

I. DESCRIPTION OF WORK

Positions in this banded class perform supervision of a component or multiple components of a nursing program including research. They are typically responsible for serving as a supervisor/Health authority of a unit in an organization. Positions in this class may assist Nursing Directors with administrative duties such as planning, organizing and managing daily operations, quality assurance, Human Resource management functions, and staff development. Positions in this class may also be responsible for supervision of nursing consultation programs.

II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
<p>Positions at this level typically perform supervisory functions for a single organization or unit with homogeneous population/patient needs. They exercise a high level of independent clinical decision making. Positions at this level perform training functions for their individual area of assignment, review work of assigned staff, assist with interviewing and selecting staff, interpret and provide input into Standard Operating policies and procedures, and resolve minor discipline and other employee relations issues. They may perform limited budgetary functions. Positions at this level would typically have responsibility for a minimum of an entire shift.</p>	<p>Positions at this level typically perform supervisory functions for one unit or organization assessing for and ensuring the provision of a full range of health services. They exercise a high level of independent clinical decision making. They perform training functions for their individual area of assignment, review work of assigned staff, assist with interviewing and selecting staff, interpret and provide input into the Governing Body and Unit Standard Operating policies and procedures, and resolve minor discipline and other employee relations issues. They may perform limited budgetary functions.</p>	<p>Positions at this level typically perform supervisory functions over multiple organizational units (which may include heterogeneous populations such as pediatric, geriatric or acute services), a specific region or an entire organization. They exercise a high level of independent clinical decision making. They may be responsible for cross-training and assignment of staff across heterogeneous service areas in order to effectively respond to clinical needs. They may perform limited budgetary functions.</p>

III. COMPETENCIES

Competency	Definition
Knowledge - Technical	Considerable knowledge of professional nursing theory, techniques, practices and procedures; considerable knowledge of medical terminology, disease process and body systems, current clinical diagnostic procedures and treatments and skills in applying these knowledges in a review; general knowledge of state and federal rules and regulations governing financial reimbursement; general knowledge of professional nursing care practices and principles across the nursing continuum.
Critical Thinking	Critical thinking includes questioning, analysis, synthesis, interpretation, inference, inductive and deductive reasoning, intuition, application and creativity. Ability to assess and interpret medical and clinical information from a patient chart. Ability to evaluate a plan of nursing intervention to meet the needs of individual patients. Ability to make accurate decisions based upon the review of medical records. Ability to make recommendations for improvements in nursing services.
Consulting/Advising	Ability to provide advice and counsel. Ability to understand client programs, organization and culture.
Client/Customer Service	Ability to develop and maintain professional relationships with patients, their families and staff by listening, understanding and responding to identified needs.
Communication	Ability to establish and maintain effective communications and work relationships with Physicians, health care personnel, patients and families, agencies directing review programs, and others. Ability to convey information clearly and concisely either verbally or in writing regarding the disease process, level of care and services being rendered to ensure that the intended audience understands the information and the message. Ability to listen and respond appropriately to others.
Supervision	Ability to establish expectations and clear direction to meet goals and objectives of on-going work for a group of nurses and other clinical or support staff. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies.

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

Considerable knowledge of professional nursing theory, techniques, practices and procedures; considerable knowledge of medical terminology, disease process and body systems, current clinical diagnostic procedures and treatments and skills in applying these knowledges in a review; general knowledge of state and federal rules and regulations governing financial reimbursement; general knowledge of professional nursing care practices and principles across the nursing continuum.

Contributing	Journey	Advanced
<p>Considerable knowledge of professional nursing theory, techniques, practices and procedures, medical terminology, disease processes and body systems, current clinical diagnostic procedures and treatments and skills in applying this knowledge, and the clinical competencies necessary to provide care to assigned patients. General knowledge of local, state and federal regulations governing health care practices and of standards of accrediting bodies. Basic knowledge of good supervisory practices and skill in supervising others, including communication skills (listening, asking questions and giving feedback), how to delegate and assign duties to non-licensed and licensed nursing staff which is within their scope of practice, giving clear, understandable instructions, how to deal effectively with difficult employees, how to evaluate performance and to participate in disciplinary actions. Knowledge of state government’s HR interview policies and procedures. Basic knowledge of staffing standards for shift on applicable unit(s).</p>	<p>Working knowledge of good supervisory practices and skill in supervising others, including communication skills (listening, asking questions and giving feedback), how to delegate and assign duties to non-licensed and licensed nursing staff which is within their scope of practice, giving clear, understandable instructions, how to deal effectively with difficult employees, how to evaluate performance and may assist or conduct investigations and participate in disciplinary actions. Working knowledge of state government’s HR interview policies and procedures. Working knowledge of applicable staffing standards for work unit.</p>	<p>Full knowledge of good supervisory practices and skill in supervising others, including communication skills (listening, asking questions and giving feedback), how to delegate and assign duties to non-licensed and licensed nursing staff which is within their scope of practice, giving clear, understandable instructions, how to deal effectively with difficult employees, how to evaluate performance and to conduct investigations and participate in disciplinary actions. Ability to mentor new supervisors. Full knowledge of state government’s HR interview policies and procedures. Working knowledge of staffing standards for all organizational units.</p>

Basic knowledge - The span of knowledge minimally necessary to complete defined assignments.

