



Welcome!

Michigan Tech Supervisor Training

Part Two: Day-to-Day Supervision



Supervisor Training Purpose

- Equip participants with management/supervisory resources
- Develop leadership competencies and skill sets
- Why?
 - Proficiency in both technical and leadership skills is important for success
 - Effective supervisors increase employee motivation, communicate expectations, and ultimately increase organizational performance



Supervisor Training Sessions

- Part One: Services and Function of Human Resources and the Office of Institutional Equity
- **Part Two: Day to Day Supervision**
- Part Three: Maximizing Performance

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Michigan Tech Supervisor Survey

- What supervisory skill(s) do you want to improve upon or develop?
 - 65.9% - Encouraging people with different skills to work together
 - 48.8% - Encouraging open communication
 - 46.3% - Involving employees in changes or decisions that will affect them



Today's Agenda

Part Two: Day-to-Day Supervision

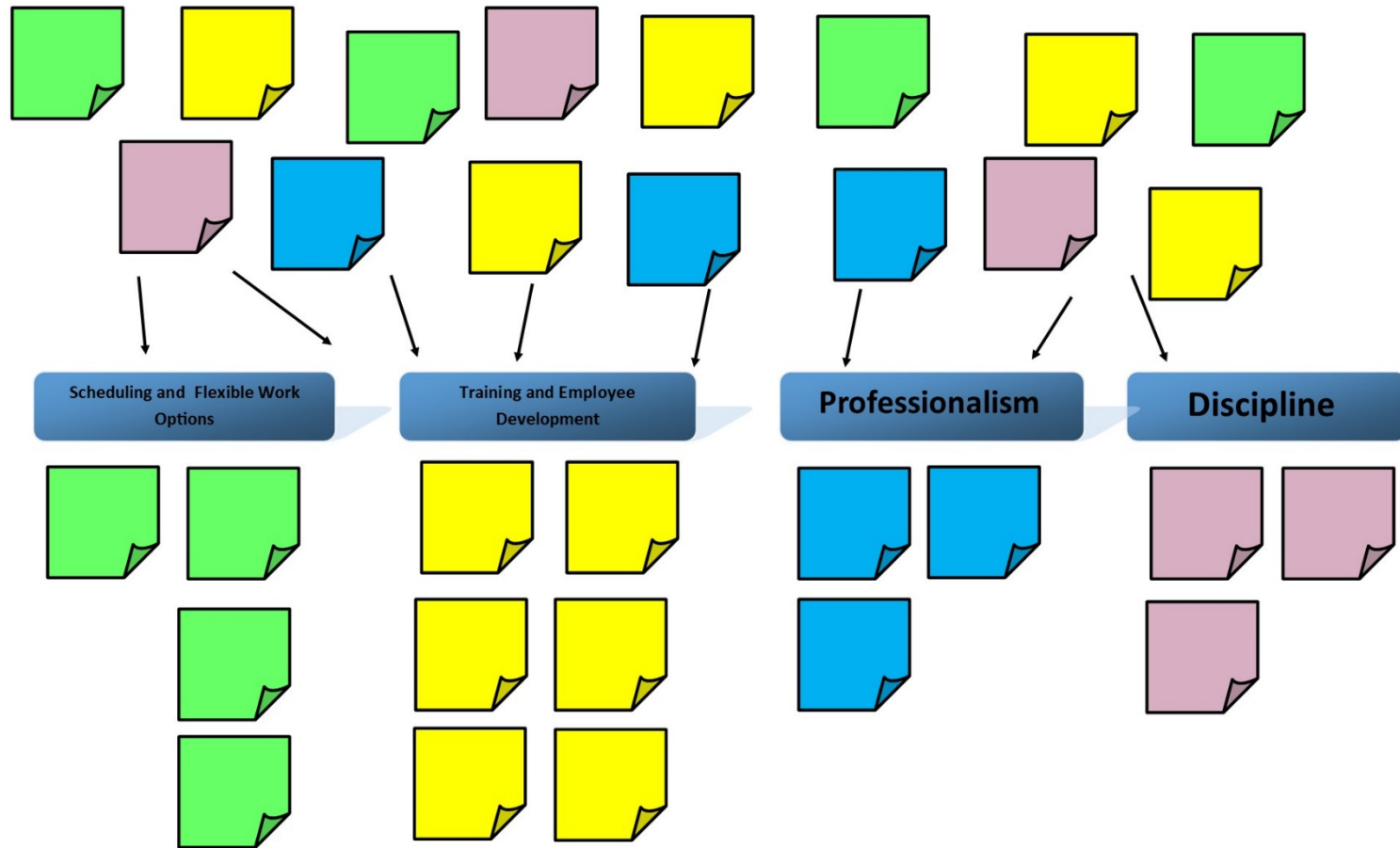
- Maximizing Schedules and Flex Work Options
- Training and Professional Development
- Professionalism
- Relationship Building and Trust
- Illegal and Inappropriate Behavior
- Discipline Guidelines



Ice Breaker

An Affinity Diagram is a tool used by groups to gather and sort ideas, opinions, and issues with brainstorming.

