

Rebecca Schueller Training & Consulting, LLC
Best Practices for Supervisors - RESOURCE LIST

SUPERVISION	
1-2	Table of Contents
3-4	The Supervisor's Pledge (<i>for current and new supervisors – use as an interview tool</i>)
5	Questions for Regular Weekly Supervision Meetings
6	A New Kind of Job Description Review (form)
Link	What You Need To Know Before Becoming A Manager https://instituteofyou.org/transition-to-management/
Link	Role Model Work & Personal Life Boundaries - https://www.inc.com/deborah-grayson-riegel/your-employees-stress-is-stressing-you-out-now-what.html
Link	Remote Supervision https://www.forbes.com/sites/forbescoachescouncil/2018/05/30/top-15-tips-to-effectively-manage-remote-employees/#100c0efa503c
Link	Employee On-Boarding - https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/new-employee-onboarding-guide.aspx
Link	Want to be more productive at work? Think like nature. Kathleen Allen TEDxStCloud https://www.youtube.com/watch?v=PwuLgWFNZ1E (Self-Organization for Employees)
Link	5 Ways to Make Sure Your Best Staff Don't Leave (Joan Garry) www.joangarry.com
Link	Is it Ever Okay to Micromanage Staff? (Joan Garry) www.joangarry.com
MENTAL HEALTH IN THE WORKPLACE	
Link	Showuphard.com – empathy in the workplace (very practical, neat resource) https://relate.zendesk.com/articles/shannon-weber-helps-us-show-empathy-times-crisis/
Link	https://www.forbes.com/sites/bryanrobinson/2020/01/03/loneliness-on-the-job-is-a-public-health-crisis-former-surgeon-general-reveals-what-this-means-for-you - a Must Read on your coffee date!
Link	www.rightdirectionforme.com – The Center for Workplace Mental Health, American Psychiatric Foundation and Employers Health Coalition. Free resources for employers and employees to address depression in the workplace.
Link	2019 Mind the Workplace Report/Mental Health America - https://www.mhanational.org/research-reports/2019-mind-workplace-report 2017 Mind the Workplace Report/Mental Health America - https://www.mhanational.org/research-reports/mind-workplace-workplace-wellness-report
Link	https://wfmh.global/wp-content/uploads/2017-wmhd-report-english.pdf - Mental Health in the Workplace, World Federation for Mental Health–global Resources/program models
PROBATIONARY PERIOD	
7-8	Employee Probationary Period Check-in Form
SOCIETY FOR HUMAN RESOURCE MANAGEMENT	
Link	www.shrm.org – Fabulous resources, networking, and access to expertise for \$220/year per membership. Worth it for all HR departments and even for individual supervisors.
TRIBAL EMPLOYMENT & STRUCTURE ISSUES	
Link	Tribal Workforce Development ToolKit-National Congress of American Indians http://www.ncai.org/ptg/WDEV_TOOLKIT.pdf

Link	Tribal Executive Branches: A Path to Tribal Constitutional Reform–Harvard Law Review https://harvardlawreview.org/2016/04/tribal-executive-branches-a-path-to-tribal-constitutional-reform/	
Reading/Watching/Listening List		
	Title	Author
	Crucial Conversations: Tools for Talking When Stakes are High – Updated, 2 nd Ed. <i>(buy it used on Thriftbooks.com or Amazon)</i>	Patterson, Grenny
	(Book) “Good to Great: Why Some Companies Make the Leap...And Others Don’t” and “Good to Great And the Social Sectors: A Monograph for Good to Great”	Jim Collins
	“Start with Why: How Great Leaders Inspire Everyone to Take Action” and “Circles of Safety” and Leaders Eat Last https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action	Simon Sinek
	Art Jackson, Eagles Nest Performance Management – SHRM speech using the movie Baggar Vance https://www.youtube.com/watch?v=dUhh-DdU1Uk	Art Jackson

The Supervisor's Pledge

[Review this with your current supervisors & have them edit it and sign it. Share it during the interview process and have it signed during the first meeting with the new supervisor. Print it on your letterhead.]

Values

Our employees are essential to our organization's work. Our goal is to work together as partners to create high impact and strong outcomes for our clients, stakeholders, and the community. We value our employees and will strive to communicate that regularly. We are interested in our employee's success and well-being and NOT simply compliance with our policies and rules. We hope that by making these values explicit we will encourage supervisors to use a strengths-based approach to supervision regularly.

Our Practices

Diversity/Equity/Inclusivity: I agree to use my "ordinary privilege" and speak up when practices, procedures, or policies are suggested or when comments are made that do not advance equity, promote inclusivity, and encourage diversity within the organization.

Regular Supervision: At our organization, we provide regular supervision so that each employee has the support, problem-solving help, tools, resources, equipment and training to do their jobs. Our goal is for employees to receive real-time feedback on strengths and successes as well as any performance challenges that might lead to disciplinary action.

