

WHAT EMPLOYEES CAN EXPECT OF YOU AS A SUPERVISOR

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 can expect that you will encourage every member of the workplace to treat each other with respect, in every interaction.
- Employees can expect you will take action to encourage a positive and respectful workplace. Such actions are reflected in 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 policy 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 bullying or harassment incidents or complaints.



More information, including university policy, training and resources to support you as a supervisor to prevent bullying and harassment can be found on the [Workplace Bullying and Harassment Prevention website](#) and the website for [Sexualized Violence Prevention and Support](#)

2. JOB DESCRIPTION AND EXPECTATIONS

- When the employee is hired, they can reasonably expect to come into a well defined role, with clear expectations that are applied consistent with the job description.

- The job description and expectations form the basis for the probation period and for the Performance and Development Cycle.



More information about creating or updating job descriptions can be found in the [Job Descriptions](#) section of the HR website. Also check out the [UVic Competency model](#) for ways to enhance the job description or job profile

3. ORIENTATION AND PROBATION

- The employee can expect you, as their supervisor, to ensure they are oriented to their job, as well as to their role, 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 applicable). Also, they can expect you to review any health, safety and environment 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 the fit of the position.



Visit the [New Employee Orientation website](#) and discover all the resources available to you

4. PERFORMANCE FEEDBACK, COACHING AND DEVELOPMENT

- Employees can expect you, as a supervisor to initiate and coordinate the University [Performance and Development Cycle](#) once the probation period is complete. The PDC supports goal setting, regular check-in conversations, and employee learning and development.
- The Performance and Development Cycle provides a framework for ongoing coaching and feedback that includes both constructive feedback to help employees improve performance and recognition for work well done.
- 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 employees career and performance plan.



The [Performance development and coaching](#) website has a variety of resources available for skills that support employee development

5. PERFORMANCE IMPROVEMENT

- Employees can expect you as a supervisor to ensure all employees meet performance expectations. In situations where performance feedback, coaching and development have not resulted in an improvement in an employee's performance, you are responsible for developing and implementing a performance improvement plan. This process precedes, and hopefully negates the need for either progressive discipline or non-culpable actions.
- You can find details of this process on the [Performance Improvement](#) section of the HR website.



Contact [your HR Consultant](#) before embarking on this 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 appropriately determine the need for corrective action and to assess whether progressive discipline is required. This process is in place to develop corrective strategies and actions, with employees, before the employment relationship is put at risk.
- Human Resources offers training and assistance to assist supervisors in completing these duties.



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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 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](#) website has a variety of resources available for building effective workgroups or teams, as well as tools for change and transition