



LEADERSHIP & MANAGEMENT  
EXPECTATIONS OF SUPERVISORS

Austin Community College

Office of the President  
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# **LEADERSHIP & MANAGEMENT EXPECTATIONS OF SUPERVISORS Austin Community College**

**L = Leadership Dimension**  
**M = Management Dimension**

## **VALUES (L)**

All supervisors of Austin Community College (ACC) are expected to be good managers and good leaders, and to understand the responsibilities and expectations associated with the privilege of serving students, faculty, staff, and the general public. Supervisors will especially understand the critical importance of fostering and practicing good communication skills (sharing information, collaborating with others, listening to others, and explaining the rationale for decisions which are made), and the importance of open communication in developing high performance teams.

ACC will provide Servant Leadership training, and a wide variety of leadership skills development, to all supervisors and will require training of new supervisors before they assume leadership responsibilities.

All supervisors are expected to:

- Understand that being a supervisor is an honor and a responsibility;
- Commit to high quality in all aspects of one's professional responsibilities;
- Commit to high ethical standards; be fair and consistent in decision-making;
- Model the behavior and standards expected of faculty and staff;
- Communicate effectively;
- Be systems-oriented, with a focus on continuous quality improvement;
- Be skilled in the use of technology to enhance communication and effectiveness;
- Promote learning and self-empowerment of those you serve;
- Maintain current and comprehensive understanding of all college policies and procedure;
- Conduct themselves, at all times, in a manner that avoids the appearance of impropriety, favoritism, or bias.

While leadership and management are different, the expectation of supervisors is that they exhibit and practice behaviors reflecting both organizational and leadership dimensions.

Practicing good management habits generally creates the time for creativity and collaboration in addressing opportunities within the units/areas for which the supervisor is responsible.

The following topics are provided as general clarification of the expectations of supervisors, with the goals of (1) enhancing communication across the district, (2) promoting consistency across the district, (3) promoting a culture of expectation of high quality management and leadership reflected in the skills and behaviors of ACC supervisors, and (4) influencing others to achieve and maximize their potential.

### **ATTORNEY/LEGAL QUESTIONS (M)**

Because some questions may have been addressed previously, and to control legal costs:

- All requests to contact the ACC attorney must be approved by the President of the College (general items), the Vice President of Business Services for facilities and business related issues, and the AVP of Human Resources for personnel matters.

### **BOARD OF TRUSTEES (M and L)**

The Board of Trustees operates within a policy governance model, and operates as a board only (i.e., through majority votes of the board).

All agendas for board meetings, and all materials to be provided to trustees, will be coordinated through the Secretary to the Board of Trustees.

Supervisors are expected to communicate to the president any contacts from trustees, or any information to be shared with the board. This is to ensure that the president and board chair are well-informed, and to reiterate the expectations noted in board policy as well as in accreditation principles.

### **BUDGET (M)**

College funds are entrusted to budget supervisors by the President in order to carry out their institutional responsibilities. Supervisors are responsible for the appropriate use of the funds entrusted to them, and for complying with all personnel, budget, and purchasing procedures established by the College. Supervisors are expected to work with the appropriate staff in Human Resources and Business Services to ensure the proper use of public funds.

## **COMMUNICATION/SHARED GOVERNANCE (L and M)**

Supervisors are expected to communicate regularly with the faculty and staff they supervise. This includes communicating the rationale for decisions made. This should be done through a variety of ways:

- Regular staff meetings, with *Minutes* maintained on web site;
- E-mail updates and written communications;
- Individual goal-setting and assessment conferences;
- Group focus meetings on particular topics or concerns;
- Use of upward evaluations and other opportunities to gain feedback.

Supervisors are expected to communicate effectively in writing to increase access to information within their areas of responsibility, and to create the time for interpersonal communication on topics or issues which arise. To ensure timely dissemination of information, supervisors will:

- Maintain a current list serv of all employees in their area(s) of responsibility;
- Maintain an accurate, comprehensive web site available to faculty, staff, students and the general public which responds to the most frequently asked questions of the department(s) in the supervisor's area of responsibility;
- Annually review and update the above items.

