Supervisor Success Series
“3S”

Session 3: Your Responsibilities as a Supervisor
• Onboarding
  • Overview
  • Best practices

• Training
  • Required courses
  • Developing a plan
  • Resources

• Follow-up / check-in
• Retention tips
Supervisor Toolbox

- New hire checklist
- Training brochure
What Employees Really Want

- Safe work environment
- Supportive boss and co-workers
- Opportunities for growth and development
- Meaningful and challenging work
- Having enough time to do quality work
- Recognition

- Freedom to use judgement and initiative
- Being part of a team
- Fairness and consistency
- Clear goals and well-defined tasks
- Influence and decision-making opportunities
- Sharing ideas and solving problems with co-workers
Onboarding

• Begins prior to the first day
• Should last longer than the first week
• Incorporate check points – 30, 60, 90 days
• Introductory period review
• Keep the conversation going!
Onboarding

• Three A’s:
  – Accommodate – Provide a welcoming atmosphere and provide the tools they need to start off on the right foot
  – Assimilate – Introduce them
  – Accelerate – Don’t overload, but give them what they need at a manageable and steady pace

• Feedback is critical, especially in the first few months
Provide Leadership and Direction

- Set clear goals
- Define responsibility and set limits
- Explain policies
- Be fair and consistent
- Deal with all complaints promptly
Provide Leadership and Direction

• Be accessible- Open door policy
• Show employees that you value them
• Provide guidance and instruction
• Help people learn from their mistakes
• Stick up for your people- support them
Offer Constructive Feedback

- Reinforce positive behavior
- Correct inadequate performance
- Make good use of performance reviews
- Set a good example
Promote Open Communication

• Share information
• Listen to employee’s concerns - be available
• Welcome ideas and suggestions
• Encourage interaction among employees
• Manage conflict
Recognition

- Reward exceptional performance and outstanding achievement
- Don’t forget to recognize regular work too
- Provide incentives
- Celebrate group success
Training

• All employees should have equal access to training and professional development opportunities

• Departmental training vs individual training
Training

• Required
  – Compliance training through Cintas
    ▪ Title IX (Preventing Sexual Misconduct)
    ▪ Family Educational Rights and Privacy Act (FERPA)
    ▪ Personally Identifiable Information (PII)
    ▪ Preventing Discrimination and Harassment
  – All members of the community – students, faculty and staff

• Specific training on WPI systems, like 25Live, Argos, SchoolDude, etc.
Professional Development

• Develop a plan!
  — Supervisor Success Series – “3S”
  — Professional Conduct & Customer Service
  — Microsoft Online Learning
  — Wellness Seminars
  — Employee Mentoring
  — Women’s Leadership Program

• Increased responsibility

• Special assignments
Resources

• Higher Education Consortium of Central MA (HECCMA)
• Employers Association of the NorthEast (EANE)
• Human Resources can help identify training to attend off-site or bring on campus
Follow-up

• Provide opportunities to apply new skills and knowledge
• Ensure continued training
• Assess whether the training was effective / useful
Retention

- National voluntary turnover rate is around 20%
- Monthly turnover rate is over 3%
- Many plan to move on within a few years
- Perception is key:
  - Orientation - To feel welcomed, know job is important
  - Training - To perform well on the job
  - Individual coaching - career development and advancement
  - Teamwork
Challenge Employees

• Look for ways to increase job satisfaction
  – Assign meaningful work
  – Encourage initiative
  – Delegate decision making responsibility
  – Cross-Train
  – Build self-confidence
Remain Flexible

- Help employees balance their work and personal lives
- Capitalize on diversity
- Accept change
Questions?