What Makes A Good Supervisor?

[Three practices every supervisor must know and practice to be successful]
What are the 3 Practices?

- Treat Everyone with Respect
- Know the Rules
- Be Consistent & Be Fair
Practice #1: Respect

- Remember the “Golden Rule”

- No one wants to be treated with disrespect

- Principles of Community
Practice #2: Know the Rules

The general rules:

- Know what the employee is supposed to be doing
- Make sure employees are working within the appropriate job classification
- Provide regular and consistent feedback to employee
- Evaluate employee as required
- Know, follow and publish attendance expectations for department
- Be aware of any safety regulations that apply to your job and help promote and maintain safety standards. Report any injuries or unsafe conditions to your supervisor immediately.
Practice #2: Know the Rules

☐ Know the University rules & regulations
  • Bargaining agreements
  • PPSM
  • Department

☐ Develop instructions and reasonable work rules that are clear & understandable

☐ Clearly communicate instructions and work rules
Practice #2: Performance expectations

- A Full Day’s Work for a Full Day’s Pay
- Work is done in an accurate and timely manner
- Work is done in conformance to UC policies & Departmental standards
- Employees follow supervisory direction
Practice #2: What do we mean by attendance expectations

Regular & Punctual Attendance

- Employees must observe designated work hours
- Being punctual in reporting to work & coming back from lunch & breaks
- Employees who request time off are required to obtain supervisory approval in advance
Practice #2: Probation

- All career positions (except MSP positions)

- First time employment OR employment after a break in service (unless rehired during preferential rehire and recall time)

- Probation = Six Months

- Evaluate the employee per Bargaining Agreement or PPSM Policy
Practice #3: Consistency/Fairness

- Don’t change the rules without notifying your employees
- Don’t change the rules for a particular person
- Same action/Same Consequence
- Obtain all facts before you act
Practice #3: Consistency/Fairness

- Permit employee an opportunity to explain
- Determine what action is most appropriate
- Observe policy, contractual or statutory procedures
- Take appropriate action(s)
When Someone doesn’t follow the Rules: Corrective Action

- Corrective actions are used by a supervisor to provide an employee with notice of the need to improve and/or change his/her performance or conduct.

- Informal & Formal

- An Evaluation is not a corrective action.
Corrective Action: Progressive

- Incremental actions: lower levels of discipline are used initially, and stronger measures are taken if the employee fails to improve.
- Progressive discipline is required in all but extreme cases of misconduct.
HIERARCHY FOR CORRECTIVE MEASURES

- Talk to Employee
- Take Notes after Talk
- Send a Note to Employee after Talk
- Oral Reprimand
- Memorandum
- Written Warning
- Suspension
- Demotion
- Dismissal
- Demotion
- Suspension
- Written Warning
- Oral Reprimand
- Memorandum
- Send a Note to Employee after Talk
- Take Notes after Talk
- Talk to Employee

Formal Discipline

Counseling
What are the consequences of not addressing an issue?

- Continued poor performance and/or misconduct
- Complaints by customers
- Low morale and retention of staff
- Perceptions of preferential treatment
- Reflects poorly on supervisor’s performance
Always Remember!

Maintain accurate records because

If it’s not in writing, it didn’t happen!