



**Mohawk Valley  
Consulting  
Associates**



# *Managing Your Staff*




# Some Basic Guidelines For Today's Training~

This is a 'safe' training  
environment ~ No  
question is a 'dumb'  
question!

Please extend respect to  
all participants



A stack of four books is shown on the left side of the slide. The top book is white with a yellow cover. A red apple and a yellow pencil with a pink eraser are resting on top of this book. The other three books below have blue, red, and brown covers respectively. The background is a solid dark green color.

# Some Basic Guidelines For Today's Training~

Please be ready to learn  
and participate 😊

If I don't know an answer  
to question, I will be  
happy to find out!

.....other thoughts?



You know me, I  
need to know  
you!  
Let's do some  
short  
introductions!

# Goals for Today's Training

Through this workshop participants will understand some best practice techniques for supervising staff.

The average American works  
about 8 hours a day.

That's 40 hours  
a week.

160 hours a  
month.

1920 hours a year.

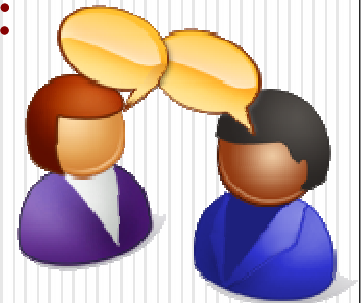


We spend a LOT of time with our staff...so we need to know how to manage our time and effectively manage our staff!

# Overview

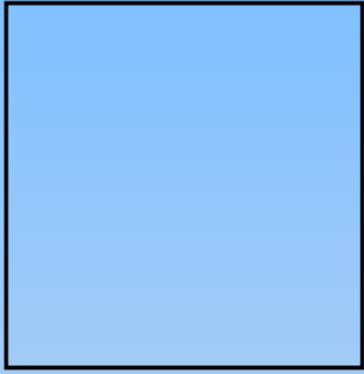
Today's training will touch upon the following:

- Respect
- Signs/Symptoms to look for
- How to intervene
- The importance of and how to communicate in an effective manner with staff
- Staff reviews, how to do them, how to document
- Assertive Communications for your staff (and you, too!)



T H I N K

T  
H  
I  
N  
K



T  
H  
I  
N  
K

T H I N K

**That's**

---

**Battle**

**BASICS**

**BASICS**

**22**

the very best of  
**aretha franklin**  
respect

“R.E.S.P.E.C.T find out what it means to me...”



# Respect is the most important concept!

r

Apologies go a long way towards **restoring** good will if you say something wrong

e

"It was just a joke" is not an **excuse** for saying something inappropriate

s

It is important to **support** and respect co-workers

p

Having a **positive** attitude can go a long way

e

Respect will help **eliminate** workplace miscommunication

c

In most circumstances, **challenge** miscommunication when you see it and help be a part of the solution

t

It is best to avoid **touching** someone else unless you are absolutely sure it is welcome



# Employee Performance

There may be a time when you notice that an employee is under-performing, or perhaps you notice personal issues that have the potential to interfere in the workplace.

Performance problems may be a symptom of underlying personal problems.



# Employee Performance

Tolerate *means* the employee's performance meets standard and is not affecting his/her productivity, the productivity of the work group or organization.

Terminate *means* the employee's performance is below standard, he/she has received appropriate and legal warnings and performance is now affecting the productivity of the organization.

Treat *means* that the employee is valued by the organization and has demonstrated a decline in performance. With appropriate intervention and progressive performance discipline, the organization is dedicated to assisting the employee return to his/her previous level of performance.



