Supervisor Training

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Agenda

• Supervisor’s Role and Responsibilities
• Employee Relations
  – Effective Communication
  – Dealing with Conflict
  – Eliminating Unacceptable Behavior
  – Documentation
• Performance Management
  – Performance Management Process
  – Coaching and Feedback
  – Process Improvement
  – Managing Emotions
Agenda

• Discipline/Documentation
• HR 101 & 102 Training for ADA’s
  – Forms
  – Recruitment
  – Search & Screen Committees – Unconscious Bias Training
  – New Hire Orientation Checklist & Training
  – Departures
• FMLA
• Sexual Violence and Sexual Harassment
Ice Breaker

- Name
- Department
- Most embarrassing moment as a supervisor!
Pre-Training Assumptions

• We are going to assume that all participants understand what constitutes gross misconduct.

• We are going to assume that all participants understand what constitutes harassment.
Supervisor’s Role and Responsibilities

“If you hire me to bark at your employees, that will free you for more important things.”
Attributes of a Good Supervisor

• An Exercise:
  – Why did you become a supervisor?
  – Transitioning skills and behavior?
  – How do you think you are viewed?
  – What does it mean to be a “good” supervisor?
What Exactly Does a Supervisor Do?

- Define performance expectations
- Train
- Coach
- Counsel
- Challenge
- Mentor
- Listen
- Problem solve
- Delegate
- Evaluate
HOW DO I DO ALL THAT?

AND WHO HAS TIME?
Effective Communication

What does the Experts say ...

Verbally Communication (overall message) 7%
Tone of Voice 38%
Body Language 55%

** Reading, writing and speaking are taught and studied more than listening
** We listen at approximately 24% of our potential, which means we ignore, forget, distort or misunderstand 75% of what we hear.
Obstacles to Effective Communication

- Our biases
- Closed-minded opinions
- Defenses
- Fear of being wrong
- Mind reading
- Day dreaming
- End in Mind (Mind made up)
Communication Exercise

https://youtu.be/3FfaPhCKZew
Another Video - Nonverbal

https://www.youtube.com/watch?v=0clo0PkBs2c
Real life legal case: What Was Said at the End of her Employment?

• Employee initiated conversation about her performance – and supervisor jumped in without much preparation.
• Supervisor gave her a heads-up: “It’s in your best interest to look at other options”
• Unemployment comp dispute ends up in court. Did the judge rule in the company’s favor?
Calming vs. Escalating

• During difficult conversations, remember to:
  – Choose your words carefully
  – Stick to the facts
  – Let employees know you’ve thoroughly considered your decisions

• Avoid sarcasm, lower your volume and slow down your pace
Real-life Legal Case: When Performance Problems Surface

- Supervisor talked with employee about her shortcomings, but she said he hadn’t made her responsibilities clear in the first place. Plus, the supervisor compared her to younger co-workers.
- Employee sued for age discrimination.
- Did the judge throw out the case?
• Proactive listening
• Make eye contact and use positive body posture
• Ask questions and summarize
• Use effective voice, tone, and expression
• Minimize distractions
• Avoid persistent interrupting.
Relaying Information about Policies to Employees

When you have to relay messages to employees from others in the University, make sure you:

• Know the ins and outs beforehand
• Leave out personal opinions
Dealing With Conflict
Recognizing Workplace Conflicts

• Conflicts can easily spark lawsuits
• Communication helps you see warning signs
• Best defense: Stick to our University policies
Types of Conflict

- Harassment
  - Bullying
  - Sexual
  - Name calling
- Gossiping
- Horseplay/Joking
- Team Interactions
- Cultural
Real Life Scenario #1

• Supervisor delegates project to employee on team which requires input from other team members.
• Employee approaches other members for information, however, receives a great deal of resistance from one team member.
• Employee explains the situation to the supervisor.
• How would you handle this situation?
Real Life Scenario 2

• During a resume review meeting, an employee states: “We probably should avoid hiring a Muslim given all that is happening in the world today.”

• Employees around the table were shocked, but did not speak up.

• Unbeknown to the committee, there was an employee who identified as Muslim sitting at the table.
Taking Action: What Are Your Options?

• Managers should take two steps immediately:
  – Document all relevant information
  – Get HR involved before taking action

• Keep updated on discipline policies is a manager’s best tool to handle conflict
Debrief

• Spot and handle conflicts quickly
• Always adhere to University policies
• Make a habit of two actions:
  – Document any incident
  – Discuss incidents with HR
• Stay aware of red flags when dealing with conflict

BE PROACTIVE!!
Eliminating Unacceptable Behavior
What is Unacceptable Behavior?

