of criteria for screening of applicants, conducts interviews, and recommends selection to management. Develops work plans and conducts performance review of staff, subject to higher level review. Approves routine leave requests. Counsels employees informally regarding job performance or personal conduct as needed. Recommends disciplinary action to higher authority.</p>	<p>Screens and interviews applicants with selection recommendation reviewed mainly to ensure consistency with applicable policies and procedures. Has input into reclassifications, salary administration issues, and promotions. Approves all leave requests. Counsels employees concerning performance and personal conduct, develops corrective action plans when appropriate, and participates with management in determining and implementing appropriate action. Recommends resolution of disciplinary/grievance issues.</p>

**MINIMUM TRAINING & EXPERIENCE**

High school diploma or equivalency and two years of progressively responsible administrative/office management experience, including some experience as a lead worker; or equivalent combination of training and experience.

Special Note: This is a generalized representation of positions in this class and is not intended to reflect essential functions per ADA. Examples of work are primarily essential functions of the majority of positions in this class, but may not be applicable to all positions.