Supervision of Subordinate Supervisors

General Questions

How will you insure that the appropriate directives and communications that you give to your subordinate supervisors are communicated to their employees?

How can you insure understanding and consistent application of your policies by your subordinate supervisors?

What tools do you employ to hold your subordinate supervisors accountable for the performance of their groups?

The new subordinate supervisor you've hired has never supervised before. What steps will you take to prepare the new supervisor to meet the challenges of supervision?

What steps do you take to insure effective communications with your subordinate supervisors?

Situations

As a manager with a number of subordinate supervisors, one of the employees consistently bypasses your subordinate supervisor and brings issues and problems directly to you. What action, if any, will you take?

You’ve just appointed a new supervisor for your best section. The section has nearly perfect attendance and consistently produces the most work with the fewest mistakes. The supervisor states that work takes priority and that only essential conversations should take place. What will you do?

A subordinate supervisor directs an employee to correct a potentially unsafe action. The employee refuses. What is your direction to the supervisor?

One of your subordinate supervisors without talking to you has taken a personnel issue to your supervisor. What will you do?

You've been told by a number of staff that one of your subordinate supervisors is documenting everything that you do. What actions, if any, will you take?

You've initiated a major change in policy in your organization. One of your subordinate supervisors is resisting the change to the point where their
resistance may influence other employees. What actions, if any, will you take?

Another supervisor has told you that one of your subordinate supervisors made a sexually oriented comment to a new employee. What course of action will you take?

You’ve noticed that the quality and timeliness of work is beginning to slip in one of your sections. What actions, if any, will you take with the subordinate supervisor in charge of this section?

Your subordinate supervisor has implemented a policy that contradicts a policy that you issued for all your sections. How will you resolve this contradiction in policies?

During an all hands meeting, two of your subordinate supervisors begin to accuse one and another’s employees of sabotaging an important work process. How will you handle the situation?

As opposed to working together, two of your subordinate supervisors appear to operate as if they are in heated competition. Are there any actions that you would take?

An employee of one of your subordinate supervisors has come to you complaining about a romantic relationship between the supervisor and another employee in the group. How will you address the situation?

A number of employees have complained to you about your subordinate supervisor for playing favorites. What actions will you take?

Your subordinate supervisor has great difficulty in making decisions. It appears that the secretary is making the majority of decisions in the section. What will you do?

In implementing a new process your subordinate supervisor has requested to replace the existing personal computer with new personal computers for the entire staff. The upgrade in computers was not budgeted. How will you respond?

It has come to your attention that a subordinate supervisor made an unauthorized purchase. Although the purchase was necessary to produce a
routine report, the purchase is against department policy. Will you take any action?

One of your subordinate supervisors has started to throw their weight around with the employees. To the best of your knowledge, the performance of the unit has not been affected. What action, if any, will you take?

High absenteeism and high turnover characterize one of your sections. What will you do?

One of your subordinate supervisor’s employees argues with every change in procedure. Your subordinate supervisor is beginning to take these arguments personally and getting extremely upset. How will you work with your subordinate supervisor?