

# Table of content

## PART A Introduction

CHAPTER 1 INTRODUCTION TO THE POSITION OF SUPERVISOR	19
1.1 Introduction	19
1.2 Objectives	19
1.3 Leading in different levels and ways	20
1.4 Ways of supervising employees	22
1.5 Duties and responsibilities of the supervisor	24
1.6 Planning and organizing work	30
1.7 What does the proper professional attitude of a manager consist of?	33
1.8 Glossary	36
1.9 Final assignment	37

## PART B P3/P4-K2-W3 Conducts formal interviews

CHAPTER 2 INTERVIEW TECHNIQUES	45
2.1 Introduction	45
2.2 Objectives	45
2.3 Communication techniques and communication	46
2.4 The communication process	50
2.5 Communication skills	53
2.6 Conversation goals	58
2.7 Glossary	61
2.8 Final assignment	62
CHAPTER 3 MEETINGS AND CONSULTATIONS: THE WORK CONSULTATION	63
3.1 Introduction	63
3.2 Objectives	63
3.3 Types of meetings	64
3.4 Criteria for an effective and efficient work consultation	66
3.5 Glossary	76
3.6 Final assignment	77
CHAPTER 4 WORKING TOGETHER FOR QUALITY	79
4.1 Introduction	79
4.2 Objectives	79
4.3 Working together in a team	80
4.4 Working styles and team roles	81
4.5 Dealing with cultural diversity in a team	83
4.6 Understanding your own contribution to the team	86
4.7 Team development and team spirit	91
4.8 Self-directed teams	94
4.9 Quality improvement based on PDCA model	95
4.10 Glossary	97
4.11 Final assignment	98

CHAPTER 5 DEALING WITH CONFLICT IN A TEAM	101
5.1 Introduction	101
5.2 Objectives	101
5.3 Difference of opinion or conflict	102
5.4 Causes of conflict	103
5.5 Advantages and disadvantages of different conflict styles	104
5.6 Conflict Management	106
5.7 Glossary	111
5.8 Final assignment	112

CHAPTER 6 CONDUCTING PERFORMANCE AND ASSESMENT INTERVIEWS	113
6.1 Introduction	113
6.2 Objectives	113
6.3 The performance interview	114
6.4 The assessment interview	120
6.5 Glossary	127
6.6 Final assignment	128

## PART C P3/P4-K2-W2 Instructs and supervises new colleagues, trainees and/or volunteers

CHAPTER 7 SUPERVISING EMPLOYEES	133
7.1 Introduction	133
7.2 Objectives	133
7.3 Instructions and assignments: similarities and differences	134
7.4 Giving instructions	135
7.5 Giving single and compound orders	137
7.6 Motivating employees	139
7.7 Evaluate	142
7.8 Feedback	142
7.9 Reflect	148
7.10 Preparation of a supervising plan	151
7.11 Drawing up a development plan: employability	152
7.12 Glossary	155
7.13 Final assignment	156

## PART D P3/P4-K2-W1 PLANS AND DISTRIBUTES WORK

CHAPTER 8 DRAFTING A JOB DESCRIPTION	159
8.1 Introduction	159
8.2 Objectives	159
8.3 Determining staffing needs: from task formation to job description	160
8.4 Job classification manual	164
8.5 Glossary	173
8.6 Final assignment	174

CHAPTER 9 RECRUITING STAFF	175
9.1 Introduction	175
9.2 Objectives	175
9.3 Roadmap: recruiting staff	176
9.4 Glossary	188
9.5 Final assignment	189

CHAPTER 10 SELECTING PERSONNEL	191
10.1 Introduction	191
10.2 Objectives	191
10.3 Roadmap: selecting personnel	192
10.4 Glossary	209
10.5 Final assignment	210
CHAPTER 11 LEGAL FRAMEWORK: LABOR LAW AND SOCIAL SECURITY	211
11.1 Introduction	211
11.2 Objectives	211
11.3 Labor law	212
11.4 Social security	241
11.5 Social services	249
11.6 Glossary	252
11.7 Final assignment	253
CHAPTER 12 INTRODUCING AND INDUCTING A NEW COLLEAGUE	255
12.1 Introduction	255
12.2 Objectives	255
12.3 Signing employment contract	256
12.4 Creating personnel files	257
12.5 Registering the employee with the Tax Authorities	259
12.6 Introducing a new employee	259
12.7 Onboarding of a new employee	262
12.8 Glossary	263
12.9 Final assignment	264
CHAPTER 13 WORK SCHEDULING	265
13.1 Introduction	265
13.2 Objectives	266
13.3 Determining quantitative staffing needs	266
13.4 Determining qualitative staffing needs	273
13.5 The work schedule and laws and regulations	274
13.6 Staff budget and personnel costs	276
13.7 The work schedule and the three R's	282
13.8 Step-by-step plan for creating a work schedule	287
13.9 Glossary	296
13.10 Final assignment	297
 PART E PRACTICAL ASSIGNMENT 'KERNTAAK 2'	
PRACTICAL ASSIGNMENT P3/P4-K2: PROVIDES LEADERSHIP	301
Sub-assignment 1: Applying for the position of supervisor	303
Sub-assignment 2: Planning and organization	303
Sub-assignment 3: Determining staffing needs	304
Sub-assignment 4: Hiring staff	304
Sub-assignment 5: Work meeting	305
Sub-assignment 6: Instructing employees and supervising employees	306
Sub-assignment 7: Conduct evaluation interviews with employees	306
Sub-assignment 8: Assessment interview with teacher/manager/principal	306