**Supervisor Guide**

**Department of Human Resources**

**West Des Moines Community School District**

**Goals:**

* All employees are reliably engaged and productive.
* All supervisory practices are clear, fair, consistent, appropriate, and legally defendable.

**Skills to sharpen:**

* Facilitation of employee engagement.
* Effective communication with all employees (speaking, listening, writing, body language).
* Consistent application of district policies and department expectations.
* Effective handling of complaints.
* Accurate documentation.
* No discriminatory actions.

**Guidelines:**

1. Extend welcome to new employees and provide a thorough orientation.
2. Schedule time to connect with each new employee within 2 weeks to ask how things are going and to reinforce that you are glad they chose to serve in the district.
3. Annually inform all employees that district policies are accessible on district website; provide an overview of the following policies; document the date and attendance.  
   402.9     Notification of Arrest, Criminal Charges or Child Abuse Complaints

[401.5](http://www.wdm.k12.ia.us/district/schoolboard/policies/400/401-5.pdf) Employee Complaint Procedure

402.6     Harassment of Employees

908        Tobacco Use Free District    Iowa Smoke Free Air Act

605.9     Technology Use By Staff

403.4(1) Drug and Alcohol Policy

1. Annually clarify department expectations; document the date and attendance.
2. If an employee that you supervise has a complaint to address, meet with him/her as soon as possible and listen to understand the concern. Summarize the concern as you understand it and ask if there is anything else. Address the concern as best you can. Remind the employee in a non-threatening voice that if s/he does not feel you have addressed the concern, s/he should contact your supervisor (per Policy 401.5).
3. If an employee tells you that s/he is being harassed, or if another employee informs you that an employee said that s/he is being harassed, immediately inform the employee that Dr. Diebel will want to know about this ASAP. Give the employee the harassment complaint form (available on the K: drive in HR Public under the “Files” folder) and help him/her complete it if needed. Help the employee by offering to scan the document to HR. Please email Lori ASAP with any information you know about the harassment concern.
4. Follow all steps and deadlines in the performance evaluation handbook (available on the K: drive in HR Public under the “Evaluations” folder, and then click on Support).
5. Get to know the individuals you supervise. Look for their strengths and areas for growth through the lens of the evaluation standards. Verbally recognize and appreciate individuals and groups for effort and results.
6. When you observe or learn of a concerning employee behavior which could lead to discipline, schedule a Due Process meeting.

* Contact the employee to let him/her know that you would like to meet to hear his/her point of view of a situation and that s/he is welcome to bring an Association member to the meeting.
* Schedule the meeting as soon as possible, considering schedules of all involved.
* If you believe that the meeting could be contentious, invite another supervisor to attend the meeting with you to take notes.
* If you believe that it is not safe to have the employee continue to work in the meantime, tell him/her that you are placing him/her on Administrative Leave until further notice. Explain that this is not discipline and that s/he will be paid.

1. Before the Due Process meeting:

* Review the employee’s file.
* Identify the evaluation standard to which the mistake relates.

1. At the occasion of the Due Process meeting:

* Be prepared to take notes during the meeting (you or your supervisor colleague).
* Without emotion, clearly and succinctly state the facts of the concern as you know it and the evaluation standard to which the mistake relates. Tell the employee that you would like to hear his/her side of the story in as much detail as possible.
* Ask clarifying questions if needed.
* Make a decision:
  + If the employee’s explanation clears up the concern, then thank him/her for meeting with you and summarize what can be learned from the situation.
  + If the employee denies the mistake and provides name(s) of other witness(es), pause before making a determination until you have talked with the witness(es).
  + If the employee admits to the mistake, thank him/her for the honesty and reinforce what can be learned from the situation.   
     If you think the mistake is important but not serious, then:
    - If it is the first time the employee has made this type of mistake since the last evaluation (in general, not specifically), then tell the employee this is a verbal warning to not repeat this type of mistake again. Reinforce why it is important.
    - If it is the second time the employee has made this type of mistake since the last evaluation (in general, not specifically), then tell the employee that s/he will receive a written reprimand, a copy of which will go in the personnel file. Explain that type of mistake should not be repeated. Reinforce why it is important.
    - If it is the third time the employee has made this type of mistake since the last evaluation (in general, not specifically), then tell the employee that because of what is already documented from prior concerns, you will need to review the situation with HR and will get back to him/her. (The reason for this is that HR will need to approve any days of suspension or a recommendation for termination.)