# Signs and symptoms

## Declining Physical Appearance

(sudden changes or changes over time)

- ✓ poor personal hygiene ~ body odor; dirty hair, nails, skin
- ✓ less interest in dress, appearance
- ✓ poor coordination, staggering
- ✓ slurred speech
- ✓ glazed or red eyes



# Signs and symptoms

## Absenteeism and Tardiness

- ✓ absences before and after payday or holidays
- ✓ arriving late and leaving early
- ✓ Friday and Monday absences
- ✓ absences due to accidents both on and off the work site
- ✓ taking frequent breaks
- ✓ taking long lunches/unexplained absences

# Signs and symptoms



## Impaired Job Performance

- ✓ increased operating errors
- ✓ increasingly unsatisfactory results in work quality and quantity
- ✓ lost time on the job
- ✓ 'putting things off'
- ✓ irresponsibility in completing tasks
- ✓ faulty decision making
- ✓ increased accident rates
- ✓ wasted materials or damaged equipment



# Intervention may be necessary

The supervisor's knowledge about employees' problems is not nearly so important as their knowledge of the specific steps to take when an employee's work performance is impaired by these problems.

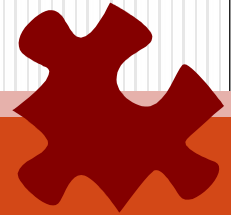
1. **RECOGNITION THAT A PROBLEM EXISTS (PERFORMANCE BASED);**  
not a diagnosis of a personal problem
2. **DOCUMENTATION TIMELY AND OBJECTIVE DOCUMENTATION OF THE PROBLEM ( note: if not documented, it legally did not happen).**  
Include all specific incident related information.

# Intervention



- 3. ACTION** Meet with the employee, discuss the problem, and outline disciplinary action.

# Intervention



## **REMEMBER.....**

- ✓ Explain to the employee what s/he needs to do
- ✓ Don't focus on personal problems
- ✓ Don't be misled by hard luck stories
- ✓ Don't diagnose
- ✓ Don't cover-up for a friend



# Tips for successful intervention

**PREPARE** yourself well. Know in advance what you intend to cover.

**CREATE** a comfortable, private setting without interruptions allowing ample time.

**FOCUS** on job performance. It's the law.



## More tips for successful intervention

**AVOID** getting into areas when you have no documentation and leave private matters out of the discussion. Try to reach an agreement on facts.

**BE AWARE** of any personal bias and avoid value judgments.

**STICK** to the subject. State the problem as clearly as you understand it without exaggerating or minimizing.

**STAY CALM** during the confrontation. Don't bluff, threaten, argue or harass.



## The Staff Review

One of the best tools to increase productivity and staff morale is the staff review!

Some employees or staff members may be a little anxious when they hear the phrase 'staff review'...



That's a common reaction.

Let your staff know that a staff review can be a very POSITIVE experience and a great chance to share information with the boss...try to view it as an OPPORTUNITY for many things....including GROWTH!



## The Staff Review

The following should be the general outline of a staff review for an individual-

An understanding of the job position, responsibilities, how the responsibilities are carried out, check up on goals that have been set (benchmarks for success), future goals, and strengths and areas that could be improved.



## The Staff Review

Having a sheet that outlines these items that is uniform for all staff members may be very helpful to you and the staff member.

Documentation is always important.

Consider asking the staff member to do their own evaluation/review before you meet.



