

# WHAT EMPLOYEES CAN EXPECT OF YOU AS A SUPERVISOR

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Regardless of job title, if you have employees reporting to you, there is a supervisory aspect to your role. The following guidelines define the boundaries of reasonable support that is expected from you in this supervisory capacity. **Allow these guidelines to supplement, not replace, your own reasonable expectations.**

## 1. POSITIVE AND RESPECTFUL WORKPLACE

- Employees should feel confident that you'll lead by example and encourage everyone on the team to treat each other with respect in every interaction.
- Your actions help create a workplace that's positive and respectful, aligned with the Basic Principles for a Positive and Respectful Workplace:

- Focus on the situation, issue, or behavior, not on the person
- Maintain the self-confidence and self-esteem of others
- Maintain good working relationships
- Take initiative to make things better
- Lead by example
- Think beyond the moment

- These supervisor obligations are further reflected under university policies and WorkSafe regulations requiring employers and supervisors to create a positive and productive work environment free of bullying, harassment and discrimination. This includes monitoring the workplace and taking immediate action to address any incidents or complaints.



More information, including university policies, training and resources to support your role in the prevention of discrimination, bullying and harassment can be found on the [Discrimination and Harassment Prevention and Response website](#) and the website for [Sexualized Violence Prevention and Support](#)

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## 2. JOB DESCRIPTION AND EXPECTATIONS

- An employee can reasonably expect to have a well-defined role, with clear expectations that are consistent with the job description.
- Clear job responsibilities and performance expectations establish the framework for success during the [probation period](#) and guide the [performance development process](#).



More information about creating or updating job descriptions can be found on the [Manager SharePoint](#) site. Also check out the [Supervisor's Guide](#) to using the [UVic Competency model](#) for ways to help new employees connect their work to UVic's strategic objectives.

## 3. ORIENTATION AND PROBATION

- New employees can expect you to provide a welcoming atmosphere, ensuring they are oriented to their role, job responsibilities and the roles of their colleagues.
- The employee's orientation should also include departmental and University policies and procedures as well as the [probation process](#) (if/as applicable). Also, they can expect you to review any health, safety and environment-related rules and regulations that impact on their work and personal safety.
- Performance planning will normally begin in the probationary or trial period. This is the opportunity for you and the employee to assess/confirm that their knowledge, skills and abilities are a good fit with the requirements of the position.



Visit the [New Employee Orientation website](#) for tools and resources.

## 4. PERFORMANCE FEEDBACK, COACHING AND DEVELOPMENT

- Employees can expect you to initiate and coordinate the University's [Performance and Development Cycle](#) (PDC) once the probation period is complete. The PDC process supports goal setting, regular check-in conversations, and employee learning and development. It provides a framework for coaching, constructive feedback, and a strengths-based development process to support employee engagement, along with recognition for their contributions.

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- As a supervisor your responsibility to support employees in the performance of their duties sometimes requires [constructive feedback](#) on performance or behaviour inconsistent with expectations. This is not discipline; rather it is mentoring and guidance as long as your intention is to help the employee to improve.
- You are also expected to [provide practical coaching](#) on the technical and other aspects of the employee's position, as well as development opportunities that fit with the employee's career and performance plan.



The [performance and coaching](#) SharePoint site has a variety of resources available to help you create and maintain a positive team culture; and support employee development.

## 5. PERFORMANCE IMPROVEMENT

- Employees can expect you as a supervisor to provide feedback, coaching, and appropriate follow up to ensure employees are set up for success in their position. In situations where there is a performance gap, and reasonable feedback and coaching have not resulted in closing the gap, you are responsible for developing and implementing a performance improvement plan with the employee. This process precedes, and hopefully negates, the need for more formal employment-related consequences.



Contact [your HR Consultant](#) before embarking on the [Performance Improvement](#) process.

## 6. TAKING CORRECTIVE ACTION

- When an employee's behaviour or actions are unacceptable, as a supervisor you have an obligation to both the University and to your employees to identify root causes, and work with your HR Consultant to determine an appropriate response or corrective action, before the employment relationship is put at risk.
- HR offers training and assistance to assist supervisors in completing these duties.



Addressing unacceptable conduct normally requires involvement of a union representative (where applicable). Contact [your HR Consultant](#) for guidance on this process.

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### 7. TEAM BUILDING, CHANGE, AND COMMUNICATION

- Employees can expect to work in a positive team and workplace environment. As a supervisor, you are responsible for ensuring the smooth operation of your area of responsibility. This includes building strong teamwork, managing change, ensuring regular and clear communication and dealing with any interpersonal or other work-related conflicts that may arise. Ultimately, as a direct supervisor you have the most impact on the employee's experience of the workplace.



The [Team Development](#) SharePoint site has a variety of resources available for building effective workgroups or teams, as well as tools for change and transition.