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Questions about....

- Scheduling and Flexible Work options
- Training and Professional Development
- Trust and team building
- Professionalism and Behavior
- Discipline
- Other



MAXIMIZING SCHEDULES

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Supervisor's Tips for Maximizing Scheduling

- Change the way you think about the day and the work week
 - Think outside of traditional schedules - doesn't have to be 8am-5pm
 - Think outside of the traditional work week - can the work happen on Sunday or Saturday
 - Can it be a win-win for employee and employer?



Supervisor's Tips for Maximizing Scheduling

- What is your business need?
 - Adjust for seasonality
 - Plan days off on slow days to compensate for busy days coming up
 - Prioritize critical work - DO/DELAY
 - Don't be in autopilot
 - Don't automatically replace



Supervisor's Tips for Maximizing Scheduling

- Managing Overtime – Planning
 - Delay
 - Reassign
 - Call-in vs. extension of shift
 - Part-timers
 - Take care in granting time off – Communicate
 - Overtime vs. compensatory time



FLEXIBLE WORK OPTIONS (FWO)



Flexible Work Options (FWO)

- Website: www.mtu.edu/worklife/
 - Toolkits, Checklists, Agreements
- Supervisor should be open to consider FWO
- Employee should provide the benefits and value to their FWO request
- Win/Wins are possible...increased productivity
- Supervisor: important to work together and communicate reasons if FWO request is not approve.

Let's review the Affinity
Diagram questions.....



TRAINING AND PROFESSIONAL DEVELOPMENT



UAW Certification Program

The UAW classes are in their 4 semester with the first cohort to complete April 2016. Please encourage your UAW employees to take advantage of these courses.

Current courses and topics:

- **Microsoft Suite** – Excel, PowerPoint, Publisher, Word, etc.
- **Social Media** – Building departmental Facebook pages, tweeting, Instagram, etc.
- **Business Communications** – Public Speaking, professional writing workshops, etc.
- **Michigan Tech Specific** – Aspire, Banner, Canvas, Google Suite, Continuous Improvement, EPAF and Payroll information, Financial Services, etc.

Please give us ideas for future training classes. What would you like your employee to learn more about?



Campus Training

Who Needs Training?

- All regular, part-time, and student employees

Who Provides Training?

- Supervisor, Faculty, or Department Appointee or University Training System-UL

<http://www.mtu.edu/business-operations/offices/training/>

Mandatory University Trainings

- Employee Safety overview (Department)
- Anti-Harassment and Title IX Awareness (IEI)
- Annual Data Safety Training (IT)



Mandatory Trainings

Additional Departmental Trainings

Examples:

- Blood born Pathogens
- Laboratory Safety
- Material Handling
- Van Training
- Custodial Training
- Hazard Communication

<http://www.mtu.edu/business-operations/offices/training/>



Supervisor's Responsibilities for Safety

<http://www.mtu.edu/oshs/safety-programs/required/safety-manual/>

1.5 Faculty, Managers and Supervisors

- Integrate safety, health, and environmental protection into the daily activities of students, employees, and any other persons they supervise.
- Provide training and information to students, employees, and all others they supervise as requested by department administration and as required under University programs and policies.
- Review new equipment and procedures for recognized safety, health, and environmental hazards and take appropriate precautions before they are used or implemented.
- Investigate all incidents resulting in injury or property damage and report them to their department administrator and Occupational Safety and Health Services (see section 5.7). Close calls must also be investigated and reported if they are found to have had the potential for personal injury or property damage. All employee fatalities must be reported immediately to Occupational Safety and Health Services regardless of cause.
- Enforce safety rules and review work areas daily.
- Maintain a written record of the content of each training session and the identification of the trainer and all attendees.