Supervisors are expected to be good listeners and observers, and embrace the opportunities inherent through collaboration:

- Supervisors are expected to have good supervisory communication skills and conflict resolution skills;
- Supervisors will respect that faculty and staff in their areas may be asked to serve on college-wide Shared Governance groups, or may be elected to leadership positions within their employee/affiliate organizations and to demonstrate support and flexibility in allowing employees to serve in these roles, while also meeting their employment obligations.

## **COMPLAINTS/GRIEVANCES (M)**

Most complaints can and do get resolved at the lowest organizational level to which they pertain. Supervisors are expected to model the communication skills they expect faculty,

staff, students, and the general public to exhibit:

- All complaints will be reviewed appropriately, in a timely manner, and in accordance with College Administrative Rules and Procedures;
- Supervisors will be neutral in receiving and in reviewing complaints – the facts will determine whether the complaint is valid or not. Supervisors are not to act apologetic to faculty, staff, or students who are the subject of a complaint, but to explain the nature of the complaint and ask for information to help assess how to respond to the concern. No bias toward employees or students will be demonstrated verbally or in writing by supervisors as they review and investigate complaints or grievances;
- Resolution/response to complaints will be documented in writing, with the rationale for the position taken by the supervisor, and with reference to the next level of appeal should the complainant wish to advance the complaint to the next level.
- The process for grievances and complaints will terminate at the appropriate vice president level. The president, upon appeal requests, will determine whether or not to grant an appeal based upon the thoroughness of the lower levels' review and response.

### **MASTER PLAN (L and M)**

Supervisors are to be active participants in the master planning process employed by the College, and to encourage communication and participation with faculty and staff in their areas of responsibility.

As leaders, supervisors are expected to scan for opportunities that affect their areas and to plan for appropriate strategies to successfully address them.

### **MEETINGS (L and M)**

Supervisors will have regular staff meetings with those they supervise to promote general information, to address departmental issues, to review goals and progress, and to formulate quality improvement initiatives where appropriate:

- An annual meeting schedule will be posted on the unit's web site or provided in written format;
- *Minutes* of meetings are to be distributed within one week of the meeting, and posted on the web

If supervisors are unable to attend a College meeting group to which they are assigned, they may not send substitutes unless the chair of the meeting group is asked in advance and agrees (sometimes it is not necessary nor a good use of the sub's time; sometimes it

may create more time in explaining past issues, or just alter the chemistry of the group).

## **OFFICES (M)**

Supervisors will post regular operating hours of their offices and departments, on site, as well as on the web.

Appearance counts – offices are expected to be well-organized and welcoming to visitors.

## **PERSONNEL-RELATED EXPECTATIONS (L and M)**

Personnel issues often take the bulk of a supervisor's time. If systems are in place to ensure good communication and timely responses to questions or concerns, supervisors will have more time to devote to leadership development within their areas of responsibility. General expectations of supervisors include the following:

- Maintaining accurate, up-to-date job descriptions for all staffing table positions – these are subject to final review/approval by Human Resources;
- Ensuring that ALL staffing table employees understand their job responsibilities, know what performance measures will be used to evaluate them, and receive regular informal feedback as to what they are doing well, and areas where they can improve (improvement suggestions should be documented in writing if they have to be mentioned more than once);
- Evaluating all staffing table employees face-to-face, once a year. Good supervisors ask their faculty and staff how they can assist them in meeting their goals and how they can serve them more effectively. The content of a supervisory evaluation should not be a surprise to the employee, if the supervisor has modeled good supervisory skills employees should already know how they are doing.

Supervisors should not imply to employees that their positions will be reclassified or compensation adjustments will be made, as this sets expectations which may or may not be fulfilled. Instead, they should be clear in communicating the process of review and the timing of when such requests may be initiated.

Supervisors **MUST** get approval of their Vice President, and HR, before terminating any staffing table employee (this is to ensure that appropriate documentation exists and to ensure that all due process rights have been observed).

## **PROFESSIONAL DEVELOPMENT/TRAINING (L)**

Professional development is important for everyone, especially supervisors. Through the President's Extended Team, administrators are encouraged to suggest topics for shared professional development.

New supervisors will be required to take basic supervisory skills training through ACC's Professional Development department in Human Relations.

### **REFRESHMENTS/FOOD (M)**

In general, it is expected that purchase of food and refreshments for staff meetings is not something that occurs for all meetings, but is associated with particular events such as departmental retreat/goal setting or other long meeting of a special nature.

