SUPERVISOR'S GUIDE

TO USING

Contents and overview

INTRODUCTION S-1

As employees will most likely be introduced to the UVic Competency Model through conversations with you as the immediate supervisor, it is important that you are familiar with the model and associated resources available on the UVic Competency website so you can share it with new employees and use it in your conversations with continuing employees throughout the employment lifecycle.

CREATING OR UPDATING JOB DESCRIPTIONS S-2

When drafting job descriptions for new positions or updating existing job descriptions, consider how each competency applies to the role, and which of the competencies might be included in either the duties or the qualification sections of the job description.

SAMPLE

EMPLOYEE RECOGNITION S-6

As the model was designed to identify those behaviours that support UVic's success, providing recognition to employees based on their demonstration of competencies just makes sense. Make the connection between what employees do on a day-to-day basis and the success of the organization as a way of motivating employees to ensure those behaviours continue.

LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING S-7

When supporting an employee to develop leadership and supervisory skills, you may wish to discuss how some competencies may be demonstrated differently in a leadership role than as an individual contributor. You may also use competencies to identify areas of development that support succession planning goals.

USING COMPETENCY RESOURCES IN YOUR ROLE AS A SUPERVISOR S-8

CREATING OR UPDATING JOB DESCRIPTIONS

When drafting job descriptions for new positions or updating existing job descriptions, consider how each competency may apply to the role, and which of the competencies might be included in either the responsibilities or the qualification sections of the job description.

Remember the competencies are not prescriptive, so consider how they could be reflected in the specific job description you are creating to ensure the document clearly identifies the knowledge, skills and abilities required in your area to support the university's overall success. The Competency Resources offer sample statements of how an employee might demonstrate each competency and sample questions for interviews or for performance coaching.

When updating or writing a new job description your

SAMPLE INTERVIEW QUESTIONS

The competencies can help you identify hiring criteria and interview questions to build into your selection process to identify those candidates that meet the requirements of the position, and align with UVic's values and priorities. Employees may not come to UVic with all competencies fully developed. The competencies are aspirational and developmental. Employees should be given time and opportunities to learn and develop competencies over time, and not try to do it all at once.

SAMPLE INTERVIEW QUESTIONS

INDIGENOUS PERSPECTIVES

Indigenous Acumen:

CHANGE AND TRANSFORMATION

Navigate Conflict Effectively: *How comfortable are you in receiving differing perspectives from your own? How do you stay open and minimize defensiveness?*

ONBOARDING NEW EMPLOYEES:

The onboarding period is an important season in which to welcome employees into our UVic community. This first impression is a chance to enroll them in our vision, connect their work to a greater sense of purpose in the organization, and establish foundational practices. This time is also when employees form important relationships with their supervisors, colleagues and those we serve. In this sense, the onboarding period is a time when employees are oriented to how our competencies are lived out every day.

Be sure to include the competency model in your early conversations with employees and include them in development goals through the probation or trial period.

Employees come to UVic with skills and experience, but some may not have worked in a university setting before and may find UVic a unique organizational culture. The competencies and accompanying Resources can help new employees acclimatize to UVic and discover what it means to work here. There are many resources and learning opportunities to develop competencies over time. Employees are not expected to take it all on at once.

ADDITIONAL RESOURCES
Onboarding website https://www.uvic.ca/hr/manager-support/onboarding
Employee Orientation Toolkit https://www.uvic.ca/hr/assets/docs/ld/EmpOrientToolkit-FINAL.pdf
New Employee Handbook https://www.uvic.ca/hr/assets/docs/onboarding/employee-handbook.pdf

DEVELOPING EMPLOYEES

When looking for ways to support employee development, the UVic Competency Model can help identify areas for growth and can also identify areas for high performing employees to expand their knowledge and skills beyond the job reu(b)1 (e-1.2i5-,&4 (e)5 (.56 64944 40.84.2 refEMC BT/H1 &0

LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING

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