

Section: Supervisor General Expectations

Adoption Date: 4/16/2021

Revision Date: 7/01/2022

Sponsoring Unit/Department: Human Resources

Open and Honest Communications

- Tell the truth
- Communicate clearly, with civility, and in a timely manner
- Share information early and often
- Ask for and listen to input
- Communicate performance expectations
- Explain inconsistencies
- Promote employee development of communication skills (e.g., conflict resolution)

Fair, Reasonable and Consistent Policies, Procedures, Practices and Processes

- Apply current policies and procedures consistently and correctly
- Try new processes and communicate them clearly
- Help others follow policies and procedures
- Empower people to offer new ideas
- Hold people accountable but do not blame

Informed Decision-making and Planning

- Use data in decision-making
- Make and review decision using student success as the top criterion
- Involve those who will be affected by decisions in making the decisions
- Communicate decision processes early and the reasons behind decisions made
- Take responsibility for decisions

Accountability

- Honor commitments
- Follow and promote the College's vision, mission, values and goals
- Promote and evaluate employee development and learning
- Engage in continued development of management and leadership skills
- Consistently and impartially acknowledge employee achievement

- Use formal evaluation process
- Admit errors and work to fix them

Leadership & Management

- Build and maintain trust within area of responsibility
- Plan strategically and act to improve resource levels
- Demonstrate awareness of best practices in work area
- Advocate for the appropriate level of resources for the department
- Use formal evaluation process
- Maintain qualified staff at efficient levels
- Respond to adverse situations as opportunities to improve
- Avoid favoritism and its appearance
- Demonstrate commitment to diversity, equity and social justice
- Lead by example
- Promote an inclusive and collaborative work environment that respects the opinions and diverse assets brought by each team member

Working with Employees

The relationship between an employee and supervisor is based on fundamental principles of mutual respect, honest communication, clear expectations, reasonable standards, and consistent feedback. Supervisors and employees should work together to set expectations about appropriate workload and performance in order to promote employee success. Effective discussion and feedback will result in better communication of expectations and achievement of goals for both supervisors and employees in a working partnership.

Discussion

A supervisor uses discussion to facilitate the development of and action planning with their employee, in order to bring about growth. Discussions for this purpose may be informal in nature or may be part of the evaluation cycle. These discussions are not disciplinary, but should be a natural and expected part of the supervisor/employee relationship.

Discussion helps build and maintain effective employee and supervisory relationships by facilitating collaborative goal setting. Supervisor and employees should work together to identify the best way to reach those goals. Strategies may include training, new assignments, job-enrichment opportunities, self-study, or additional/alternative work details appropriate to the employee's job description.

Essential elements for effective discussion:

- **Gaining Trust** - Developing trust through two-way open, honest feedback, communication, and respect.
- **Building Relationships** - Getting to know skills, values, and motivations of each employee.

- **Defining Expectations** – Providing information and clarity to help employees better understand departmental workflows and supervisors' expectations.
- **Creating a Plan of Action** – Any plan created should start with clear goals that are measurable and attainable.

Feedback

Effective discussions include timely and honest feedback. Feedback should inform employees about their work progress, reinforce positive contributions, and suggest improvements to employees' work and overall performance, as needed. This may be informal or part of the employee's evaluation process.

Essential elements of effective feedback:

- **Sharing Information** - Share enough specific information with employees about the quality and quantity of their work to help them fully understand what they need to do to improve their performance or continue doing well.
- **Seeking Solutions** - Solicit feedback from employees to identify any obstacles to their success and work actively with employees to find ways to overcome those obstacles.
- **Continuing Engagement**- Conduct periodic feedback sessions with employees to discuss the employees' progress, evaluate where improvements have been made and where further improvement may be needed, as well as make plans to help the employee reach new goals. These feedback sessions may be part of the employee evaluation cycle or more often, as needed.

Supervisors are encouraged to consult with their HR Consultant as a resource in developing action plans, finding appropriate training suggestions, or for support in initiating\continuing discussion with their employees. This is not discipline, rather mentoring and guidance.

If a supervisor finds that the processes contained in these guidelines are unsuccessful in addressing performance concerns, the supervisor should refer to the Discipline policy.