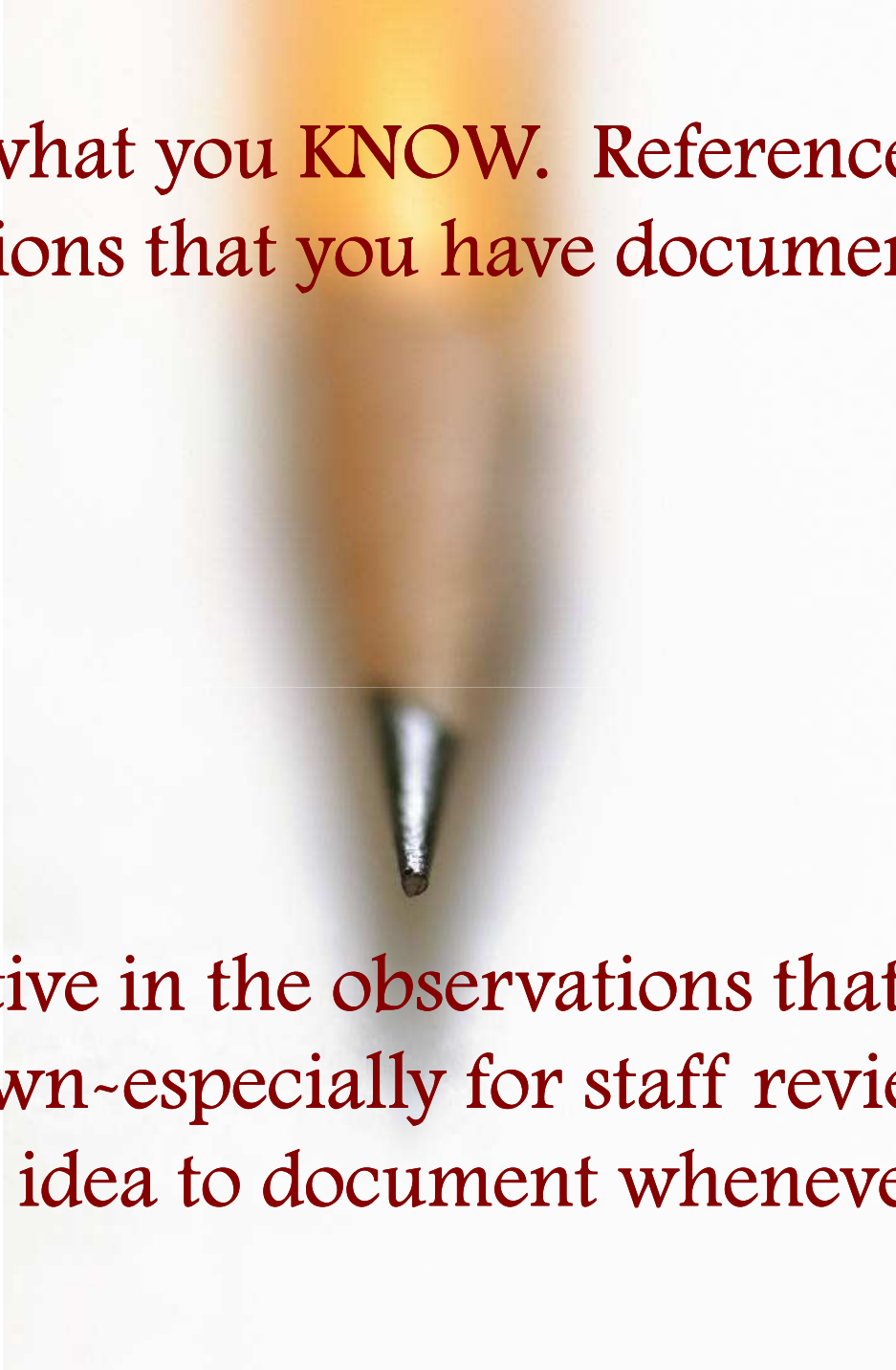
## The Staff Review

The main purpose should be  
to come to a *shared*  
*understanding*



## The Staff Review

Ideally, if you are doing your job well, an annual staff review shouldn't have any surprises for the staff member.



Stick to what you KNOW. Reference observations that you have documented.

Be objective in the observations that you write down~especially for staff reviews. It is a good idea to document whenever you can!

# What does OBJECTIVE mean?

Definitions of **objective** on the Web:

undistorted by emotion or personal bias; based on observable phenomena; "an objective appraisal"; "objective evidence"

emphasizing or expressing things as perceived without distortion of personal feelings, insertion of fictional matter, or interpretation; "objective art"

the lens or system of lenses in a telescope or microscope that is nearest the object being viewed

Be objective in the observations that you write down. Some good examples of objective remarks could be...

- “John is wearing black slacks.”

- “Mary is chewing gum.”