• Unlawful behavior *(criminal)*
• Unlawful behavior *(non-criminal)*
• Violations of all other workplace rules
The Fallout from Unacceptable Behavior

- Lack of Employee Motivation
- Staff Turnover
- Decreased Productivity
- Decline in Accountability
- Poor Communication
- Wasted Time
Four Keys to Eliminating Unacceptable Behavior

• Identify it
• Document it
• Confront it (the behavior, not the person) and explain the consequences
• Monitor results
Unacceptable Behavior Scenario

- Employee complains to supervisor about co-worker’s bullying behavior (unapproachable, name calling, combative, condescending, disrespectfully).
- Supervisor approaches co-worker about complaint and shares information.
- Co-worker denies treating employee disrespectfully.
- What’s next?
Identifying Unacceptable Behavior

• Be specific
• What category does it fall in?
  – Unlawful criminal
  – Unlawful non-criminal
  – Violation of workplace rules
• Give examples of the behavior
• What needs to be done – and when
• Get signatures
• Put it on file
Confront the Behavior and Explain the Consequences

• Q-TIP: Quit Taking it Personally
• Acknowledge the Situation
• Avoid Intimidation
  i.e. Threatening or stand over the person
• What will happen
• Not changing, isn’t an option
Handling One-on-One Encounters With Employees

- Is it necessary?
- Pick a place
- What worked in the past?
- Remain objective
- Don’t “score points”
Keeping a Balance

- Severity of the offense
- Past record of performance
- Length of service
- Previous actions taken
Performance Management

**SEVEN STAGES OF A PERFORMANCE REVIEW**

**Denial**

WHAT THE...? THESE AREN'T EVEN MY OBJECTIVES!

**Anger**

WHO SAID THESE THINGS ABOUT ME?!

**Bargaining**

WHAT IF I MAKE SOMEONE WRITE A GLOWING E-MAIL ABOUT ME?

**Depression**

MORALE SLIPPING AWAY...HAIR...SO...LIMP.

**Acceptance**

WHATEVER. THERE'S NO BUDGET FOR RAISES ANYWAY.

**Trash-Talking**

...WOOL-COVERED PILE OF IGNORANT MONKEY SPIT.

**Lunch**

A FALAFEL WOULD HIT THE SPOT.

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Be. Real. Amazing.
What is Performance Management?

It is the responsibility of the manager to communicate performance expectations, to provide ongoing feedback and coaching, and to ultimately evaluate employee performance.
The Objectives and Benefits of Performance Management

• Objectives
  – Clarify performance requirements and expectations
  – Provide and receive feedback and coaching
  – Identify skills and development opportunities
  – Encourage development

• Benefits
  – Minimizes confusion about performance expectations
  – Encourages and aids employee development
  – Promotes constructive communication
  – No surprises…
Performance Management
Process Cycle

- Goals Setting
- Performance Review
- Ongoing Coaching
- Ongoing Feedback
Tips for Effective Feedback

• Before sharing...
  – Be prepared to share feedback
  – Be aware of biases, personal preferences, and judgment
  – Find a private location
  – Ensure that you are in the right frame of mind and you are aware of biases and judgments
  – Ensure employee is in the right state of mind

• Giving the feedback...
  – Identify specific behaviors you want to discuss and give examples
  – Describe your experience and interpretation of the behavior
  – Check your assumptions
  – Encourage reflection
  – Ask for their suggestion
  – Provide suggestions on what can be done differently
  – Summarize discussion
Tips for Effective Coaching

- **Successful Behavior:**
  - Focus on successful behavior
  - Use specific examples
  - Point elements that contributed to being successful
  - Describe benefits of this behavior
  - Praise

- **Ineffective Behavior**
  - Focus on the specific behavior
  - Describe what employee can do differently
  - Describe benefits of desired behavior
  - Listen carefully without judgment
  - Document key elements
  - Praise successful behavior
Performance Improvement

• What does performance improvement mean?
• What are the elements of performance improvement?
• When should you use the performance improvement process?
• What is your role as a manager?
There are generally three instances when supervisors are strongly encouraged to initiate the performance improvement process:

– The employee’s quality and/or quantity of work falls below standards
– Policy violations
– Infractions of University policy
TIME for LUNCH
Discipline and Documentation

I've told him a thousand times to show up on time but he STILL comes in late... almost EVERY DAY! The guy just does not get it!
Treat disciplining as a way to educate employees and change their behavior, not as a form of punishment.
Effective Discipline Flows from Clear Communication