Such expenditures, in addition to not being routine in nature, will be charged to the department's budget.

### **SIGNATURE AUTHORITY/ABSENCES (M)**

Supervisors are expected to name someone to act in their authority when they are absent due to illness, vacation, or professional travel:

- This is to be communicated to all other supervisors within one's areas of responsibility as well as the next-level supervisor;
- This is intended to ensure that calls, emails, and situations which arise are dealt with promptly and professionally.

It is not acceptable for things to be "on hold" or "pending" for any length of time because a supervisor is having medical problems, family problems, is ill, hospitalized, etc. The general obligations of the supervisor must be assumed by another so that students, faculty, staff, and the general public are served efficiently and effectively at all times.

### **TEAMWORK (L)**

We are stronger as a team. Working toward Master Plan goals, and dealing with the daily complexities of a large and diverse community college district, requires supervisors to help each other.

Supervisors are expected to be supportive of each other, to collaborate on mutual projects, and to work with the larger goal in mind - representing ACC in the best possible way.

### **TRAVEL (M)**

Supervisors are expected to demonstrate reasonable use of travel:

- Conferences and training should be directly related to one's area(s) of responsibility;

- The President's Leadership Team will determine how many administrators will attend general community college events such as AACCC, SACS, NISOD or other organizational conferences;
- Travel budgets for administrators will be determined by the President as part of the annual budget process.

Travel funds at ACC will be allocated on a formula basis for faculty, professional-technical, and administrative employees. In general, ACC's professional development office is to provide in-house development opportunities for classified employees.

Travel accounts may not be supplemented by budget transfers without the approval of the Vice President or President.

## **ATTACHMENTS**

- A:** Best Practices - Supervisor's Checklist
- B:** Smart Links (reference resources)
- C:** Servant Leadership at ACC

**BEST PRACTICES - SUPERVISOR'S CHECKLIST****ATTITUDE**

You want to supervise because:

- You like working with faculty, staff, students, and the general public
- You enjoy helping others
- You like challenges and want to stretch yourself and also help others grow
- You want to make a difference and leave your area better than you found it
- You want to help others grow and maximize their potential
- You understand that being a supervisor does not entitle you to perks, benefits, or working less hard than others

**KNOWLEDGE OF ACC - Basics**

You have read and maintain an office reference copy and electronic access to:

- Administrative Rules
- Beginning of Semester Information Packet to Faculty
- Board of Trustees Policies
- Catalog
- Employee Handbook
- Fact Book
- Organizational Reference
- Phone Directory (College)
- Schedule of Classes

**TECHNICAL SKILLS**

You have basic mastery of the following skills:

- PC Skills**  
You have basic mastery of word processing skills and do the bulk of your writing, correspondence drafts, etc. on your computer and transfer to staff as appropriate
- Datatel System**  
Understand the management information system, have password, know how to navigate
- ACC Web**  
Have and know how to use the e-mail system (send, receive, forward, attach, edit, convert to other formats)
- Phone System**  
Ability to set up and retrieve messages (internally and externally), transfer calls, set up conference calls, etc.
- Power Point**  
Ability to design power point presentations; set up for presentations

## PERSONNEL LEADERSHIP

You have done the following:

- Employee Job Descriptions**  
You have read and ensured that they are current
- Employee Expectations Are Clear**  
You have met individually with employees to discuss expectations for job performance
- Employee Coaching**  
You give frequent verbal and e-mail feedback to let employees know how they are doing;  
You talk with employees about what their goals are and try to link their assignments to those goals when possible
- Employee Evaluation**  
You understand and follow evaluation rules of the College; employees know what you expect of them; you provide informal and formal feedback; you document inappropriate behavior and your efforts to improve the performance of the individual
- Disciplinary Actions/Terminations**  
You ensure that the decisions taken are thoughtful and warranted; that appropriate documentation exists; and you collaborate with the next-level supervisor before making termination decisions.