Supervisor's Safety Responsibilities

1. The first stop for employee safety & health information
2. MIOSHA requires safety orientation & basic safety training
3. Evaluate jobs to determine hazardous tasks and training needs
 - Resources: OSHS and HR Benefit Services
4. Fill out incident & injury report form within 24 hours
5. Identify the cause(s) of any accident and correct
6. Doctor's Report Form/Worker's Compensation Report
7. A Guide to Emergency Procedures



Building a Safety Culture

- A genuine and serious approach.
- Incorporate into meeting agendas.
- Include as a daily team meeting topic.
- Develop and display regular metrics for training compliance.
- Include safety competencies in job descriptions.
- Encourage employees to surface safety concerns.

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PROFESSIONALISM

Professionalism

- Professionalism in the workplace is based on many factors, including how you dress, carry yourself, your attitude and how you interact with others. A professional is courteous, conscientious, and has respect for self and others.
- Characteristics of Professionals:
 - Character
 - Attitude
 - Excellence
 - Competency
 - Conduct



How to Show Professionalism

- **Character** - Take responsibility, maintain accountability, arrive on-time, be fair and truthful
- **Attitude** - Good humor, willingness to work or take on projects, helpfulness, have the best interest of others
- **Excellence** - Strive to be your best, exceed expectations, life-long learning
- **Competency** - Display and develop leadership, team work, and decision making skills; seek out resources, stay competent
- **Conduct** - Reflect your profession, maintain confidence, dress appropriately for your work environment



BUILDING TRUST

BUILDING GREAT TEAMS

RUNNING GREAT MEETINGS



Trust

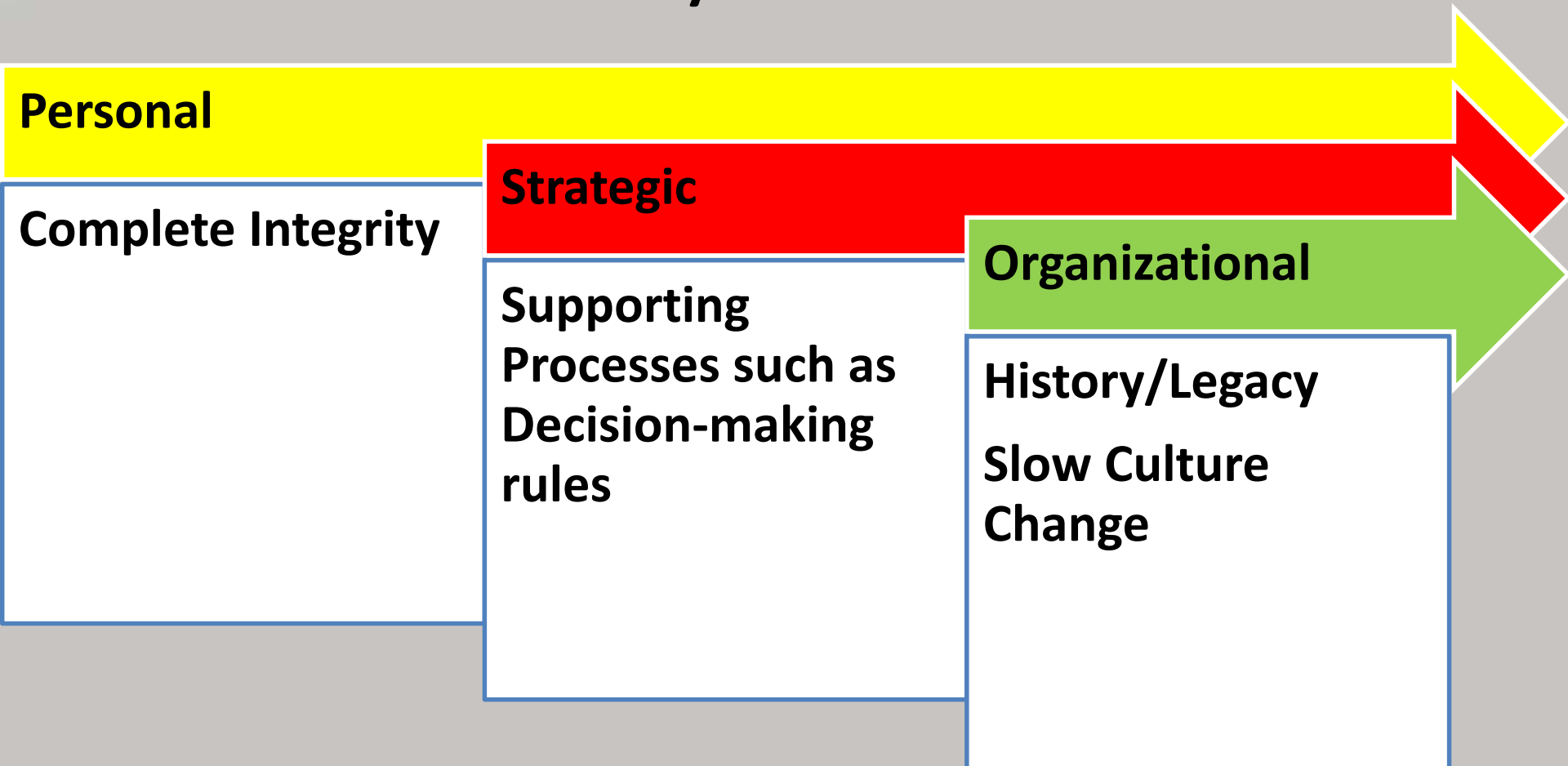
The firm belief in the reliability, truth, ability, or strength of someone or something.



