

Supervisors' Orientation

Presented by Human Resources



Agenda

- Welcome and Introductions
- Organizational Need & Classification
- Recruitment
- Onboarding
- Supervisor's Role
- Performance Management



Organizational Need & Classification

Jessica Foos, HR Analyst -
Compensation & Classification





Classification Process

- Communication with chain of command on organization needs
- Guidelines and Forms
 - Reviewing what's needed
 - Preparing required documentation
 - Consulting with HR as needed
- Timing & Funding
 - Fiscal-Year: request through fiscal-year process
 - Mid-Year: request made outside of fiscal-year process



Types of Personnel Requests

- **New Personnel Request Form**

- Applies to permanent and temporary positions
- Adding a new position to the organization
- Adding additional hours to an existing position

- **Personnel Change Requests**

- Retitle: Changing the title of a position
- Reclassification: Moving the classification of a position to a different one. May also include a Retitle(s).
- Reorganization: Changing the reporting structure of a work group. May also include a Reclassification(s).
- Annual hours change: Increasing or decreasing the hours worked annually.



Broad Band & Rezone Requests

- Why broad band structures are used by an organization
- Organizational need at each zone
- What is a rezone?
- Who is eligible for a rezone?
- Zone Change Checklist reviewed annually with employee
- Setting expectations



Classification

What is classification?

- Market Based Pay
- How is job description used
 - Importance of accurate job description
 - What to do when job description changes
- Assigning work within current classification
- Position Control



Employee Compensation

When does an employee's compensation change after being hired into their current position?

- Market increase
- Merit increase
- COLA
- Employee award increase
- Personnel Changes

Recruitment

Jennifer Caputo, HR Manager





Recruitment

Getting the Process Started

- Complete requisition and justification
- Obtain Budget Team approval
- Work with HR to set up recruitment process in Neogov
 - Timeline and expectations
 - Minimum screening requirements
 - Interview questions
 - Advertising
 - Selection



Employment Offers



- Conditional offer
- Pre-employment testing
- Internal equity
- Policies on hiring salaries
- Justification process
- Negotiating
- Official offer
- Start date

Benefits and Leaves

Jennifer Caputo, HR Manager





Employee Benefits

What support can you provide to employees?

- Reminder that benefit changes may be made:
 - During Open Enrollment (the first two weeks in May)
 - Within 31 days of a Qualifying Life Event
 - Online at www.napebtbenefits.com
- Encourage employees to use the following to help reduce their benefit expenses:
 - Wellness Incentive Program
 - Employee Assistance Program
 - Telehealth
 - Vera and Health Coaching



Leaves



- Vacation
- Earn Paid Sick Time
 - EPHL
- Personal
- Holidays
- Purchase Day Program
- Bereavement
- PTO
- Parental Leave
- Military
- Military Training
- Jury Duty
- Criminal Victim
- Donated
- Inclement Weather
- Leave Without Pay
- Unauthorized Leave

Scenario

- An employee has a specialist doctor's appointment in Phoenix and the employee also wants to go see a D-Backs baseball game while they are there.
- *What kind of leave would be appropriate for this leave of absence request?*





FMLA, EFML, and EPSL

- FMLA
 - Definition
 - Eligibility
 - When it should be requested
 - Types of FMLA leave
 - Confidentiality
 - Backfilling work
 - Employee returning to work



Workplace Accommodations



- ADA
- Requests
- Examples
- Process

Scenario

- You have been coaching, mentoring and counseling an employee about meeting job expectations. After several months the employee comes forward and says I am unable to meet the job expectations because I have PTSD.

