# eLEET: Electronic Laboratory Employee Enrichment Toolkit

 **Core Competencies Checklist**

 **Laboratory Supervisor**

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| **Employee Information** |
| Name:       | Mentor:       |
| Position:       | Manager:       |
| **Leadership Skills** |
| 1. **DEVELOPING SELF & OTHERS**

Supervisors support the efforts of Directors and Managers to guide and sustain the organization. They must communicate with employees and encourage high performance. They must work daily with staff to mentor behaviors that support the mission of the organization. |
|  | **Developing Skills** | **Competent** | **Comments** |
| **1. TECHNICAL SKILLS** |
| Provides for staff recognition and support and celebrates the successes of others. | [ ]  | [ ]  |  |
| Focuses on solutions, not blame. | [ ]  | [ ]  |  |
| Locates resources to develop self and others. | [ ]  | [ ]  |  |
| Values and seeks diversity of opinions, backgrounds and approaches; and accepts and values the contribution of others. | [ ]  | [ ]  |  |
| **2. INTERPERSONAL SKILLS** |
| Models behavior consistent with organizational values. | [ ]  | [ ]  |  |
| Facilitates the development of individual teams to achieve expected outcomes. | [ ]  | [ ]  |  |
| Treats other person’s views as valid. | [ ]  | [ ]  |  |
| Facilitates the alignment of team goals with laboratory/organization goals (Sees the big picture). | [ ]  | [ ]  |  |
| Facilitates negotiation, managing interpersonal conflicts and inspiring cooperation. | [ ]  | [ ]  |  |
| Coaches, mentors and supports staff. | [ ]  | [ ]  |  |
| **3. CRITICAL THINKING SKILLS** |
| Identifies learning and training needs for individuals in unit, and guides learning and training process to create a learning environment. | [ ]  | [ ]  |  |
| Assures compliance with the rules of behavior of the organization and applicable accrediting and licensing agencies. | [ ]  | [ ]  |  |
| Incorporates customer needs and expectations into decision-making. | [ ]  | [ ]  |  |
| **Operational Competencies** |
| 1. **OPERATIONAL THINKING/PLANNING**

Supervisors contribute to strategic plan development and data collection.  |
|  | **Developing Skills** | **Competent** | **Comments** |
| **1. TECHNICAL SKILLS** |
| Recognizes how various components of strategic planning are interconnected and affect the organization and its operations as a whole. | [ ]  | [ ]  |  |
| Integrates the daily operations into the organization’s strategic goals at the department level.  | [ ]  | [ ]  |  |
| **2. INTERPERSONAL SKILLS** |
| Identifies and communicates the individual and team’s role in achieving desired outcomes. | [ ]  | [ ]  |  |
| Assures that project/plan is supported by reinforcing project goals and objectives with the staff (Promotes motivation). | [ ]  | [ ]  |  |
| Assigns responsibilities and tasks; assures completion so the direction of the unit is in alignment with the strategic goals of the organization. | [ ]  | [ ]  |  |
| Collaborates with colleagues to improve efficiencies and effectiveness. | [ ]  | [ ]  |  |
| **3. CRITICAL THINKING SKILLS** |
| Conceptualizes problems and investigates solutions. | [ ]  | [ ]  |  |
| Analyzes the nature of a problem, accurately communicates the desired outcomes and works with the team to achieve them. | [ ]  | [ ]  |  |
| Assesses the interrelated steps within a plan to anticipate changes in time lines. | [ ]  | [ ]  |  |
| Systematically reviews operational processes to increase efficiency and productivity. | [ ]  | [ ]  |  |
| Analyzes and makes adjustments to operations as necessary. | [ ]  | [ ]  |  |
| 1. **MANAGING RESOURCES**

The day to day operations must support the strategic plan and minimize costs. Good stewardship of resources requires effective use of human, facility and financial resources. Supervisors work with staff to complete the dailytasks that support the strategic plan. |
|   | **Developing Skills** | **Competent** | **Comments** |
| **1. TECHNICAL SKILLS** |
| Gathers data and uses technology to convert data into meaningful information.  | [ ]  | [ ]  |  |
| Accesses organizational resources to effectively coordinate activities. | [ ]  | [ ]  |  |
| Recognizes the various personality profiles of staff and uses the knowledge to maximize the productivity of the team. | [ ]  | [ ]  |  |
| Maintains expertise in technology methods to assure state of the art operations. | [ ]  | [ ]  |  |
| Establishes and oversees an effective quality control and quality assurance program for the unit. | [ ]  | [ ]  |  |
| **2. INTERPERSONAL SKILLS** |
| Demonstrates effective communication skills conducive to completion of operative goals. | [ ]  | [ ]  |  |
| Establishes an environment which supports effective resource management.  | [ ]  | [ ]  |  |
| Teaches and coaches others the technical, interpersonal and critical thinking skills to manage resources at the advanced beginner level. | [ ]  | [ ]  |  |
| Develops consensus and is an enabler to team work. | [ ]  | [ ]  |  |
| Listens to all stakeholders and treats their opinions as valid. | [ ]  | [ ]  |  |
| Encourage individuals in the team to think creatively to improve productivity and effectiveness. | [ ]  | [ ]  |  |
| **3. CRITICAL THINKING SKILLS** |
| Analyzes and utilizes appropriate data to make effective decisions and to monitor or forecast outcomes including quality control and quality assurance. Uses and communicates re computer/analytical models.  | [ ]  | [ ]  |  |
| Considers impact of decision options and implementation on others before reaching a conclusion. Predicts perception and grieving responses.  | [ ]  | [ ]  |  |
| Aligns appropriate financial, human, and material resources to accomplish organizational goals and objectives.  | [ ]  | [ ]  |  |
| Recognizes when additional management assistance and direction is needed and seeks it. | [ ]  | [ ]  |  |
| See a project or new initiative through to completion meeting expected timelines and goals. | [ ]  | [ ]  |  |
| 1. **INFORMATION MANAGEMENT**

