SANILAC COUNTY COMMUNITY MENTAL HEALTH AUTHORITY

ADMINISTRATIVE POLICY

NUMBER: BA091		
NAME: EMPLOYEE SUPERVISION		
INITIAL APPROVAL DATE:	12/02/2020	BY: Administrative Committee
(LAST) REVISION DATE:	12/12/2023	BY: HR Manager
(LAST) REVIEW DATE:	12/12/2024	BY: Policy Committee
DISCONTINUED DATE:		REPLACE BY:

I.   PURPOSE
To outline the requirements of Supervisors to give staff consistency in expectations from management.

II.   APPLICATION
Populations: **NA**
Programs: **Direct - ALL**
                      Contracted - ALL

III.   STANDARDS

A. The work of all employees is to be assigned, directed, and reviewed by supervisory staff. Employees ordinarily are to have only one Supervisor to whom they report, special situations may allow for direction from other Supervisors. Supervisors may have staff that assist them with reviewing documents, leading projects, or answering questions while the Supervisor is unavailable. These staff do not have supervisory responsibilities but are considered to be lead staff.

B. A primary role of each Supervisor is to provide an effective link between management and non-management employees. As such, Supervisors are expected to communicate the goals and policies of management to the employees under them. At the same time, they are expected to communicate back to management the attitudes, suggestions, and complaints of their employees.

C. Supervisors must, in addition to mastering the technical skills needed for their work unit, be able to lead and motivate their employees to do their jobs effectively and efficiently. To this end, Supervisors should be prepared to:
1.   Treat employees as individuals.
2.   Give recognition for good performance, as well as guidance for correcting mistakes when teaching moments occur. This can be accomplished formally with an ECM form or Supervision note, when needed.
3.   Supervisors are expected to explain in advance required changes of practice, including when and why changes are necessary.
4.   Recommend employees with growth potential for promotion, even if it means losing them to other work units.
5.   Show integrity by admitting mistakes instead of shifting the blame to others.
6.   Be impartial and let employees know the reasons for any decisions that might be interpreted as unfair.
7.   Demonstrate a desire for good performance by setting work goals and standards for employees.
8.   Create a feeling of teamwork and belonging among employees.
9.   Sets good examples by holding themselves to the standards of conduct and performance that they demand of their employees.

D. Supervisors are responsible to ensure that the goals regarding employee conduct and performance established by management are achieved and that the policies are implemented. Therefore, they are expected to be involved in:
1. Recommending the hiring of personnel and overseeing special job training.
2. Keeping employees informed on factors relating to their work assignments, work progress and opportunities for advancement.
3. Evaluating timely, as deemed necessary by the Agency, the performance of introductory and probationary employees, regular employees, and employees who are being terminated.
4. Recommending promotions, transfers, and termination of employees.
5. Controlling absenteeism and tardiness and approving requests for time off.
6. Verifying employee time sheets and requesting/approving overtime for their staff, when necessary.
7. Ensures flex schedule modifications are discussed prior to holidays.
8. Recommending job elimination when appropriate.
9. Complying with applicable federal and state laws and regulations concerning employee safety and legalities.
10. Maintaining neat and orderly work areas.
11. Implementing suggestion, disciplinary and problem review procedures.
12. Ensuring that all rules and regulations are observed by employees and that rules are applied consistently and fair amongst staff.

IV.   ATTACHMENTS

V.   REFERENCES
ECM - Accolade Form #0527
ECM - Improvement Opportunity Form #0526