What are 3
behaviors
that
characterize
trust?



The Ecosystem of Trust



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Joshua Lawrence Chamberlain, Ltc

- Professor of Rhetoric and Modern Languages
- 20+ engagements
- Congressional Medal of Honor
- Governor of Maine
- President of Bowdoin College
- Battle of Little Round Top



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Gettysburg film clip



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What did you see? How did the Ltc build trust?





Enemies of Trust

- Inconsistent Messages
- Inconsistent Standards
- Misplaced Benevolence
- False Feedback
- Failure to Trust Others
- Elephants in the Parlor
- Rumors in a Vacuum

Decision-making

- “You didn’t ask me!”
- “I didn’t tell you before, but I’m telling you now”
- “I know we agreed to something, but I’m going to implement something different”



Stress

- Provide calm, visible leadership
- Don't "go dark" or withdraw
- Be physically and emotionally accessible
- Get help

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Teams

1. High level of trust
2. Live the 65/35 rule
3. Consistently make good decisions
4. Conduct highly effective meetings
5. Have explicit ground rules or working arrangement

Teams

6. No triangulation
7. Positive quality of relationships
8. A learning attitude
9. Effectively deal with conflict
10. Rigorous supervisory and performance appraisal practices



Meetings

Purpose

Group Norms

Decision-making models

Onboarding

Continuous Improvement



Decision-making Model



Continuous Improvement

Plusses and Δ 's
Brief Survey after
Make it an agenda item

HOW WAS THE MEETING?	
+	Δ
Liked free discussion.	Should start on time.
Good ideas.	Sometimes we rambled.
Clear agenda.	Let's get data before the meeting.
We finished on time.	Invite marketing.
Next step is clear.	A few zingers.
Good facilitation.	

Let's review the Affinity
Diagram questions.....



ILLEGAL AND INAPPROPRIATE BEHAVIOR

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Microaggressions



Physical Impacts of Microaggressions

- Overall, poorer health
- Positively correlated with depression (Araujo & Borrell, 2006)
- Increased suicidal ideation, increased state & trait anxiety, and increased depression (Hwang & Goto, 2008)
- Increased blood pressure levels (James, Lovato, & Khoo, 1994, as cited by Sue, 2010)

More Harmful Impacts

- More likely to experience being “the only one” that leads to feelings of isolation and loneliness (Alexander & Moore, 2008)
- Lack mentors who possess knowledge of the “minority experience” (Stanley, 2006)
- Have their research and scholarship devalued and considered illegitimate (Guzman, Trevino, Lubuguin, & Aryan, 2010)

Microaggressions & Tech

- Negatively impacts the recruitment, retention and success of faculty and staff
- Impacts performance
- Affects problem-solving ability and work productivity
- Have colleagues question their qualifications

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Addressing Microaggressions

- Create a safe environment for all in the workplace
- Check your assumptions – know your bias
- Limit their negative impact
- Listen
- Reflect

If these are not addressed it could lead to





Illegal Behavior

Behavior that appears to be discrimination and/or harassment (based on protected class)

- Severe, pervasive and objectively offensive
- Creates a hostile environment
- Based on a person's race, color, national origin, sex, disability, religion, sexual orientation, gender identity, height, weight, genetic information, marital status, veteran status

Handled by Institutional Equity and Inclusion Office (IEI)

Harassment



Types of Harassment:

- Basis of Employment Decision
 - Quid pro Quo – “this for that”
- Hostile Environment
 - Words, acts, or graphic depictions which are so blatant that they constitute a malicious attack against employees or protected classes
- Offensive Environment???
- Third Party
 - Vendors, contractors, customers, inspectors, service providers

What does bullying mean to you?





