



City of Santa Maria

FRONT-LINE SUPERVISOR

CORE COMPETENCIES:

Incumbents should have a solid foundation of individual contributor core competencies identified by the organization, as well as the following core competencies identified as essential for Front-line Supervisor:

- [Assertiveness](#) - Effective performers readily offer options and take action even when their position may be unpopular. They are willing to challenge others appropriately when required. They are self-confident -- they trust their own judgement and are not overly dependent upon the approval of others.
- [Conflict Management](#) - Effective performers recognize that conflict can be a valuable part of the decision-making process. They are comfortable with healthy conflict, and support and manage differences of opinion. They thwart destructive competition or friction, and use consensus and collaboration to debate and resolve issues.
- [High Standards](#) - Effective performers establish and model high professional standards that guarantee exceptional quality and necessary attention to detail. They continually seek to improve processes and level of service provided, and hold staff accountable for quality. They find best practices, share them, and then improve upon them.
- [Informal Communication](#) - Effective performers clearly and articulately convey information to others in casual or informal situations (e.g., telephone calls, meetings, spontaneous gatherings). They understand that the majority of communication is delivered through nonverbal cues, and are able to interpret body language accurately and use it appropriately.
- [Positive Impact](#) - Effective performers make positive impressions on those around them. They are personable, self-confident, and generally likable. They are optimistic and enthusiastic about what they do, and their excitement is contagious. They energize those around them and treat all people with dignity, respect and fairness.
- [Delegation](#) - Effective performers willingly entrust work to others. They provide clear guidelines, monitor, redirect, and set limits as needed. They provide challenging assignments whenever possible, sharing the authority and providing resources and support that empower others to meet their expectations.
- [Active Listening](#) - Effective performers offer their full attention when others speak. They listen actively, giving verbal and nonverbal cues of their interest. When the speaker has finished, they paraphrase what was said to ensure understanding.
- [Team Management](#) - Effective performers create and maintain functional work units. They understand the human dynamics of team foundation and maintenance. They formulate team roles and actively recruit and select to build effective work groups. They develop and communicate clear team goals and roles, and provide the level of guidance and management appropriate to the circumstances. They reward team behavior and foster a spirit of cooperative effort in the workplace.
- [Influence](#) - Effective performers are skilled at directing, persuading, and motivating others. They are able to flex their style to direct, collaborate, or empower, as the situation requires. They have established a personal power base built on mutual trust, fairness, and honesty.