## COMMUNICATION/COLLABORATION

- Frequent/Flexible Communication**  
You use regular staff meetings, emails, phone messages, focus groups, etc. as means to ensure that faculty and staff are well-informed and have opportunities to participate
- List Servs/Directory**  
You maintain a current email list serve for all employees in your area;  
You maintain a list of employees' contact information at your home so that you may communicate in the event of unexpected situations.
- Meetings**  
You hold regular meetings for those you supervise; meetings are established and published for the academic year; *Minutes* are maintained and posted on the web.
- Collaboration**  
You ask faculty and staff to assist in discussing problems and challenges within the area supervised; you encourage faculty and staff to participate in master planning activities; you encourage faculty and staff to assist in establishing and analyzing effectiveness measures to assess performance.
- Feedback**  
You check email and phone messages daily; you return calls and messages as quickly as possible, but with the goal of no later than the end of the next business day. You leave phone and email bounce-back messages that alert people to when you are out of the office.  
You "close the loop" when communicating to ensure that all who are or should be

- involved have the same information as you.
- **Web Site**  
You ensure that your unit's web site is current and comprehensive; you have FAQs that are logically arranged and which address core functions, programs, or services within your areas of responsibility; you revise the web frequently to ensure that all content is timely and accurate.

#### **PROBLEM-SOLVING/HANDLING COMPLAINTS**

- **Equal Treatment**  
You do not assume that faculty and staff are always right and students/public are always wrong. You do not act apologetic when having to ask a colleague about their role or behavior in any allegation of wrong doing.
- **Fact Finding**  
You, in a neutral manner, get the information needed to make an informed, fair decision.
- **Resolution**  
You make fair decisions based on the information, and you communicate your decision and the rationale for it to all parties involved in the complaint or in a particular issue.
- **Timeliness**  
You respond to problems or complaints as quickly as possible, knowing that they "don't go away" and that your action matters to those who are involved.

## Attachment B

### SMART LINKS

STUDENT RELATED	FACULTY RELATED	OTHER/ALL ACC EMPLOYEES
<ul style="list-style-type: none"> <li>• Admissions &amp; Records - Includes links to A&amp;R Form Library, Graduation Information, On-Line Application, etc.</li> <li>• Bookstore</li> <li>• Calendars - Academic Calendar &amp; Current Registration Calendar</li> <li>• Campus Services - This web page includes links to Advising, Admissions &amp; Records, Assessment, Bookstores, Cashier's Office, Centers, and more.</li> <li>• Course Schedule - Links to current course listings by Discipline, Location &amp; Distance Learning, Time of Class, Instructor, etc.</li> <li>• Credit Students at Highland Business Center, Resource Referral Guide (PDF format)</li> <li>• Financial Aid Office - Information on Types of Aid Available, Disbursal of Aid, Pre-loan Counseling Session Schedule, FA Forms for downloading, and much more.</li> <li>• Forms (ACC)</li> <li>• Information Request Form - Interactive on-line form to acquire an ACC Admissions Application, Degree/Program brochures, etc.</li> <li>• International Student Office - Includes INS regulations, and Non-Resident &amp; 12-Month Resident information.</li> <li>• New Student Orientation - Steps to register and the current Orientation Schedule</li> <li>• Registration Quick Reference - contains pages 3-12 of ACC's Course Schedule Book: registration calendar, registration checklist, registration eligibility times,</li> </ul>	<ul style="list-style-type: none"> <li>• ACC Fact Book</li> <li>• ACC/Higher Education Glossary of Terms</li> <li>• ACC Organizational Reference</li> <li>• Academic and Workforce Discipline Directories</li> <li>• Academic Calendar</li> <li>• Academic Testing Centers - Hours, Policies &amp; Procedures</li> <li>• Adjunct Faculty Association</li> <li>• Adjunct Faculty E-mail and Voice Mail (How to set up)</li> <li>• Adjunct Faculty Web-based Orientation</li> <li>• Bookstores &amp; More</li> <li>• Course Schedule - This page includes links to current course listings by Discipline, Location &amp; Distance Learning, Time of Class, Instructor, etc. It also includes links for Cancelled Course information.</li> <li>• Credentials, Faculty</li> <li>• Credit Faculty at Highland Business Center, Resource Referral Guide (PDF format)</li> <li>• Developmental Instructor Resources</li> <li>• Distance Learning Faculty Resources</li> <li>• Duplication</li> <li>• e-Time (Employee Timesheet System)</li> <li>• e-Staffing</li> <li>• Environmental Health, Safety, &amp; Insurance (ACC Only)</li> <li>• Faculty Evaluations - Information about the evaluation process as well as necessary forms.</li> <li>• Faculty Handbook</li> <li>• Forms (ACC)</li> <li>• Full-Time Faculty Senate</li> <li>• Highland Business Center Room Schedule (ACC Only)</li> <li>• Important Dates for Faculty - Class roll distribution, withdrawing &amp; reinstating</li> </ul>	<ul style="list-style-type: none"> <li>• ACC Administrative Rules - includes complete listing with search engine.</li> <li>• ACC Board - membership, policies, schedules, etc.</li> <li>• ACC Fact Book</li> <li>• ACC Human Resource Forms</li> <li>• ACC Information Technology - links to Computer Virus Information, IT Buyer, Help Desk, ACCNet forms for Departmental e-mail accounts, WWW author accounts, and more.</li> <li>• ACC College-Wide Meeting Minutes (ACC Only)- Site contains information about the committee mission, the committee membership, the meeting dates and agenda for future meetings, and the minutes for past meetings.</li> <li>• ACC Organizational Reference</li> <li>• ACC/Higher Education Glossary of Terms</li> <li>• Classified Employees Association</li> <li>• e-Time (Employee Timesheet System)</li> <li>• Employee Handbook</li> <li>• Employee Tuition Vouchers</li> <li>• Environmental Health, Safety, &amp; Insurance (ACC Only)</li> <li>• Forms (ACC)</li> <li>• Governmental &amp; Community Relations</li> <li>• Highland Business Center Room Schedule (ACC Only)</li> <li>• Marketing &amp; College Relations- Brochures, logos for use in print and web are available in their Resource section.</li> <li>• Master Plan</li> <li>• Office of Institutional Effectiveness - Daily Registration Update, Fact Book, OIE Services, Publications, Reports, etc.</li> </ul>

