



Supervision Strategies

NYSITS.org

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Agenda

- ❖ Introduction & Expectations
- ❖ Pretest / Evaluation
- ❖ Roles of a Supervisor
- ❖ Employee Needs
- ❖ Analyzing Employee Performance Problems
- ❖ Review Questions

Pretest - Sample Question

Which color name is most fun to say?

- A) Orange
- B) Fuchsia
- C) Electric Lime
- D) Blue



Pretest Q1

Assigning tasks



Pretest Question 1

Which criteria would be best for a supervisor to use when assigning work?

- A) assign the most tiring and repetitive tasks to new employees
- B) assign all unimportant work to slower employees
- C) assign tasks based on your employees' abilities
- D) let employees choose their own tasks based on what they do best

Pretest Q2

Performance Appraisals



Pretest Question 2

Which statement least represents a basic principle of the employee appraisal process?

- A) appraisals should be based mostly on objective observations
- B) the supervisor's value judgements can affect the appraisal
- C) appraisal of future potential should be based on subjective judgment
- D) employee strengths should be emphasized rather than weaknesses

Pretest Q3

Scheduling



Pretest Question 3

Which factor is least important when setting up vacation schedules?

- A) the competence of each employee
- B) how essential each employee's services will be
- C) the vacation preferences of your employees
- D) your unit's anticipated workload

Pretest Q4

Retaining Employees



Pretest Question 4

In trying to reduce your employee turnover rate, which of the following initial steps would be least appropriate?

- A) Review training procedures to see if they can be improved.
- B) Ask a few trusted employees for their insights.
- C) Be more lenient about performance standards and time off to increase morale in your unit.
- D) Review records of past employees to look for underlying causes.

Pretest Q5

Workplace Disputes



Pretest Question 5

(Listen to the story.)

What should your next action be?

- A) Have the two employees talk to the individual to let her know why they are offended.
- B) Compromise and allow her to display the poster only in the afternoon.
- C) Privately explain the situation to the individual and see if she would cooperate and remove it.
- D) Do nothing.

Roles of a Supervisor





PODSCoRB

- ❖ Planning
- ❖ Organizing
- ❖ Directing
- ❖ Staffing
- ❖ Coordinating / Communicating
- ❖ Reporting
- ❖ Budgeting

Employee Needs



Self-Actualization

E s t e e m N e e d s

S o c i a l N e e d s

S a f e t y N e e d s

P h y s i o l o g i c a l N e e d s

Legal Issues



Performance Problems

The Performance Problem Flowchart

Before getting into this analysis tool, we must first have a universal understanding of what we mean by “problem behavior” and how we determine whether we should do anything about it.

The easiest, most universally relevant question to ask when trying to determine if we have problem behavior in the work place is, **“DOES THAT BEHAVIOR IMPACT THEIR WORK OR SOMEONE ELSE’S?”**

If the answer is “yes,” then you must find the cause of it. If the answer is, “No” or “Not sure,” then take some time to think about it some more. *If their behavior just irritates you but does not affect their work, it may cause more trouble dealing with it than any gains from changing it.*

For example, suppose you are a manager who thinks there should be a lot of teamwork in the department and everyone should be very friendly with each other. You want your employees to eat lunch with each other and do other social things that would create a lot of interaction.



However, your highest-producing employee is a loner and not a participant in the department’s socializing. Should you counsel with them about being more of a “team player” and making an effort to socialize more or leave them alone?

We suggest you ask yourself, *“Does their lack of socialization hurt theirs or anyone else’s productivity?”* If it does (and you could measure it if necessary so people will not think you are just harassing them), you should use this flowchart to find out why they are not socializing.

However, if you cannot show how productivity is harmed, you would be better off by leaving them alone to be productive even if their behavior goes against your “team work” philosophy. You risk upsetting them so their production drops and they still may not want to socialize!

