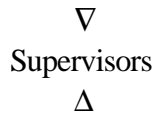


## THEORY OF SUPERVISION:

- Supervision is getting the job done through others.
- Good supervision, must include personal trust, respect and confidence between employees and supervisors. This kind of good supervision will result in an increased desire to work.
- Pressure on the supervisor from one side: management wants the work done without problems.



- Pressure on the supervisor from the other side: employees want clean, fair, and consistent leadership.
- Delegation is trusting another person to do a job for which you are responsible.
  - To delegate successfully, the supervisor must do the following:
    - 1) Make sure that the employee agrees to do the work.
    - 2) Tell the employee how the work will be checked. Tell the employee how to report completion.
    - 3) Make sure that everyone involved knows that the employees has the authority to carry out the work.
    - 4) Review who does what.
  - To delegate successfully, the supervisor verifies the employees acceptance of responsibility, specifies a method of accountability, and establishes authority equal to accountability.
  - On the supervisor's side, supervisors are always accountable for the work of their units. Supervisors are also accountable for the effectiveness of their delegations.
  - On the subordinate's side: subordinates accept responsibility for work assignments and are then accountable for those assignments. It is the job of the subordinate to accept assignments and to report on progress in designated ways.
  - In all delegation situations for which you are accountable, make sure that you know the answer to this question:

*WHO DOES WHAT?*

## **DEFINITION OF LEADERSHIP:**

Leadership is the ability to influence the actions of others.

- Supervisors can influence their work units in many different ways. Different situations require different approaches. Supervisors need a variety of Leadership styles to meet different situations. Ask yourself the following questions: When is it appropriate to get tough? When is it appropriate to be easy going? When is it appropriate to let individuals or groups work on their own? Supervisors need to learn how to adapt their personal styles to different circumstances.

The way to succeed as a leader is to talk to people about your style choices. Tell them why it is necessary for you to get tough in some circumstances, and to be easy going in others. If you explain your choice of style and ask people to follow your lead, they will usually cooperate. If, on the other hand, you are not willing to make the effort to explain yourself, you are headed for trouble. This trouble will take the form of confusion, resentment, misunderstandings and personality conflicts.

- Attitudes of supervisors can be seen as a range of styles, ranging from an extreme use of authority by the supervisor or manager to an extreme area of freedom for the subordinates.
- Decision making is choosing actions from available alternatives to achieve a result.
- The Problem Solving Process:
  - define the problem (compare the present situation to the ideal condition)
  - analyze the causes of the problem (from every angle)
  - generate potential solutions (brainstorm)
  - select and plan solutions
  - implement solutions
  - evaluate solution
- Supervisors will build work teams in ways that promote employees involvement. Supervisors will encourage and support team work.
- Supervisors will ensure that all needed communications (messages, instructions, assignments, requests, etc.) get thru to their employees.
- Whenever possible, supervisors will correct unacceptable employee behavior by face to face verbal counseling.

- Counseling is a face to face conversation between the supervisor and the employee that is designed to correct unacceptable employee behavior.
- Counseling can make an employee aware that a certain behavior is unacceptable at work. The employee may be innocently unaware that his or her behavior is not appropriate.
- Early counseling can save the time of trying to correct a problem that has gotten out of hand. It can also uncover issues that are causing problems of which the supervisor is unaware.
- Workplace problems should be solved at the lowest possible level. This means maintaining employee productivity and morale thru normal communications and coaching. If normal communications are not enough to correct a problem, your work unit should know that you will use counseling and that you have the skill to use it in a non-punitive manner.
- The counseling interview should focus on changing the behavior rather than on blaming the employee.
- Counseling can benefit all parties by awarding the severe consequences of unacceptable behavior that are part of **DISCIPLINE**. Discipline can involve, demotion, and dismissal. The supervisor does not carry out discipline and should never threaten an employees with discipline in a personal way. Discipline is carried out by the Employee Relations Office at a department level.
- The supervisor may be called on to recommend discipline for specific acts of misconduct. Supervisors should let employees know when, and if, specific unacceptable behaviors could lead to discipline.
- Sometimes employee performance declines to a point where the supervisor must take action. The supervisor must decide when this point has been reached. Signs that employees need counseling could include the following:
  - increased absenteeism (unexplained or unexcused)
  - unsatisfactory productivity
  - sloppy work, carelessness or accidents
  - inability to get along with supervisors or fellow employees
  - tardiness in reporting to work
  - complaint from the public
  - unpredictable, inappropriate or unexplained changes in behavior or appearance

- unexplained absence from the work site during the workday
- The face to face counseling interview is a necessary step in the counseling process. A counseling memo documents the occurrence of a counseling interview. The memo never replaces the interview.
- The supervisor has two general concerns in conducting a counseling interview
  - supporting the employee while he or she recognizes and seeks to solve his or her problem.
  - stating or reaffirming the rules, policies, needs and obligations of the agency and the work unit.
- The rules of counseling came from contracts and agreements between the State of New York and the labor unions that represent employee bargaining units. Supervisors must observe the rules of counseling. This is an area of supervisor - subordinate contract that is not open to improvisation.
- The key steps in a counseling interview are:
  - Hold the session in private during a time when you will not be rushed.
  - Explain directly the exact nature of the concern. Make clear what has been observed and why it is important.
  - Allow the employee the opportunity to tell his/her work story, making sure that you hear him/her out.
  - Assure the employee of your interest. If appropriate, offer your assistance in resolving the problem.
  - Reach an understanding on corrective actions both of you will take. Set a definite follow up date.
- The purposes of all Performance Evaluation Systems are:
  - to let people know where they stand
  - to identify training and development needs, and
  - to provide information for organizational decisions.
- All Performance Evaluation Systems have the following 3 steps in common:
  - 1) Performance Planning - Defining specific tasks that are part of the employees job, setting measurable standards for how those tasks are to be performed, and communicating expectations about task performance to the employee and to management.
  - 2) Performance Development - working with the employee to allow him or her to achieve competent performance of job tasks. This could involve coaching, On the Job Training, redesigning tasks, solving problems, and arranging

opportunities for practice and / or training.

- 3) Performance Appraisal - Rating the employee's job performance by comparing actual performance to agreed on standards. Review of the first line supervisor's rating by upper management. Communication of that rating to the employee.

- There are many areas of work in which supervisors will need the guidance of Department and NYS policy. This resource listing will help you find policies in the DOT Manual of Administrative Procedures (MAP), and in union contract articles, as well as various bulletins.