

I. DESCRIPTION OF WORK

Positions in this banded class supervise a group of employees that perform skilled work in printing or related operations to produce a variety of materials. Supervision ranges from small print/copy units to managerial responsibility for the largest print operation that may include several small units. Production supervision may include one or more of these skill areas: pre-press, press area, bindery, and/ or a consolidated copying program. Positions are responsible for detailing instructions to be used by subordinates to execute a printing request. Work includes establishing general time limits for completion; making work assignments; adhering to, establishing, and/or adjusting priorities; and ensuring that the finished product meets quality standards. Positions are responsible for ensuring that printing supplies are available to meet demands, for overseeing maintenance of equipment, and for recommending or purchasing new equipment.

II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
Positions at this level plan, coordinate and supervise activities of a bindery/printing operation where employees perform recurring printing or related duties to produce standard materials. Positions may function in a “working supervisor” capacity performing the more difficult work of the unit in addition to supervisory functions. Positions schedule and review work assignments, requisition and maintain supplies, maintain equipment, set daily objectives for the unit based on established priorities and time frames, and determine priority and extent of work to be completed.	Positions at this level perform supervisory functions for a printing/copy unit where employees perform a variety of complex printing or printing-related tasks to produce non-standard materials. Positions plan, organize, direct, set short-range objectives, prioritize activities/tasks, and adjust priorities when appropriate. Planning at this level is more difficult than that performed at the Contributing level because of the greater number of steps in the printing process and the larger number of projects on-going simultaneously.	Positions at this level manage operations of printing, digital print, and copy services. Work involves contact with university officials/clients to take orders and provide advice regarding the desired product. Positions review and establish prices to cover costs of operating printing services for the university. Work may involve contracting printing services outside the print shop. Positions are responsible for purchase and maintenance of equipment and supplies and for maintaining related financial and inventory control records.

III. COMPETENCIES

Competency	Definition
Knowledge - Technical	Technical knowledge and skill in printing and related printing services. Ability to keep up with current developments and trends.
Planning and Organizing Work	Ability to develop plans to accomplish work operations and objectives. Ability to arrange and assign work to use resources efficiently.
Safety and Health Management	Knowledge of effective safety and health management policies and procedures. Ability to establish a culture of safety for employees and ensure that work processes are free from safety and health hazards. Ability to ensure that employees are trained and that programs are in place to ensure safety.
Client/Customer Service	Ability to develop and maintain strong relationships with clients by listening, understanding, and responding to needs.
Budget Management	Ability to plan and monitor the use of expenditures. Ability to prepare budget documents and reports.
Human Resources Management	Ability to recruit, select, develop, counsel, discipline, and evaluate employee performance. Ability to administer and ensure compliance with Human Resources policies and procedures. Ability to observe and assess work and provide feedback. Ability to provide technical supervision of staff.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

IV. COMPETENCY STATEMENTS BY LEVEL

Knowledge – Technical

Technical knowledge and skill in printing and related printing services. Ability to keep up with current developments and trends.

Contributing	Journey	Advanced
Knowledge and ability to perform and oversee a variety of recurring and related tasks using steps and processes that are readily understood and that are associated with less complex printing and related services.	Knowledge of both standard and non-standard work processes. Knowledge and ability to perform and oversee a variety of recurring and non-recurring printing work performed by numerous employees and that may involve varying and complex processes with numerous steps.	Considerable knowledge of printing principles, procedures, concepts, practices, methods, and equipment to oversee and direct an operation of printing, duplicating, and related services for a university. Thorough understanding of all printing and related systems/ equipment and quality control.

Planning and Organizing Work

Ability to develop plans to accomplish work operations and objectives. Ability to arrange and assign work to use resources efficiently.

Contributing	Journey	Advanced
<p>Ability to set daily objectives for work unit based on established priorities and time frames. Ability to coordinate assignments and provide day-to-day direction to subordinates. Ability to adjust work schedules to maintain balanced workloads. Ability to share relevant or important information with subordinates.</p> <p>Ability to recognize need and request equipment and/or materials that are needed to do the job.</p> <p>Ability to ensure quality control standards are met.</p>	<p>Ability to plan and schedule work, establishing priorities and goals within a short time frame. Ability to adjust priorities and workloads as needed. Ability to assign tasks based on workload and employee skills. Ability to coordinate work with other dept supervisors or with outside sources as needed to meet deadlines on critical jobs and set priorities. Ability to identify barriers and resources to achieve goals.</p> <p>Ability to plan for equipment needs, review requests, and ensure that required equipment, tools and/or materials are available.</p> <p>Ability to develop, establish, and maintain quality control standards.</p>	<p>Ability to study work flow and operating techniques to improve utilization of personnel and equipment for efficiency and effectiveness. Ability to set mid-to-long range goals and objectives. Ability to prepare alternative plans to meet changing conditions. Ability to supervise decentralized and special related services.</p> <p>Ability to stay informed as to technology changes that may improve work flow.</p>

Safety and Health Management

Knowledge of effective safety and health management policies and procedures. Ability to establish a culture of safety for employees and ensure that work processes are free from safety and health hazards. Ability to ensure that employees are trained and that programs are in place to ensure safety.

