



Policy Purpose

Provide guidance to supervisors regarding expectations as management representatives.

- I. General
 - a. As management representatives, supervisors will be held to a high standard of respect and courtesy, and other standards of conduct. Supervisors are expected to be examples for others to follow.
 - b. Supervisors are expected to be familiar with laws and ordinances, and city and department policies, procedures, and guidelines as well as MOUs applicable to the employees they supervise.
- II. Primary Functions of a Supervisor
 - a. The primary functions of a supervisor may include but are not limited to the following:
 - i. Identify and communicate workplace goals, objectives, methods, processes, resources, and/or action plans.
 - ii. Communicate specific job assignments and tasks, including timelines and objectives.
 - iii. Oversee the implementation of the direction given to individual employees.
 - iv. Set expectations for employee attendance and review and/or approve employees' time for payroll.
 - v. Recognize employee and work group successes.
 - vi. Listen to and seriously consider employee suggestions and recommendations.
 - b. Supervisors should not regularly ignore or set aside supervisory responsibilities due to non-supervisory duties.
- III. Employee Privacy
 - a. Supervisors will respect the privacy concerns of the employees they supervise.
 - b. Supervisors must understand and comply with medical privacy requirements.
 - c. Supervisors should conduct any necessary counseling of individual employees in a private setting, as appropriate.
- IV. Departments can implement departmental processes or practices addressing supervisory responsibilities consistent with this policy and other applicable statutes, ordinances, policies and procedures. These may include but are not limited to:
 - a. Recordkeeping requirements associated with employee supervision within the department, as set forth more specifically in Section VII, below.
 - b. Chain-of-command/supervisory span of control within each department.
 - c. Processes to ensure constant vigilance regarding workplace safety and reporting of concerns to designated and appropriate staff.
 - d. Processes to facilitate the resolution of workplace disruptions.
- V. Education and Training of Employees
 - a. Supervisors should be familiar with and encourage employee participation in the courses offered through their department and through the Employees' University in order to ensure that employees receive necessary training regarding the skills associated with an employee's assigned duties and applicable city ordinances, policies, procedures, and guidelines and departmental policies, procedures, practices and processes.
 - b. Supervisors are encouraged to support each employee in their career development, as appropriate.
- VI. Employee Performance Management
 - a. In accordance with city policy [3.04.02 Performance Management](#), the city expects supervisors to provide meaningful and objective job-related feedback to employees on a regular basis.
- VII. Records
 - a. Department directors should implement department practices and processes for supervisors to maintain records that may include:



- i. Training and education of employees;
 - ii. Employee recognition;
 - iii. Specific job or task direction given to an employee or workgroup;
 - iv. Employee suggestions;
 - v. Resource support requests (such as funds, training, materials, personnel) from employees;
 - vi. Supervisor job performance evaluations;
 - vii. Non-disciplinary and disciplinary intervention records.
 - b. When created and maintained in a city department, the following employee records should be forwarded to human resources for inclusion in an employee's official personnel file:
 - i. Written commendation or recognition (optional)
 - ii. Performance or similar evaluations;
 - iii. Disciplinary letters issued in accordance with city policies and procedures. Records of non-disciplinary intervention should not be forwarded or maintained in the official personnel files.
 - c. Documents containing employee medical information should be sent to human resources for inclusion in the employee's medical records file.
- VIII. Disciplinary Authority
 - a. Department directors should ensure compliance with this policy by all supervisors in their departments and provide supervisory skill training, as needed. Supervisors who fail to comply with this policy may be disciplined in accordance with the city's [discipline and appeals guidelines](#).

Current References:

- [3.01.08 Personnel Records Access](#)
- [3.04.02 Performance Management](#)
- [3.05.03 Discipline and Appeals Guidelines](#)

Initial Effective Date: December 13, 1995

Approved and passed this 31st date of December, 2016