**What is my job as a supervisor?**

In a nutshell, a supervisor oversees the day-to-day performance of employees, managing progress and maintaining a positive environment.

In Ecology, a supervisor should have first-hand knowledge of the expectations of the job and be an eyewitness to work performed. They are responsible for:

* Managing workflow
* Training new hires, informing employees of other training opportunities as they come up
	+ Verify all required trainings for lab safety, right-to-know, etc. have been completed
* Maintaining employee(s) schedule, including managing leave requests
* Understanding the hierarchy of the School and University when it comes to grievances all while maintaining confidentiality
* Evaluating performance in writing, at least, annually
	+ Provide performance feedback throughout the year
	+ [UGA has a “guide to performance management” to help supervisors](https://hr.uga.edu/employees/workplace-concerns/performance-management-guide/)
* Promoting a helpful environment

……among other things

The grievance process specific to Ecology can be found [here](file:///D%3A%5CDesktop%5CWIX%20documents%5COSE_Resource_Guide_grievances.pdf). This document provides a wealth of information along with directions on who you should contact first.

Below is more information from [UGA-HR](https://www.indeed.com/career-advice/career-development/responsibilities-of-a-supervisor):

“The University of Georgia is committed to providing employees with reasonable resources needed to be successful in their jobs.  The University encourages open communication between employees and supervisors. Performance coaching includes a range of options that may include verbal coaching, written warning, suspension with or without pay, and/or termination.

It is the role of the supervisor to communicate job performance expectations to the employee. The University of Georgia reserves the right to bypass or accelerate any and all steps depending on circumstances. This guide is intended to serve as a tool to help supervisors evaluate and respond to employee performance in a fair and effective manner.  It is not intended to stand alone, nor does it constitute legal advice regarding specific incidents.

Coaching is the ongoing process whereby the supervisor directs the development of the employee through regular performance feedback. If the employee is meeting the supervisor’s expectations, positive feedback can be used to reinforce performance and further motivate the employee to even higher levels of performance. Benchmarks and specific achievements should be discussed.

Counseling occurs where there are performance issues and may be used to assist the employee in achieving a satisfactory level of performance prior to initiating more formal written warnings. In such cases, the supervisor should meet with the employee to clarify performance expectations and determine what obstacles are impeding the employee’s ability to meet and exceed standards.

**Before you act, ask yourself:**

* Is the employee aware of the policy or expected behavior?
* Have I objectively gathered all the facts?
* Has the employee had the opportunity to respond?
* Am I responding quickly, consistently, and reasonably?
* Has the employee been previously counseled?
* How severe is the problem or infraction?  What was the impact, or possible impact, of the employee’s action?
* Were there legitimate obstacles to proper performance?

**Coaching**

Supervisors should communicate expectations for improvement clearly and in a timely manner. They should be prepared:

* to review the employee’s job description with the employee
* to be direct and as specific as possible in identifying deficiencies or incidences and their significance
* to give employees examples of what "success" looks like in their role
* to give the employee a chance to assess their own capacity and commitment to a position
* to problem-solve with employees who are attempting to fulfill their job obligations
* to identify the process for on-going assessment of improvement
* to assess tools, systems and any recent changes in workload or areas of responsibility
* if necessary, to explain the consequences of failure to improve within a fairly established timeline
* to keep notes on the content and date of the conversation for their own recollection”

UGA offers help with written performance accountability and commitment plans, disciplinary letters, table on work violations and suggested responses [here](https://hr.uga.edu/employees/workplace-concerns/performance-management-guide/). Please be sure to reach out to Ecology’s HR Liaison for help, as needed.