

Sample Staff Supervision Policy

Best Practice Resources – Leadership and Oversight

Please refer to your governing board and/or legal counsel for support interpreting your organization's policies. This sample document can be modified to fit the context of your specific mentoring program.

Staff Supervision & Performance Review Policy Statement

[Insert name of agency] relies on a developmental approach to staff supervision. We believe that consistent communication and coaching is essential to professional growth. A goal of employee supervision is to develop and maintain long-term, successful employees. *[Insert name of agency]* will strive to provide bimonthly coaching and supervision support to every employee. In addition to on-going communication and coaching, it is our intent to encourage our employees in their efforts to improve proficiency in their present jobs and to prepare for advancement. Many avenues are available for employee development through job-related seminars, workshops and conferences.

[Insert name of agency] compensates employees for the reasonable cost of supplies and fees for job-related seminars, workshops and conferences attended when the following criteria are met:

- The training is relevant to the *[Insert name of agency]*'s programs and employee's job performance;
- The training maintains or improves skills in relation to the employee's current position or a new responsibility the employee is engaging in; and

In order to be eligible for reimbursement, employees must obtain approval from their supervisor prior to registration or incurring any expense.

One aspect of employee supervision is to emphasize counseling and professional development and focus on communicating an expectation of change and improvement when problems occur.

GUIDELINES FOR EMPLOYEE DISCIPLINE

A disciplinary problem may be minor, serious or major in nature and may involve a performance, attendance or behavior problem. Any of the disciplinary options or another option may be implemented or, if warranted in the opinion of [INSERT NAME OF AGENCY], the employee may be terminated. In considering employee discipline, the Executive Director has the discretion in each instance to consider all options including the following or can determine that termination is appropriate.

Oral Reminder. An oral reminder is a private conversation between a supervisor and an employee aimed at correcting a performance or discipline problem. It is primarily a counseling session and generally occurs if informal conversations have failed to

correct a problem. The goal is to make certain that the employee understands that his or her behavior or performance is creating a problem and to inform the employee of the need to improve and make the desired change. Generally, oral reminders are documented in the employee's personnel file.

Written Reminder. A written reminder usually begins with a conversation between the supervisor and employee about the need to correct a behavior or performance problem and is followed by a written memorandum that may summarize the conversation and/or the need to improve certain performance or behavior. A copy of the written reminder is filed for future reference in the employee's personnel file, and the ongoing performance is monitored.

Performance Action Plan. A performance action plan is utilized as a tool to provide a documented corrective action plan and includes, but is not limited to, the performance problem to be corrected, methods and strategies for implementing improvement, outcomes and timelines. A copy of the performance action plan and status updates are filed for future reference in the employee's personnel file, and the ongoing performance is monitored.

NONDISCIPLINARY ACTIONS

While *[Insert name of agency]* seeks to hire only qualified candidates, in certain instances *[Insert name of agency]* Mentors may determine that an employee is not performing at the acceptable level of expectation as the result of a lack of effort, inability to perform the work or other similar reason. In these non-disciplinary situations, it may not be appropriate to utilize the procedures established in *[INSERT NAME OF AGENCY]*'s employee discipline program, and Oregon Mentors reserves the right to release such employees.

A formal performance appraisal is completed annually for each employee by his or her direct supervisor. This appraisal process is intended to provide critical feedback to employees on their performance relating to individual, departmental and Organizational goals; individual job performance and accomplishments; and a discussion of the skills they have acquired or developed over the past review period. Shorter, semi-annual appraisals and informal performance discussions may also occur during the year. The purpose of any appraisal or performance-related discussion is to help employees develop and maintain excellence in their level of professional competence and performance.

A review of individual performance and the accompanying merit-based salary adjustment, if any, are generally conducted on the anniversary of an employee's hire date. All salary increases are based on merit. An individual must be employed with *[Insert name of agency]* for one full year to be eligible for his or her first salary increase, unless otherwise stated in the employee's offer letter.