Validation and Recognition: We want supervisors to meet regularly with staff to share what they are doing well and how supervisors see staff strengths being used in their work. We want supervisors to help reframe success so that all staff feel as though "we matter and our work matters." We want supervisors to explicitly share appreciation of staff (individual and group).

Professional Growth & Development: We look for explicit ways to engage employees in the process of planning for their professional growth and development and future career. We want employees and supervisors to regularly discuss professional development goals and progress towards goals.

Employee-Centered Support: We invite employees to identify solutions for concerns and problems and inform their supervisor of what is needed in the way of help. When employees come with concerns, we expect supervisors to ask employees, "What are your ideas to address this and what help do you need from me and the organization?"

Annual Evaluation: Each employee has an annual evaluation and will receive a copy of the evaluation form 2 weeks in advance of the evaluation. Employees are requested to make their own notes and ratings, submit a list of their top strengths and accomplishments, and review the form with their supervisor during the formal evaluation. The supervisor assigns final ratings after discussion with the employee. Employees are encouraged to submit written comments on their evaluation to capture strengths, accomplishments, and any areas in which they disagree. Employee comments should be a maximum of 2 pages and should be submitted within 7 business days following the formal evaluation.

Advancement/Promotion: We share opportunities for future advancement in the organization with staff and inform our staff of the skills and attributes we seek in our team leads, supervisors, and executive managers. We sometimes offer "developmental" interviews if we believe an internal candidate is not quite ready for the position sought.

Staff Involvement in Planning: We value the insights our employees bring to the organization on clients/customers, community partners, and community needs, and will offer formal and informal opportunities for employees to share their insights and ideas and help create our short- and long-term strategic priorities and direction.

My signature below acknowledges my agreement to uphold these values and practices.

Name: _____ Date: _____

Position/Title: _____

Signature: _____

Weekly Supervision Check-in Questions

Employee: _____ Supervisor: _____

Job Title: _____ Date: _____

How are things going?

What were the best interactions that occurred or accomplishments last week?

What were the most difficult or frustrating things that happened last week?

What are your top 3 priorities for next week? How can I help?

Do you feel you have the tools you need to do your job? (work space, technology, supplies, etc.)

Is there any training that will help you in your job that you're thinking about?

As your supervisor, are you getting sufficient time with me for discussion, questions, and feedback?

Do you have other feedback for the agency – comments, concerns, etc.?

A New Kind of Job Description *Review*

**Do you have the opportunity to do what you do best every day at work?
Which components of your job utilize your unique strengths and “feed you”?**

Which parts of your job do you procrastinate, avoid, or find sap your energy?

Continuing Responsibilities		
I use my unique strengths to accomplish this	I loathe this	Job Duty
Top 3 Responsibilities Added to My Job Description in the Past Year		
I use my unique strengths to accomplish this	I loathe this	Job Duty
Things I No Longer Do/Things the Organization No Longer Does (Top 3)		
I use my unique strengths to accomplish this	I loathe this	Job Duty
New Things I Would Like To Do (Top 3)		
How this uses my strengths	Job Duty	
Things I Would Like Removed from my Job Description (Top 3)		
How else should this be done?	Job Duty	

Probationary Period Weekly Meeting Check-In

Employee: _____ **Position:** _____

Supervisor: _____ **Date:** _____

Employee Questions

How are things going (with clients, coworkers, referrals, community partners, etc.?)

What are you learning in the role (about our clients, community partners, community needs)?

What were the highlights of your week? What do you consider your top accomplishments?

Do you feel the position is a good fit for your strengths? Are there any changes or requests you have that would make the position a better fit for your strengths?

What do you appreciate the most about the organization and/or position?

What is the most difficult or frustrating?

Do you have the tools, resources, and equipment you need to do the job?

Have you identified any training you believe will help you in this position?

Are there things I can do differently to support you more in your position?

Do you have any other feedback for the agency?

Probationary Period Weekly Meeting Check-In (Page 2)**Supervisor's Feedback**

1. Here are things I've seen you doing really well this. (*List specific skills/actions/behaviors*)

2. Here are ways I see your strengths as a strong fit for the position (*be specific!*)

3. Here are specific tasks I'd like you to do differently (*list specifically and explain why*)

4. I have concerns about you following our policies re: XYZ. I'd like to review the policy with you. If you did X instead of Y, that would make your behavior appropriate for our policies. Do you have any questions for me about these policies?

5. Let's discuss your goals for next week? What are you planning to accomplish?

6. What do you need from me to help you accomplish your goals for next week?

Thanks for your time. I appreciate your attitude about the performance feedback. Let's meet next week at the same time. Does that still work? I'll send you an email with my comments by the end of the day and you can reply and make comments about anything you think I didn't fully capture.