

Supervisor's Checklist

The effective supervisor operates from a position of knowledge as well as power. A certain amount of power is granted by your position. Granted power authorizes you to make certain decisions. But your real power is earned through your leadership, your charisma, your choices, and your communication.

Your First Assignment as a Supervisor

Complete "Your First Assignment As A Supervisor" by creating a binder divided into four sections. Each section will include documents and supporting material that you will compile as you check off items on the checklist for the section.

Section	Content
Know your job:	Checklist page; current copy of your job description; notes from meetings with your supervisor to clarify duties; notes from meeting with your supervisor to clarify supervisor expectations.
Know your boundaries:	Checklist page; Notes regarding your level of authority for each duty; Decision-making boundaries (see assignment #2); Decision-maker chart
Know your people:	Checklist page; List of employees you supervise; List of other key people in the organization; People pages for each employee you supervise; each co-worker that you depend on or who depends on you; your supervisor; and other people that you wish to influence
Know your organization	Checklist page; A copy of the current organizational chart; a copy of the organizational vision/mission statement; a copy of the vision/mission statement for you department/section; copies of any workflow charts (create a general workflow chart if none are available)

Know Your Job Checklist

Know your job

Your first step is to find out what is expected of you. This includes the expectations outlined on the job description, but extends beyond it. No job description covers every expectation and many include a catchall such as "other duties as directed by the Chief." Plus, your immediate supervisor will have his or her own interpretation of the duties. It is your job to clarify these expectations and make sure that you understand them thoroughly.

I have a thorough understanding of my duties as described on the job description

I have clarified these duties with my immediate supervisor

I know my immediate supervisor's expectations of me and the criteria that will be used to evaluate my performance

Know Your Boundaries Checklist

Supervisory and management positions come with an elevated level of responsibility and authority. You must determine the amount of authority you actually have in your position. It is your job to find out what you can and cannot do on your own and know when you should turn matters over to higher authorities. This means that you must learn the kinds of decisions you can make and the parameters within those decisions that are acceptable.

- I have clarified the level of authority that I have in relation to each of my duties

- I know what decisions I can and cannot make and the appropriate parameters for making those decisions

- I know the appropriate chain of command for matters that should be deferred to others

Know Your People Checklist

Your success as a supervisor depends on how well you interact with the people around you. Take the time to learn about people in general, including what motivates them and how they learn. Make this an ongoing study for yourself and you will reap tremendous rewards in your career as a manager. On a more immediate level, learn about the people around you, especially those that you supervisor, your supervisor, and others that you may depend on or that you may need to influence.

- I have met with each employee that reports to me to clarify my expectations of them and determine their expectations of me as a supervisor

- I know the strengths and weaknesses of each employee that reports to me and what is likely to motivate them

- I know the key people within the organization with whom I should create positive, mutually beneficial relationships in order to fulfill my duties

Know Your Organization Checklist

You must find out the organizational structure and how you fit into it. Learn the chain of command, to whom you report, and who reports to you. All organizations have some hierarchical structure, although some are more strictly structured than others. Take time to learn the vision, mission, and goals of the organization as well as those that relate to your immediate division or department.

- I understand the structure of the organization and have copies of the current organizational charts

- I know the vision, mission, and purpose of the organization as a whole and the mission of my section within the organization

- I understand the flow of work within the organization and how my section contributes to and is affected by other section within the organization