Bullying

“A person is bullied when he/she is exposed, repeatedly over time, to negative actions on the part of one or more other persons, and he/she has difficulty defending him/herself.”

- Aggressive behavior that involves unwanted, negative actions
- Involves a pattern of behavior repeated over time
- Imbalance of power or strength

Human Resources handles all other behavioral issues that do NOT fall under a protected class



Bullying

- Cost to Your Workplace
 - Fear
 - Physical / Mental Health Problems / Stress
 - Decreased Productivity
- Report Bullying
 - To Supervisor
 - To IEI for bullying involving protected classes
 - To HR for bullying not associated with a protected class



Intervention & Prevention

- Steps for Supervisors:
 - Let employees know that you have a zero tolerance for workplace bullying / disrespectful behavior
 - Take complaints seriously
 - Look for underlying problems
 - Don't dismiss the allegation
 - Don't wait for the situation to get out of hand
 - Have good documentation (if possible)
 - Address the disrespectful behavior (nip it in the bud!)
 - Document and report the behavior to stop it from escalating



DISCIPLINE GUIDELINES



Disciplinary Guidelines

- Disciplinary Procedures
 - Union Employees
 - Non-Union Employees
- Progressive Approach
 - What does this look like?
- Importance of Documentation
 - Burden of Proof
 - Risk Management



Employee Complaint Process

- Complaint process for non-union staff positions
 - Purpose of Policy
 - Who It Applies To
- Six Steps
 1. Employee works with Supervisor: If unable to resolve, then...
 2. Employee works with Next Highest in Chain of Command: If unable to resolve, then...
 3. Employee contacts Executive Team Member.
 4. Executive Team Member consults with Director of Human Resources and possibly appoints review committee.
 5. If applicable, committee reviews and recommends action.
 6. Executive Team Member reviews recommendation and issues a decision.

For policy information please visit www.admin.mtu.edu/admin/policy/pers/6013.htm.

Employee Discipline

- Discipline
 - Progressive
 - What is this?
 - Does it have to be?
 - Reasons

The screenshot shows the Michigan Tech Human Resources Office website. The header is 'HUMAN RESOURCES OFFICE' with a link to 'HR Home'. A sidebar on the left lists various HR services: Employment Opportunities, PROSPECTIVE EMPLOYEES, NEW EMPLOYEES, CURRENT EMPLOYEES (highlighted with a blue arrow), Benefits, Faculty Resources, Union Staff Resources, Non-Union Staff Resources, Training and Events, Performance Management, Retirement Planning, Immigration Services, and WorkLife Connections. The main content area is titled 'Discipline/Discharge of Employees' and contains text about disciplinary actions and a list of reasons for discipline.

HUMAN RESOURCES OFFICE

HR Home

Employment Opportunities

PROSPECTIVE EMPLOYEES

NEW EMPLOYEES

CURRENT EMPLOYEES

Benefits

Faculty Resources

Union Staff Resources

Non-Union Staff Resources

Training and Events

Performance Management

Retirement Planning

Immigration Services

WorkLife Connections

RETIREES

Discipline/Discharge of Employees

It is occasionally necessary for the University to discipline, suspend, and/or discharge an employee. Reasons for discipline, up to and possibly including immediate termination include, but are not limited to:

- violation of University or departmental rules/conduct
- failure to properly perform assignments as determined by the University
- poor performance
- dishonesty
- theft (including the theft of such University resources as computer time)
- drinking alcoholic beverages on the job
- use of drugs in violation of the Controlled Substance Act
- insubordination
- conduct unbecoming a University employee

Since situations vary, supervisors must consult with the Director of Human Resources prior to initiating any disciplinary action, including suspension and/or termination. The Director of Human Resources will assist the supervisor to ensure the consistent interpretation of current policies, procedures, contractual obligations and/or precedents set by the University.

Employee Discipline

Steps:

1. Supervisor contacts Employment Rep/Director of HR
2. They discuss steps in discipline considering:
 - a. Severity
 - b. Frequency
 - c. Previous discussions with employee
3. Together they develop a plan for discipline
 - a. Informal vs formal
 - b. Talking points for conversation
 - c. Issues, Expectations and Consequences (“ICE”)
4. Supervisor delivers message to employee
 - a. Document meeting and talking points
 - b. Send any talking points, letters or documents of meeting to Human Resources

Let's review the Affinity
Diagram questions.....



Questions & Answers

Please complete an online evaluation
of today's event.

The evaluation link will be emailed
out to you soon.