Not objective~

- “John is doing a terrible job. John has been late a few times and that’s not my fault!”

Avoid negative or defensive statements.

- “John was late and deserved my sharp remarks.”

Be direct and to the point.

Get to know your staff well, it will help you understand their actions better and it will ultimately help your staff function better as a whole!



# The importance of objective observations for staff personnel files

Litigation can result from a staff review or evaluation which unlawfully discriminates based on sex, race, color, religion, national origin, age, or certain other characteristics protected by state or federal law. When preparing a staff review or evaluation, supervisors must focus on the objective evidence of an employee's performance and apply the employer's standards in a consistent manner. Offer a written rebuttal if needed.

# In other words, stick to the objective!



Use caution when sharing your opinion in a review, make sure that you are basing what you say on actual, documented fact.

Just as important, hold all employees to the same standards.



Play video—humorous clip  
from the sitcom “The Office”



The Importance of  
Good  
Communication  
& Your Staff

# Remember the game 'telephone?'



1

What did we  
learn?

# Good Communication Definition

- ◆ Clearly get your point across and make your intentions known
- ◆ Resolve conflicts as well as proactively avoid conflicts using good communication skills

# What makes **GOOD** Work Communication?

Talking about your problems when  
you have them with the right  
people at the right time

Being as **CLEAR** as possible when  
you are able

Listening to others and respecting  
them

Heading off conflict by talking out  
problems



# Assertive Communication Definition

- ◆ Confident declaration or affirmation of statement
- ◆ To assert oneself is “to compel recognition of one’s rights or position.”
- ◆ Assertiveness is a balance between expressing yourself and respecting others

# To Be Assertive...is to be able to:

- ◆ Express yourself clearly, directly and appropriately
  - ◆ Value what you think and feel
  - ◆ Have esteem and respect for yourself
  - ◆ Recognize your own strengths

Being assertive can help you manage your staff and also help your staff better communicate with you!

# Assertiveness Philosophy

Every human being is entitled to dignity, respect, and courtesy

If you don't exercise your rights, you cannot be resentful of people who do.

By not expressing yourself, you may be allowing things to build up inside which may result in inappropriate and hurtful response later.



By not standing up for your rights, you are encouraging the other person to continue treating you the same way by reinforcing his/her behavior.

Human adjustment requires that you stand up for your rights.

# I'm Okay...You're Okay

Passive

I'm not okay...You Are Lose/Win Child/Parent

Aggressive

I'm Okay...You Aren't Win/Lose Parent/Child

Assertive

I'm Okay...You're Okay Win/Win Adult/Adult

# Assertiveness Inventory Exercise

**How assertive are YOU in your  
work/personal life?**

Tools to bring home  
to your staff...

# Excellent Internal ‘Customer Service’ or ‘Employee to Employee’ or ‘Supervisor to Employee’

- Definition of Internal Customer Service -effectively serving other employees and departments within your organization.



# Assertive Techniques (internal)~the DESC script

- **Describe** ~ in objective terms the behavior, problems or situations as you see them. In this step you are describing the exact behavior that is bothersome.
- **Express** ~ how the other's behavior made you feel. Express what you think and feel about the behavior just described. Use "I" statements.
- **Specify** ~ to prevent further happenings, specify what you want out of the relationship. Specify in quantitative terms what you'll do and what the other person should do.
- **Consequences** ~ is a bargaining agent. It simply states if you do this...then I'll do that.

# Living Life Passively



Characters Jim and Pam from NBC's popular show "The Office"...two co-workers that could benefit from a little more assertiveness!

# Tools for Staff

Key questions you can ask yourself to assess your level of internal customer service~

How well am I providing other employees with service, products or information to help them do their jobs?

How well am I listening to and understanding their concerns?

How well am I at solving problems for other employees when appropriate to help my organization succeed?