• Provide clear, written guidelines to employees on your standards and expectations
• Systems policies dictate how to respond to improper conduct
• Use a fair, consistent approach
Be Flexible

- Allow for flexibility
- Don’t confine yourself to following the same course of action in every situation
- You may favor progressive discipline but immediate termination may be warranted in severe cases. CONSULT HR BEFORE THIS ACTION!
If You’re Nervous About Discipline…

• Realize it’s the first line that can prove most harrowing
• Once you get over the initial hump, you’ll feel more relaxed
• An all-purpose opening line is, “I’d like to discuss a concern about your behavior/performance”
Behavior Issue and Improving

Organize Your Thoughts in Threes:

The precise problem: 

“I’d like to discuss a concern about your performance”

Corrective steps:

“To address this concern you must...”

Consequences of failing to solve the problem:

“If this problem continues, the steps are...”
Discipline Employees Promptly

- Waiting only makes matters worse
- The sooner you notify the individual of the violation and the need to improve, the sooner you will see results – or advance to the next round of discipline.
Let’s Summarize

**The Wrong Way…**

https://www.youtube.com/watch?v=r-SJa8LfaA8

**The Right Way…**

https://www.youtube.com/watch?v=As9vzm0KawE
A Note About Emotions

• When issues escalate:
  – Provide an area where employees can go vent
  – Create an open environment
  – Offer employee assistance program
Let’s Practice

case studies

Documentation Practices

COACHING

Focus On... Feedback

Be. Real. Amazing.

University of Wisconsin Parkside
An employee was arguing with their supervisor about a job assignment they were told to complete during the evening. Other employees started to gather when their voices rose and the discussion grew louder.

The supervisor recognized that a crowd was beginning to gather and told the employee to go into his office where they would finish the discussion. The employee began swearing at the supervisor and initially refused to go into his office.

Eventually the employee went into the supervisor’s office. Once inside, the employee began unloading and continued swearing at the supervisor, regardless of the supervisor’s directive to stop the behavior. The employee was discharged for insubordination and obscene and abusive language.

Did the supervisor take the appropriate steps? If yes, explain. If no, what other steps should have been taken?
CASE STUDY #2

Attendance Issues

A custodian at a campus passed probation in November. He had missed work a few times during his probationary period and had followed appropriate call-in procedures. The probationary period is three months.

Within a month of passing probation, the custodian started missing work and was a no call/no show. When the behavior first started, he was not formally disciplined but received two verbal reprimands about how to properly call in. Between November and January, the employee was a no call/no show 14 times. According to the policy absences are excessive once an employee exhausts their sick time. This employee was awarded 11 sick days at the start of his employment.

What level of discipline should the employer impose and why?
CASE STUDY #3

Sleeping

An employee’s position entails 30% as a Dispatcher for Campus Security. Responsibilities include monitoring and answering a multi-line phone system, central fire alarm system and emergency telephone stations and communicating with security staff as needed.

The employee was photographed laying on the floor next to his desk with his eyes closed. Witnesses claimed that he was unreachable for almost two hours. When questioned, the employee stated he was having back pain and may have drifted to sleep for a bit.

Describe the next steps you would take regarding this incident and why.
CASE STUDY #4

Off-Duty Misconduct

An employee in the Admissions department was demoted as a disciplinary outcome after misusing the corporate travel card. She was moved to a position that the employer felt lessened the risk should future untrustworthy behavior occur. Approximately six months after she was demoted, the employer became aware of off-duty misconduct resulting in a pending felony charge due to embezzlement.

Did the supervisor take the appropriate steps to transfer the employee?

Can an employee be disciplined for off-duty misconduct? Why or Why not?

What are the next steps that you would take with this employee and why?
CASE STUDY #5

Sexual Harassment

A UW-Parkside cafeteria worker was accused of inappropriate comments to a 23-year-old female student, who filed a complaint with the campus police. During the employment investigation, the employee admitted that he was sexually interested in the female and made several comments such as “I like the way your pants fit”, “I like the way you smell” and “You look sexy in a dress”. He thought the student liked the comments he was making and didn’t see any harm in it.

The employee answered all questions honestly and had nine years of seniority with no history of work rule violations in the past but was still discharged.

Do you believe the appropriate steps were taken? Why or why not?
Miscellaneous

• HR 101 & 102 Training for ADA’s
  – Forms
  – Recruitment
  – Search & Screen Committees – Unconscious Bias
  – New Hire Orientation Checklist & Training
  – Departures
• FMLA
• Sexual Violence and Sexual Harassment Policy