

POINTS TO KEEP IN MIND WHEN ANSWERING SUPERVISORY QUESTIONS

- 1. Avoid inconsistency**
- 2. Always give employees a chance to explain their actions before taking disciplinary action. Don't allow too much time for a "cooling off" period before disciplining an employee.**
- 3. Be specific in your criticisms.**
- 4. Delegate responsibility wisely**
- 5. Do not argue or lose your temper, and avoid being impatient.**
- 6. Promote mutual respect and be fair, impartial and open-minded.**
- 7. Keep in mind that asking for employees' advice and input can be helpful in decision making.**
- 8. If you make promises, keep them.**
- 9. Always keep the feelings, abilities, dignity and motives of your staff in mind.**
- 10. Remain loyal to your employees' interests.**
- 11. Never criticize employees in front of others, or treat employees like children.**
- 12. Admit mistakes. Don't place blame on your employees, or make excuses.**
- 13. Be reasonable in your expectations, give complete instructions, and establish well-planned goals.**
- 14. Be knowledgeable about office details and procedures, but avoid becoming bogged down in details.**
- 15. Avoid supervising too closely or too loosely. Employees should also view you as an approachable supervisor.**
- 16. Remember that employees' personal problems may affect job performance, but only become involved when appropriate.**
- 17. Work to develop employees, and to instill a feeling of cooperation while working toward mutual goals.**
- 18. Do not overpraise or underpraise, be properly appreciative.**
- 19. Never ask an employee to discipline someone for you.**
- 20. A complaint, even if unjustified, should be taken seriously.**

***Taken from CSEA Administrative Supervision Test Prep Booklet**