Definition of a Manager

A manager is someone who formally leads individual and collective efforts to accomplish shared University goals. Responsibilities of the manager include planning, directing, monitoring and evaluating the work of one or more individuals. This role includes not only front line supervisors, responsible for day to day operations, but also directors, faculty, and senior academic/administrative leaders of the University. At UVa, a successful manager demonstrates the following capabilities:

**Leading as a Manager:** Communicates effectively, shares vision, focuses on people, initiates positive change, values differences and fosters collaboration. Establishes, promotes and maintains a safe work environment. Inspires others to achieve University, school/unit, and individual success. Challenges processes and is willing to break from the status quo to improve individual and unit performance.

Managers should: have professional and technical competence to perform their jobs; an aptitude for leading others and a desire to advance the culture of leadership for all employees; and the ability and commitment to engage in continuous learning and development for themselves and those in their areas. While not meant to be an exhaustive list, the following is intended to provide managers with an initial set of performance expectations, not where their responsibilities end. At a minimum, managers should:

- participate in the recruitment and hiring process
- provide direction, encouragement and resources to employees
- set priorities, assign work, ensure quality, and resolve complex problems
- develop and utilize the talents of their employees
- recognize and reward the success of others
- provide ongoing coaching and performance feedback
- understand and advise their employees on policies, practices and systems applicable to their positions and those of the employees they supervise
- model expected behavior and attitude
- make, and demonstrate in their work, commitments to diversity and equity in the workplace
- recognize and foster constructive change
- accountable for actions taken and decisions made for both themselves and others
- act as representatives of the University, taking action or making commitments on behalf of UVa in accordance with UVa policies and procedures and applicable state and federal law