<p>info on paying and calculating tuition &amp; fees, installment plan, etc.</p> <ul style="list-style-type: none"> <li>• Student Handbook - current ACC Student Handbook.</li> <li>• Student Life Calendar of Events - Lists campus-wide events sponsored by the Student Life Office</li> <li>• Student Right to Know and Campus Security Act</li> <li>• Transcripts, How to Obtain - includes 4 options</li> <li>• Transfer Manual - ACC's Online Transfer Manual includes information on Transfer Plans, Course Equivalencies, Transfer Scholarships, and University Information Sheets (keys facts &amp; contacts).</li> </ul>	<p>students, final grades due, pay days, etc.</p> <ul style="list-style-type: none"> <li>• Instructional Deans and Department Chairs</li> <li>• Instructional Technology &amp; Distributed Learning - Computing, Media, Development Services and more.</li> <li>• Learning Lab Services</li> <li>• Marketing &amp; College Relations- Brochures, logos for use in print and web are available in their Resource section.</li> <li>• Master Syllabus</li> <li>• New Semester Information for Faculty (from Campus Administration)</li> <li>• Office of Institutional Effectiveness - Daily Registration Update, Fact Book, OIE Services, Publications, Reports, etc.</li> <li>• Schedule Development Resources (ACC Only)</li> <li>• Students with Disabilities, Working with -- includes manual</li> <li>• Textbook Ordering System - ACC Textbook: Inventory by Discipline/Course, Book Title, Publisher, ISBN Number, and Book Title. Procedural information for using this system also available.</li> <li>• Workshops &amp; Events</li> </ul>	<ul style="list-style-type: none"> <li>• Professional and Technical Employees Organization</li> <li>• Professional Development Opportunities - Provides schedules, descriptions, etc.</li> <li>• Workshops &amp; Events</li> </ul>
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## **Attachment C**

### **SERVANT LEADERSHIP/ACC**

#### **CORE CONCEPTS OF SERVANT LEADERSHIP**

- It's a privilege to serve
- Motivation is to help others grow
- Motivation of leaders is to make the organization healthier and stronger

#### **CORE CHARACTERISTICS OF SERVANT LEADERSHIP**

- Emphasis on communication
  - Active listening and observing
- Emphasis on collaboration and facilitation
- "Things are managed; people are led"
- Emphasis on high ethical standards and integrity
- Use of power appropriately and beneficially

#### **SERVANT LEADERSHIP AND SHARED GOVERNANCE ARE A "GOOD FIT"**

- Respect for individuals
- Respect for processes, communication, interaction
- Respect for interaction and collaboration
- Respect for values-driven decision-making