- *What do you do?*



Break Time



Payroll

Tricia Sanchez, Payroll Manager





Hours Worked

- FLSA Status & Overtime
 - Exempt
 - Non-Exempt
- Work Week
- Breaks
 - Scheduling
 - Paid vs. Unpaid
 - Use of breaks to take time off



Hours Worked Bloopers

- Permitting employees to work before and after scheduled shift
- Start/end of the day
- Interrupting lunch periods
- Off the clock time
- Phone calls, text messages and email
- Unauthorized overtime



Timekeeping



- Communication is key
- Sharing information with Time Entry Staff
- Recording time worked
 - Overtime
 - No carrying over hours to next pay period
 - Compensatory time
- Complete and accurate timesheets submitted to Payroll
 - Appropriate codes
 - Changing employee's timesheets
 - Employee signature on timesheet



Scheduling



- Accurate schedules reported
 - Alternate Work Schedules
 - Telework
 - Temporary situations
- Appropriate flexing
 - Overtime rules
 - Consistency in approval process

Onboarding

Denise Thompson, HR Analyst –
Compliance and Training





Setting the Stage for YOUR Success



- Onboarding email from recruiter
- Supervisor's Toolbox on the City website
 - Departmental Orientation Checklist
- Employee Handbook
- Employee Directives
- Division or section specific policies



Setting the Stage for Employee Success



- Training Plan
- Setting Expectations
- Setting Goals



Preparing for the First Week

- Employee and supervisor roles
- Assign training to be completed during the first week to few months
- Provide reference materials
- Explain what the employee should be able to demonstrate after training completion
- Document and discuss progress ongoing



Setting Expectations

- Supervisor explains link between expectations and division, section and program level work programs
- Supervisor explains how the new employee's goals support the mission, vision and values of City and division, section & program
- Set realistic goals for new employee
- Define what success looks like



Setting Goals

S

- Specific: State Exactly what you want accomplished (Who, What Where, Why)

M

- Measurable: Attach numbers and timeliness to goal.

A

- Achievable: Based on existing figures & research is it achievable?

R

- Relevant: Is the goal aligned with our mission and the responsibilities of our role?

T

- Time-Bound: Must be measurable over time.

Break Time



Supervisor's Role

Denise Thompson, HR Analyst –
Compliance and Training





Supervisor's Role



- Talent management
- Demonstrate City values
- Be clear about what you are asking an employee to do
- Ensure operational success for assigned area
- Quality control
- Create an inclusive workplace
- Lead by example



Leading by Example



- Be a role model for your employees
- Demonstrate appropriate professional communication
- Awareness of City policies and procedures
- Share knowledge
- Follow the procedures and processes you expect your employees to follow
- Treat each employee fairly

Performance Management

Denise Thompson, HR Analyst –
Compliance and Training





What does performance management mean?



- Administrative courage
- Supervisor taking ownership of overall team performance
- Providing employee with timely feedback
- Delivering both positive and negative feedback
- Coaching and additional training
- Document what's happening



Performance Management

- Tracking training plan and employee goals progress
- Valuing employee contributions
- Maintaining 1:1 meeting notes
- Development Plan
- Completing timely and meaningful employee evaluations
- Performance Improvement Plan
- Employee Appreciation and Recognition



Employee Appreciation

- Foundational facts and key research
 - [5 Languages of Appreciation Video](#)
- The value of appreciation
- Five languages
 - Quality Time
 - Acts of Service
 - Words of Affirmation
 - Tangible Gift
 - Physical Touch
- Effective appreciation



Performance Evaluations

- HR website:
 - Electronic performance evaluations
 - Spreadsheet showing who is due are available on the HR forms website
 - Resource guide for calculating overall rating
- Annual documentation of ongoing performance discussions between the employee and supervisor
 - Summary of behavior
 - Tool to develop employees
 - Tool to guide behavior
- Provide feedback and direction
- Recognize strengths and weaknesses
- Note opportunities to improve performance



How to evaluate performance

- Observed behavior
- No assumption – documented behavior vs. opinions
- As it occurs
- Recency bias
- Confidential
 - Between the employee and supervisor
 - Includes chain of command and HR
 - Does not include other employees



Competencies



Non-Supervisor

- Teamwork
- Accountability
- Communication
- Quality

Supervisor

- Teamwork
- Accountability
- Communication
- Quality
- Leadership



Rating Employee Performance

- Express rating in description using examples
- How to document rating variations within a competency
- Area of focus
- Different examples
- Describe how the employee can improve performance rating



Rater Errors



- FMLA or protected leave comments
- Misguided compliments
- Promises of promotions
- Soap box
- Outside employment
- Unrelated goals
- Indirect comments
- Meets expectations for everyone

Break Time





Improving Performance

Are you in denial about the employee's performance?