Contributing	Journey	Advanced
<p>Understanding of existing safety procedures and ability to ensure proper application for work processes.</p>	<p>Ability to identify in-house safety matters requiring development of in-house procedures. Ability to assess and develop safety procedures in relation to overall university safety policies.</p>	<p>Ability to interpret safety policies and determine applicability within printing operations. Ability to ensure that overall safety program objectives are met. Ability to take proactive steps to maximize safe operations and measure the effectiveness of action. Ability to complete and report safety plans as requested.</p>

Client/Customer Service

Ability to develop and maintain strong relationships with clients by listening, understanding, and responding to needs.

Contributing	Journey	Advanced
<p>Ability to respond to customer needs as outlined in job orders within established parameters and deadlines. Ability to check with customers for understanding of needs. Ability to demonstrate courteous actions and follow the organization’s established protocol for customer service.</p>	<p>Ability to anticipate, identify and understand customer’s service needs. Ability to effectively balance multiple priorities. Ability to maintain good rapport with customers while assisting them with obtaining desired products. Ability to check with customers to ensure products meet needs. Ability to maintain positive interface with customers, vendors and dept staff. Ability to meet with other department supervisors to discuss job schedules.</p>	<p>Ability to inform customers of services available. Ability to evaluate customer needs, use innovation to meet needs, apply cost effective approaches, and ensure delivery of quality product. Ability to identify trends that impact service delivery to customers. Ability to make changes for service delivery improvement based on customer feedback.</p>

Budget Management

Ability to plan and monitor the use of expenditures. Ability to prepare budget documents and reports.

Contributing	Journey	Advanced
<p>Basic understanding of the organization’s budget process. Ability to follow budget guidelines and stay within budget. Skill in using appropriate tools to track or report work expenses. Ability to follow purchasing and procurement guidelines.</p>	<p>Understanding of the organization’s budget process. Ability to identify and monitor most cost-effective use of resources. Ability to consider the business needs of the organization when requesting funds. Ability to make sound decisions on procurement of supplies. Ability to respond and meet requests for budget information within time frames.</p>	<p>Understanding of financial planning strategies used to develop budget. Understanding of state and department/office budget procurement regulations. Ability to analyze fiscal/budget reports. Ability to provide rationale/justifications to management and budget officials regarding revenues and expenditures. Ability to adjust budgets as appropriate or as directed.</p>

Human Resources Management

Ability to recruit, select, develop, counsel, discipline, and evaluate employee performance. Ability to administer and ensure compliance with Human Resources policies and procedures. Ability to observe and assess work and provide feedback. Ability to provide technical supervision of staff.

Contributing	Journey	Advanced
<p>Ability to contribute to the interview process. Ability to orient new staff to unit.</p> <p>Ability to assess and rate employees' performance and competency development, providing feedback to employees and improvement plans if needed. Ability to develop staff through on-the-job training, coaching, and mentoring. Ability to take appropriate corrective actions with employees.</p> <p>Ability to apply appropriate Human Resources procedures, regulations, and policies. Ability to advise employees regarding policies and procedures.</p>	<p>Ability to recruit staff that meet required competencies. Ability to implement recruitment strategies to ensure diverse workforce. Ability to ensure interview process that selects candidates based on demonstrated competencies.</p> <p>Ability to set specific, measurable, and realistic performance and competency expectations for staff. Ability to work with employees to identify individual strengths and weaknesses and recommend developmental activities. Ability to recommend pay adjustments based on competency development. Ability to monitor and resolve performance management issues through formal and informal discussions and procedures.</p>	<p>Ability to identify staffing gaps brought about by retirement and turnover and develop strategies to address issues. Ability to participate in development of strategic retention plans.</p> <p>Ability to identify long-term goals and promote development of staff that meets current and future competency needs to meet goals. Ability to make sound capital resource recommendations addressing staffing and training needs. Ability to make specific salary recommendations and competency pay recommendations that fit defined pay factors. Ability to approve corrective actions adhering to policies and procedures.</p>

V. MINIMUM TRAINING & EXPERIENCE

High school diploma or equivalency and three years of skilled experience relating to area of assignment; or equivalent combination of training and experience.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.