If you think the mistake is serious, then:

* + - Tell the employee that because you view this situation to be serious, you will need to review the situation with HR and will get back to him/her.

1. Review your documentation and prepare follow-up correspondence as needed.

* Add information to Supervisor Discipline Chart (see sample below).
* Prepare written remprimand if needed (see sample below).
* Call HR if needed.
* Write suspension letter if needed (see sample below).

1. Schedule follow-up meeting with employee if the discipline is a written reprimand or suspension. Ask employee to read the letter and inform you if there are questions. Ask the employee to sign the letter to indicate that s/he has received it. If the employee refuses to sign, then write this information on your copy of the letter.
2. Send a copy of a written reprimand or suspension letter to HR for the personnel file.

**WDMESP Evaluation Standards and Indicators**

**Job Duties**

Indicators: Performs the duties of the work assignment; complies with policies, procedures, guidelines, and instructions.

**Quality of Work**

Indicators: Attention to detail, consistency of quality, work seldom has to be redone, thorough, clean, neat and organized work area.

**Dependability**

Indicators: Kronos data indicates the employee works scheduled days and hours. Observes start times, break times, and end times.

**Teamwork and Cooperation**

Indicators: Promotes teamwork to support student achievement. Communicates effectively with coworkers, supervisors, teachers, students, parents, community members, vendors. Shares resources and information pertinent to job productivity with others. Gives timely responses to requests made by others. Exhibits positive behaviors during times of change. Takes on new tasks with enthusiasm and energy.

**Safety**

Indicators: Demonstrates safe work habits, contributes to accident prevention, and recognizes potential hazards. Utilizes personal protective equipment as required.

**Written Reprimand**

To: *(employee’s name, employee’s job role)*

From: *(supervisor’s name, title)*

Re: Job Performance - Written Reprimand

Date:

Your job performance does not meet district standards for *(insert evaluation standard using language directly from the evaluation).* Indicators of this standard include*: (insert evaluation indicators using language directly from the evaluation).*  
On (*date*), you (*insert the specific behavior of concern*). I met with you on (*date)* for a Due Process meeting and you said (*insert detail*).  
  
As an employee of the West Des Moines Community School District, it is essential that you reliably meet district standards. To improve your performance, you must commit to and consistently (*insert expectation for performance*).

Continued failure to meet district standards in your job performance may result in further progressive disciplinary procedures up to and including a recommendation for termination.

My signature indicates that I have received a copy.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(name of employee, job role) Date

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(supervisor’s name, title) Date

cc: Personnel File

**Suspension Letter**

**(needs approval of Director of HR)**

To: *(employee’s name, employee’s job role)*

From: *(supervisor’s name, title)*

Re: Job Performance - Suspension

Date:

Your job performance does not meet district standards for *(insert evaluation standard using language directly from the evaluation).* Indicators of this standard include*: (insert evaluation indicators using language directly from the evaluation).*

On (*date*), you (*insert the specific behavior of concern*). I met with you on (*date)* for a Due Process meeting and you said (*insert detail*).  
  
As an employee of the West Des Moines Community School District, it is essential that you reliably meet district standards. To improve your performance, you must commit to and consistently (*insert expectation for performance*).

As approved by the Director of Human Resources, you will be suspended \_\_\_\_ days, without pay, *(date)* through *(date).* You will return to your regular *(list job role)* duties at *(location of job role)* on *(date).*

Continued failure to meet district standards in your job performance may result in further progressive disciplinary procedures up to and including a recommendation for termination.

My signature indicates that I have received a copy.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(name of employee, job role) Date

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(supervisor’s name, title) Date

cc: Personnel File