Problem 13. (50 points).

find all five critical points, "local maximum", "local minimum", and "saddle point".

Problem 14. (50 points)
above the disk $x^2 + y^2 \leq 8$.



Sarah's Supervision Question Tips

- ❖ Underline or circle tricky wording (e.g. least). Maybe label T/F choices.
- ❖ “Does it disrupt work?”
- ❖ Take all grievances seriously.
- ❖ Delegate work! (But *never* delegate discipline!)
- ❖ In most cases, more direct approaches are better.
- ❖ Be wary of words that are too **strong** for the situation (e.g. frank, forceful).

Review Q1

Assigning tasks



Review Question 1

Which criteria would be best for a supervisor to use when assigning work?

- A) assign the most tiring and repetitive tasks to new employees
- B) assign all unimportant work to slower employees
- C) assign tasks based on your employees' abilities
- D) let employees choose their own tasks based on what they do best

C

Review Q2

Performance Appraisals



Review Question 2

Which statement least represents a basic principle of the employee appraisal process?

- A) appraisals should be based mostly on objective observations
- B) the supervisor's value judgements can affect the appraisal
- C) appraisal of future potential should be based on subjective judgment
- D) employee strengths should be emphasized rather than weaknesses

C

Review Q3

Scheduling



Review Question 3

Which factor is least important when setting up vacation schedules?

- A) the competence of each employee
- B) how essential each employee's services will be
- C) the vacation preferences of your employees
- D) your unit's anticipated workload

A

Review Q4

Retaining Employees



Review Question 4

In trying to reduce your employee turnover rate, which of the following initial steps would be least appropriate?

- A) Review training procedures to see if they can be improved.
- B) Ask a few trusted employees for their insights.
- C) Be more lenient about performance standards and time off to increase morale in your unit.
- D) Review records of past employees to look for underlying causes.

C

Review Q5

Workplace Disputes



Review Question 5

(Listen to the story.)

What should your next action be?

- A) Have the two employees talk to the individual to let her know why they are offended.
- B) Compromise and allow her to display the poster only in the afternoon.
- C) Privately explain the situation to the individual and see if she would cooperate and remove it.
- D) Do nothing.

C

Review Q6

Workplace Disputes, Part 2



Review Question 6

(Listen to the story.)

What should your next action be?

- A) Firmly but politely instruct the employee to take the poster down as it's disrupting the work of the unit.
- B) Wait a few days to see if the incident "blows over" and then reassess.
- C) Tell the two offended employees that they'll have to live with it.
- D) Check agency policies to see if it's legal to have posters in work areas.

B

Review Q7

New Kid on the Block



Review Question 7

(Listen to the story.)

What should your next action be?

- A) Gently explain the situation to the new employee.
- B) Seek the older employees' cooperation in being more tolerant.
- C) Ask a trusted employee to talk to the others.
- D) Do nothing.

D

Review Q8

Transferring an Employee



Review Question 8

Which is usually the poorest reason to transfer an employee?

- A) relieve the monotony of work assignments
- B) take care of changes in workload
- C) discipline the employee
- D) grant a doctor's request that the employee work closer to home

C

Review Q9

Taking Criticism



Review Question 9

What should you do if your supervisor informs you that four or your twenty employees have complained to him about inconsistency in your methods of supervision?

- A) Offer to attend a supervisory training program.
- B) Ask for an explanation of which acts were perceived as inconsistent.
- C) Explain that you've intentionally been inconsistent because the needs of those specific employees.
- D) Ask permission to reprimand your employees for going over your head.

B

Review Q10

Buried in Work



Review Question 10

(Listen to the story.)

How would the department manager be likely to evaluate this supervisor?

- A) Supervisor has not delegated authority and responsibility sufficiently.
- B) Supervisor is conscientious and hardworking.
- C) Supervisor's unit is understaffed.
- D) Supervisor's unit needs more training to correct the abnormal amount of review its employees require.

A