Working knowledge - The span of knowledge necessary to independently complete defined assignments to produce an effort or activity directed toward the production or accomplishment of the research objective.

Full knowledge - The broad scope of knowledge demonstrated on the job that is beyond journey competencies.

Critical Thinking

Critical thinking includes questioning, analysis, synthesis, interpretation, inference, inductive and deductive reasoning, intuition, application and creativity. Ability to assess and interpret medical and clinical information from a patient chart. Ability to evaluate a plan of nursing intervention to meet the needs of individual patients. Ability to make accurate decisions based upon the review of medical records. Ability to make recommendations for improvements in nursing services.

Contributing	Journey	Advanced
<p>Ability to implement the nursing process (assess, plan, implement and evaluate) to meet patient needs as it relates to patient care and to staff assignment and delegation with some supervision from a higher management level. This includes ability to establish expectations and clear directions for staff to meet the goals and objectives of the work unit. Ability to base judgments on facts and reasoning. Ability to be open-minded, organized and systematic, and inquisitive. Ability to be reflective and self-monitoring. Ability to be creative. Ability to demonstrate discernment of patient complaints and employee issues. Ability to identify current problems, report potential problems, and assess the medical appropriateness, quality, and necessity of care given. Ability to determine if delivery of service complies with local, state and federal regulations and standards of accrediting bodies.</p>	<p>Ability to independently implement the nursing process (assess, plan, implement and evaluate) to meet patient needs as it relates to patient care and to staff assignment and delegation with guidance from policies, procedures and protocols.</p> <p>Ability to identify current problems with possible solutions, report potential problems, and assess the medical appropriateness, quality, and necessity of care given.</p>	<p>Ability to manage complex dilemmas. Ability to anticipate, recognize and respond appropriately to potentially problematic situations. Ability to resolve unusual problems encountered with employees.</p>

Consulting/Advising

Ability to provide advice and counsel. Ability to understand client programs, organization and culture.

Contributing	Journey	Advanced
<p>Ability to lead employees by demonstrating a professional, caring approach, by listening, being acceptable and leading by example towards common, short-term operational goals and objectives of the unit.</p>	<p>Ability to actively seek to motivate employees and develop team camaraderie and commitment towards meeting the objectives of higher management. Ability to develop and maintain a close working relationship with facility, regional and central office management and administration.</p>	<p>Ability to be fair, impartial and consistent with all employees. Ability to be accessible to all levels of employees. Ability to involve employees in strategic planning and implementation and in the development of policies and procedures.</p>

Client/Customer Service

Ability to develop and maintain professional relationships with patients, their families and staff by listening, understanding and responding to identified needs.

Contributing	Journey	Advanced
<p>Ability to advise and counsel employees on job performance and conduct. Ability to develop plans for employees to gain necessary knowledge, skills and abilities to successfully perform their duties.</p>	<p>Ability to advise and counsel employees on job performance and conduct. Ability to plan for and support employees in career development opportunities.</p>	<p>Ability to be a resource for advising and counseling for employees. Ability to advise and provide input to management regarding strategic plan, development of policies and procedures, and global organizational issues.</p>

Communication

Ability to establish and maintain effective communications and work relationships with Physicians, health care personnel, patients and families, agencies directing review programs, and others. Ability to convey information clearly and concisely either verbally or in writing regarding the disease process, level of care and services being rendered to ensure that the intended audience understands the information and the message. Ability to listen and respond appropriately to others.

Contributing	Journey	Advanced
<p>Ability to listen, ask questions and give feedback to employees. Ability to give clear and concise instructions. Ability to develop and maintain effective communication and work relationships with Physicians, upper management healthcare personnel, patients, families, agencies and others.</p>	<p>Ability to write reports to upper management on operations of unit. Ability to disseminate information on changes in policies, procedures, protocols, etc., via various channels such as meetings, bulletin boards, memos, email, etc. Ability to effectively articulate staffing and recruitment needs to facility, regional and central office management and administration. Ability to use appropriate investigative interview techniques when conducting an investigation</p>	<p>Ability to disseminate information from administration/management including ability to provide interpretation and clarification of information to subordinates.</p>

Supervision

Ability to establish expectations and clear direction to meet goals and objectives of on-going work for a group of nurses and other clinical or support staff. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies.

Contributing	Journey	Advanced
Ability to assess employee competencies and conduct/participate in performance management reviews. Ability to actively seek to coach and mentor staff. Ability to support professional development of nursing staff. Ability to delegate and assign tasks. Ability to promote communication. Ability to identify and address quality monitoring and performance improvement issues for the unit.	Ability to coach and facilitate the enhancement of employee competencies as appropriate to the needs of the facility. Manages resources effectively to provide for employee training and growth. Ability to identify and address quality monitoring and performance improvement issues for the facility.	Ability to mentor, coach and manage the total nursing competencies of staff in multiple organizational units or region. Actively seeks resources and opportunities for employee training and growth. Ability to identify and address quality monitoring and performance improvement issues for nursing services for multiple units or a region.

V. MINIMUM TRAINING & EXPERIENCE

Licensed to practice as a Registered Nurse in the State of North Carolina and two years of experience in the area of specialization.

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.