Supervisors must be an effective communicator for the organization and within the organization. |
|  | **Developing Skills** | **Competent** | **Comments** |
| **1. TECHNICAL SKILLS** |
| Knowledgeable of human resource laws, rules and policies. | [ ]  | [ ]  |  |
| Takes effective action in response to client complaints.  | [ ]  | [ ]  |  |
| Keeps staff informed of issues and latest technical advances. | [ ]  | [ ]  |  |
| Establishes an environment for effective data management. | [ ]  | [ ]  |  |
| **2. INTERPERSONAL SKILLS** |
| Mentors staff to maintain a customer focus.  | [ ]  | [ ]  |  |
| Coaches staff to implement the results of process analysis.  | [ ]  | [ ]  |  |
| Provides effective input to administration communicating staff issues, suggestions, and concerns.  | [ ]  | [ ]  |  |
| **3. CRITICAL THINKING SKILLS** |
| Understands technical research and statistics to effectively make decisions. | [ ]  | [ ]  |  |
| Utilizes data to plan, monitor and evaluate.  | [ ]  | [ ]  |  |
| Effectively communicates with staff while maintaining confidentiality.  | [ ]  | [ ]  |  |
| 1. **IMPLEMENTATION OF QUALITY IMPROVEMENT/QUALITY ASSESSMENT**

Supervisors must review the performance of the unit and implement plans for improvements to achieve high performance. |
|  | **Developing Skills** | **Competent** | **Comments** |
| **1. TECHNICAL SKILLS** |
| Demonstrates understanding of the significance of data.  | [ ]  | [ ]  |  |
| Serves as a resource and facilitates staff involvement in monitoring and follow-up. | [ ]  | [ ]  |  |
| Summarizes data for analysis. | [ ]  | [ ]  |  |
| Focuses on outcomes. | [ ]  | [ ]  |  |
| **2. INTERPERSONAL SKILLS** |
| Provides opportunities to increase the knowledge of staff relative to the QI/PI process.  | [ ]  | [ ]  |  |
| Provides an environment conducive to the QI/PI process.  | [ ]  | [ ]  |  |
| **3. CRITICAL THINKING SKILLS** |
| Rethinks processes and structure to improve quality while reducing costs. | [ ]  | [ ]  |  |
| Develops solutions based on data and expected results.  | [ ]  | [ ]  |  |
| Seeks continual improvement of processes.  | [ ]  | [ ]  |  |
| Serves as a resource and facilitates staff in problem-solving and plan development.  | [ ]  | [ ]  |  |
| 1. **PROCESS MANAGEMENT**

Supervisors must design processes to meet key requirements of the organization including incorporation of new technology and organizational knowledge. |
|  | **Developing Skills** | **Competent** | **Comments** |
| **1. TECHNICAL SKILLS** |
| Oversees compliance with established policies and procedures. | [ ]  | [ ]  |  |
| Holds staff accountable and responsible for actions.  | [ ]  | [ ]  |  |
| Scheduling, resources – supplies and reagents, training/knowledge, resource for questions.  | [ ]  | [ ]  |  |
| **2. INTERPERSONAL SKILLS** |
| Seeks out staff concerns.  | [ ]  | [ ]  |  |
| Communicates underlying principles and rationale to broaden staff perspective and understanding. | [ ]  | [ ]  |  |
| Mentors and develops staff.  | [ ]  | [ ]  |  |
| **3. CRITICAL THINKING SKILLS** |
| Assists staff to establish priorities and develop negotiation skills.  | [ ]  | [ ]  |  |
| Maintains unbiased approach to problem solving.  | [ ]  | [ ]  |  |
| Looks at whole picture when problem solving.  | [ ]  | [ ]  |  |
| Oversees Human Resource management processes.  | [ ]  | [ ]  |  |

**Employee Signature:** **Date:**

**Trainer/Mentor Signature:** **Date:**

**Supervisor Signature: Date:**