- Identify what needs to improve and how
- Address documented performance issues(s)
- How will you measure improvement
- How do you support employee's improved performance
- How to document follow up



Blind Spots

What are Blind Spots

	EMPLOYEE KNOWS	EMPLOYEE DOES NOT KNOW
SUPERVISOR KNOWS	<i>KNOWN</i>	<i>BLIND SPOTS</i>
SUPERVISOR DOES NOT KNOW	<i>SECRETS</i>	<i>UNKNOWN</i>



Improving Performance

Tips for Positive Performance Improvement

- Employees understand the rules and the consequences
- Address problems right away
- Describe observable actions and provide tangible evidence that are job related
- Use clear and concise language
- Be direct
- Date and sign all documentation
- Call HR for assistance, you are not alone



Documenting Performance Improvement

<p>VERBAL COUNSELING</p> <p>Minor or isolated violations or performance issues</p>	<p>DOCUMENTED VERBAL COUNSELING</p> <p>More serious or frequent problems</p>	<p>LETTER OF REPRIMAND</p> <p>Serious or continuing problems that have not been corrected</p>
<p>CORRECTIVE ACTION PLAN</p> <p>Placed on notice that job is in jeopardy and informed of what is expected to keep job. May include disciplinary probation</p>	<p>PAY REDUCTION - DISCIPLINE</p> <p>Pay Reduction, suspension without pay or demotion to lower range</p>	<p>RECOMMEND TERMINATION OF EMPLOYMENT</p> <p>HR Presents to City Manager according to policy</p>



Helpful Tools

- Supervisor Forms on documenting performance improvement
- Example documents
- <https://www.flagstaff.az.gov/3543/HR-Forms>

Scenario One

John Smith continues to have difficulty with timely and accurate completion of required written documents. His reports are often late and incomplete. He specifically leaves out information and does not always sign or date forms.

As John's supervisor, you have regularly reviewed the requirements of documentation with him. You have given him samples to follow and provided feedback and counseling. You issued a documented verbal warning on October 15, 2017 with a follow up date of November 15, 2017.

On November 15, 2017, a review of John's progress indicates no improvement.



Scenario Two

Sally Stark is a CDL driver who has a history of safety violations. You have verbally counseled her, documented this verbal counseling and she has a letter of reprimand in her personnel file.

Sally's compliance with safety practices have dramatically improved until yesterday, November 15, 2017. Sally was observed driving her truck with the top hopper door open. Garbage and debris were being strewn onto the road.



Scenario Three

An allegation of misconduct has been made against Jim Allen by a citizen. Jim was placed on a paid administrative leave pending an investigation. The investigation was conducted by the Division Director, HR Analyst – Compliance and you, the Immediate Supervisor.

The allegation has been founded.



Scenario Four

- Sally has been with the City for 18 years. You both applied for the supervisor position. You were the successful candidate and are now the immediate supervisor. Recently you heard she has been bad mouthing you to community stakeholders.



Key Policies

- Performance Evaluations
- Ethics
- Pregnancy Discrimination Act
- Non-Discrimination and Anti-Harassment
- Earned Paid Sick Time and other leaves
- Unauthorized Leave
- Drug & Alcohol related
- Dismissal of Classified Employee





Common HR Acronyms

- KSA's – Knowledge, Skills and Abilities
- EAC – Employee Advisory Committee
- PAF – Personnel Action Form
- NAPEBT – Northern Arizona Public Employee Benefit Trust

Thank you!

