



The University of North Carolina Wilmington

Print Document Services Supervisor Competency Profile

DESCRIPTION OF WORK: Positions in this class supervise a group of employees that perform skilled work in printing or related operations to produce a variety of materials. Supervision ranges from small print/copy units to managerial responsibility for the largest print operation that may include several small units. Production Supervision may include one or more of these skill areas: pre-press, press area, bindery, and/ or a consolidated copying program. Employees in these positions are responsible for detailing instructions to be used by subordinates to execute a printing request. Work includes establishing general time limits for completion; making work assignments, adhering to, establishing, and/or adjusting priorities, and ensuring that the finished product meets quality standards. Employees are responsible for ensuring that printing supplies are available to meet demands; overseeing maintenance of equipment; recommending or purchasing new equipment.

ROLE DESCRIPTIONS BY COMPETENCY LEVEL

CONTRIBUTING	JOURNEY	ADVANCED
<p>Positions at this level plan, coordinate and supervise activities of a bindery/printing operation where employees perform recurring printing or related duties to produce standard materials. Positions may function in a “working supervisor” capacity performing the more difficult work of the unit in addition to supervisory functions. Schedules and reviews work assignments, requisitions and maintains supplies, maintains equipment, sets daily objectives for unit based on established priorities and time frames, determines priority and extent of work to be completed.</p>	<p>Positions at this level perform supervisory functions for a printing/copy unit where employees perform a variety of complex printing or printing-related tasks to produce non-standard materials. Positions plan, organize, direct, set short-range objectives, prioritize activities/tasks, and adjusts priorities when appropriate. Planning at this level is more difficult than that performed at the Contributing level because of the greater number of steps in the printing process and the larger number of projects on-going simultaneously.</p>	<p>Positions at this level manage operations of printing, digital print and copy services. Work involves contact with university officials/clients to take orders and provide advice regarding the desired product. Positions review and establish prices to cover costs of operating printing services for the university. Work may involve contracting printing services outside the print shop. Positions are responsible for purchase and maintenance of equipment and supplies and for maintaining related financial and inventory control records.</p>

Competency	Definition
Knowledge-Technical	Technical skill or knowledge of printing and related printing services and ability to keep up with current developments and trends.
Planning & Organizing Work	Develops plans to accomplish work operations and objectives. Arranges and assigns work to use resources efficiently.
Safety and Health Management	Knowledge of effective safety and health management policies and procedures. Ability to establish a culture of safety for employees and ensure that work processes are free from safety and health hazards. Ensure that employees are trained and programs in place to ensure safety.
Client/Customer Service	Develops and maintains strong relationships with clients by listening, understanding and responding to needs.
Budget Management	Plans and monitors the use of expenditures. Prepares budget documents and reports.
HR Management	Recruits, selects, develops, counsels, disciplines, and evaluates employee performance. Administers and ensure compliance with HR policies and procedures. Observes and assesses work and provides feedback. Provides technical supervision of staff.

Competency	Contributing	Journey	Advanced
Knowledge-Technical	Performs and oversees a variety of recurring and related tasks using steps and processes that are readily understood and that are associated with less complex printing and related services.	Understands both standard and non-standard work processes. Performs and oversees a variety of recurring and non-recurring printing work performed by numerous employees and that may involve varying and complex processes with numerous steps.	Considerable knowledge of printing principles, procedures, concepts, practices, methods and equipment to oversee and direct an operation of printing, duplicating and related services for a university. Demonstrates a thorough understanding of all printing and related systems/ equipment and quality control.
Planning & Organizing	Sets daily objectives for work unit based on established priorities and time frames. Coordinates assignments, provides day-to-day direction to subordinates. Adjusts work schedules to maintain balanced workloads. Recognizes and requests equipment and/or materials that are needed to do the job. Shares relevant or important information with subordinates. Ensures quality control standards are met.	Plans and schedules work, establishing priorities and goals within a short time frame. Adjusts priorities and workloads as needed. Assigns tasks based on workload and employee skills. Coordinates work with other dept supervisors or with outside sources as needed to meet deadlines on critical jobs and set priorities. Develops, establishes and maintains quality control standards. Identifies barriers and resources to achieve goals. Plans for equipment needs, reviews requests and ensures that required equipment, tools and/or materials are available.	Studies work flow and operating techniques to improve utilization of personnel and equipment for efficiency and effectiveness. Stays informed as to technology changes that may improve work flow. Sets mid-to-long range goals and objectives. Prepares alternative plans to meet changing conditions. Supervise decentralized and special related services.

Competency	Contributing	Journey	Advanced
Safety & Health Compliance	Understands existing safety procedures and ensures proper application for work processes.	Identifies in-house safety matters requiring development of in-house procedures. Assesses and develops safety procedures in relation to overall university safety policies.	Interprets safety policies and determines applicability within printing operations. Ensures that overall safety program objectives are met. Takes proactive steps to maximize safe operations and measure the effectiveness of action. Completes and reports requested safety plans as requested.
Client-Customer Service	Responds to customer needs as outlined in job orders within established parameters meeting deadlines; checks with customers for understanding of needs; demonstrates courteous actions and follows the organization's established protocol for customer service	Anticipates, identifies and understands customer's service needs. Effectively balances multiple priorities. Maintains good rapport with customers while assisting them with obtaining desired products. Checks with customers to ensure products meet needs. Maintains positive interface with customers, vendors and dept staff. Meets with other dept supervisors to discuss job schedules.	Informs customers of services available. Evaluate customer needs and uses innovation to meet needs while applying cost effective approach and ensure delivery of quality product. Identifies trends that impact service delivery to customers. Makes changes for service delivery improvement based on customer feedback.
Budget Management	Demonstrates a basic understanding of the organization's budget process; follows budget guidelines and stays within budget; uses appropriate tools to track or report work expenses; follows purchasing and procurement guidelines.	Identifies and monitors most cost-effective use of resources. Considers the business needs of the organization when requesting funds; demonstrates an understanding of the budget process. makes sound decisions on procurement of supplies; responds and meets requests for budget information within time frames;	Analyzes fiscal/budget reports; demonstrates and understanding of state and department/office budget procurement regulations; Provides rationale/justifications to management and budget officials regarding revenues, and expenditures; adjusts budgets as appropriate or directed; understands and applies financial planning strategies to develop budget.

Competency	Contributing	Journey	Advanced
HR Management	<p>Contributes to the interview process; orients new staff to unit, advising of policies and procedures; assesses and rates employees' performance and competency development, providing feedback to employees and improvement plans if needed; develops staff through on-the-job training, coaching and mentoring; takes appropriate corrective actions with employees; applies appropriate HR procedures, regulations and policies.</p>	<p>Recruits staff that meet required competencies; implements recruitment strategies to ensure diverse workforce; ensures interview process that selects candidates based on demonstrated competencies; recommends pay adjustments based on competency development; works with employees to identify individual strengths and weaknesses and recommends developmental activities; sets specific, measurable and realistic performance and competency expectations for staff; monitors and resolves performance management issues through formal and informal discussions and procedures.</p>	<p>Identifies staffing gaps brought about by retirement and turnover and develops strategies to address issues; identifies long-term goals or organization and promotes development of staff that meets current and future competency needs to meet goals; makes sound capital resource recommendations addressing staffing and training needs; make specific salary recommendations and competency pay recommendations that fit defined pay factors; approves corrective actions adhering to policies and procedures; participates in development of strategic retention plans.</p>