# Assertive Techniques (internal & external)~ What does your body say?

- In all situations, it is important to consider body language
- Some examples
  - Putting your hands on your hips may denote a rigid, authoritarian, 'closed' position
  - Open hands at your side may denote a more open, inviting position



# Building GREAT Workplace Communications!

- ◆ There are many components to excellent communications, much like building a house...



# Building GREAT Workplace Communications!

- ◆ The Foundation of great communications~ being assertive and making customer service a priority



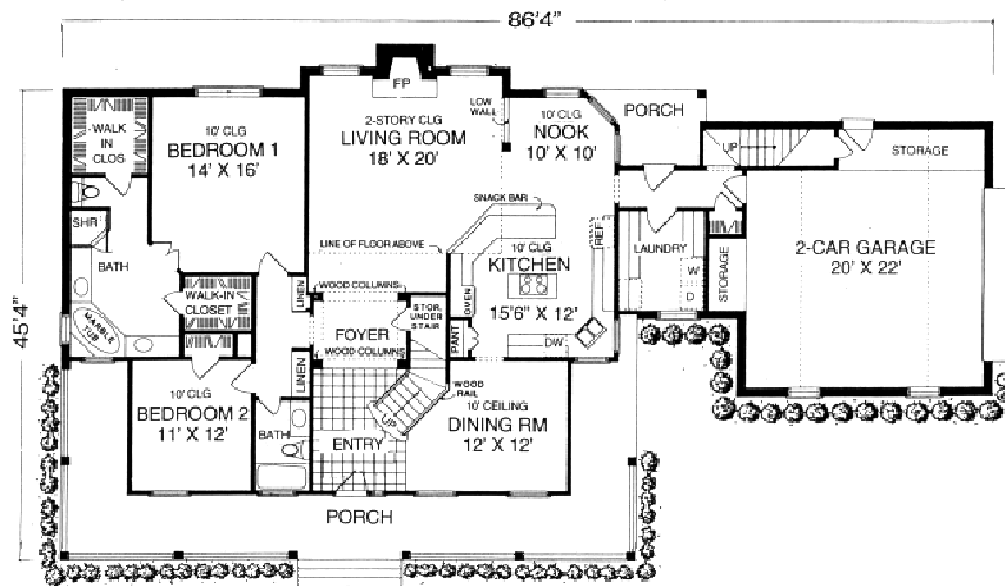
The Walls of the house~ listening to what your supervisor(s) and co-workers want/need



- ◆ The Exterior of the house~sympathize, act, vindicate, and eat something (S.A.V.E) for conflict situations

- ◆ To top it all off, the Roof of the house~giving MORE than is expected and letting co-workers know that they are appreciated!

# A Blueprint for Staff Communications



- ◆ **Listen first-ask questions to determine the nature of the issue**

## **A Blueprint for GREAT Customer Service!**

**Repeat the issue back to the person to clarify the issue... “so it sounds like \_\_\_\_\_ was a problem?” and acknowledge their frustrations**

**Consider the issue and a solution- is it something that you can fix? Is it an issue that can be referred to a supervisor?**

# A Blueprint for GREAT Staff Communications

If someone continues to be angry, it is important to realize:  
Sometimes you can't make a person happy no matter  
what (but always try)!

If someone is very angry (e.g. swearing) remain calm  
and assure them that you will take steps to remedy the  
problem, call a supervisor if needed

# Stop Think Go

Ask yourself...

Would a family member, your child, or a close friend like to be treated this way?

Would I like my behavior published in the Agency Newsletter?

Would I like to be treated like this?



# Technique review for staff:

DESC Script

Body Language

**STOP~THINK~GO!**

Practice helps. Let's role play a situation:

-Your staff member shows up late for work for the 3<sup>rd</sup> time in a week

-You are conducting a performance review of an employee that has trouble remembering all their job responsibilities

Thank you for participating  
in the training today.

Please take a moment to fill  
out an evaluation.



[www.mvcaa.org](http://www.mvcaa.org)

Topic- “Managing Your Staff” 2010.