

What Employees Can Expect From You As A Supervisor

The following guidelines define the boundaries of reasonable support that is expected from you as a supervisor. **Allow these guidelines to supplement, not replace, your own reasonable expectations.**

1. Positive and Respectful Workplace

- The law is clear: all employees have a joint obligation to maintain a respectful and harassment-free workplace. Managers and supervisors have additional obligations to 1) role model acceptable behavior and 2) monitor for and 'manage out' unacceptable behavior.
- Employees can expect that you will encourage every member of the workplace to treat each other with respect, in every interaction.
- Employees can expect you will take action to encourage a positive and respectful workplace. Such actions are reflected in the Basic Principles for a Positive and Respectful Workplace which should be shared and discussed with all staff. The principles are:
 1. Focus on the situation, issue, or behavior, not on the person
 2. Maintain the self-confidence and self esteem of others
 3. Maintain good working relationships
 4. Take initiative to make things better
 5. Lead by example
 6. Think beyond the moment

2. Job Description and Expectations

- When the employee is hired, they can reasonably expect to come into a well-defined role, with clear expectations that are applied consistent with the job description. Normally, the role and expectations would begin with a job description or job profile enhanced by the UVic Core and Leadership Competencies.
- The job description and expectations form the basis for [Performance Development](#)¹ including Probationary and Annual Performance Planning and Review.

3. [Orientation](#)²

- The employee can expect you, as their supervisor, to ensure they are oriented to their job, as well as to their role, and the roles of their colleagues.

¹ <http://web.uvic.ca/hr/hrhandbook/performancedevelopment/index.html>

² <http://web.uvic.ca/hr/employment/stafforientation.html>

- The employee's orientation should also include departmental and University policies and procedures as well as any health, safety and environment rules and regulations that impact on their work and personal safety.

4. Performance Development³

- The University has a performance development process in place that includes both Probationary and Annual Planning and Review.
- Performance planning will normally begin in the probationary or trial period.
- This is the opportunity for you and the employee to assess the fit of the position. The assigned Human Resource Consultant⁴ can assist in this.
- Once the employee has passed their probation or trial period, you should begin the annual performance planning and review process, including regular 'check-ins'. The plans ensure the employee is clear on expectations, the "check-ins" allow for progress updates and the reviews 'close-off' the year in preparation for a new plan and year.

5. **Feedback and Coaching**

- As a supervisor you have a responsibility to support the employee in the performance of their duties and this sometimes requires constructive feedback on performance or behaviour inconsistent with expectations. This is not discipline; rather it is mentoring and guidance.
- You should also provide recognition for work well done and for work that is 'on the right track'.
- You are also expected to provide practical coaching on the technical and other aspects of the employee's position as well as development opportunities that fit with the employees career and performance plan.

6. Performance Improvement⁵

- In situations where you have concerns related to the employee's performance, you are responsible for developing and implementing a performance improvement plan. This process precedes, and hopefully negates the need for, either progressive discipline or non-culpable actions.

³ <http://web.uvic.ca/hr/hrhandbook/performancedevelopment/index.html>

⁴ <http://web.uvic.ca/hr/hrhandbook/hrresources/hrcportfolios.pdf>

⁵ <http://web.uvic.ca/hr/hrhandbook/performancedevelopment/index.html#pi>

- You can find details of this process on the Human Resources Web-Site. You are encouraged to contact your H.R. Consultant before embarking on this process.

7. Team Building, Change, Communication and Dealing with Conflicts⁶

- As a supervisor, you are responsible for ensuring the smooth operation of your area of responsibility. This includes building strong teamwork, managing change, ensuring regular and clear communication and dealing with conflicts as they arise. Ultimately, as a direct supervisor you have the most impact on the employee's experience of the workplace.
- Employees can expect you to take actions that will ensure a positive and productive work environment.

8. Taking Corrective Action

- As a supervisor you have an obligation to both the University and to your employees to appropriately determine the need for corrective action and to assess whether progressive discipline is required. This process is in place to develop corrective strategies and actions, with employees, before the employment relationship is put at risk.
- Human Resources offers training and assistance to assist supervisors in completing these duties.

⁶ <http://web.uvic.ca/hr/managertoolkit/teambuilding/teambuilding.html>
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