



Supervisor Toolkit

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Leadership

- Do what you say you will do and be consistent
- Be a good example
- Be empathetic and respectful of everyone
- Admit mistakes
- Be optimistic and realistic
- Create a climate of trust, be open, and be honest
- Be courageous
- Communicate and inform

Common Work Values

- Demonstrate honesty and integrity in all aspects of our work
- Treat others with dignity and respect
- Be good stewards of our environment
- Honor the commitments we make
- Reward performance and offer personal growth
- Encourage a sense of pride and ownership in our work
- Use our resources wisely

Communication

- Listen attentively and don't interrupt
- Avoid criticizing, be civil, and be respectful
- Be clear, not vague
- Avoid gossip and rumors
- Don't talk down to others, use praise instead of sarcasm
- Be aware of body language and tone of voice
- Try to put yourself in the other person's shoes (empathize)

Conflict Resolution

- Don't avoid or shift a problem, address it
- If heated, keep your calm
- Listen, acknowledge, and ask for facts and examples
- Confirm accuracy of the information
- Ask for solutions and suggest solutions
- Require civility and respect and don't take sides

Delegation

- Use delegation as a tool for motivation
- Explain the reason for delegation
- Assign duties, explain expectations, and grant authority to accomplish it
- Train on the task and ask for feedback/ understanding
- Create an obligation for accountability

Problem Solving

- Identify the problem
- Seek and analyze causes
- Define the root/real problem
- Identify solutions
- Choose the best solution
- Plan a course of action
- Implement

Stress Management

- Identify provokers to stress and learn to avoid them
- Is the stressor in your control? If not, remember that, and breathe
- Find healthy activities that relieve your stress
 - Walking/running, outdoor hunting/fishing, singing, reading, drawing, puzzles, etc.
- Talk to friends who are objective, supportive, and can listen, not feed the stress
- Put things in perspective

Accident/Incident Reporting

- Get medical attention first, if necessary
- Investigate the incident and document on first report of injury
- Immediately notify Safety and HR
- Send employee for drug/cannabis/alcohol test if accident causes over \$1000 in damages
- Send employee for drug/cannabis/alcohol testing if there is reasonable suspicion (must use reasonable suspicion form)
- If a violation, document accordingly

See: [*Flowchart Drug Screening*](#)

See: [*Reasonable Suspicion Checklist*](#)

Hiring Do's and Don'ts

- Be objective
- Provide realistic job expectations
- Hire to the job qualifications
- Don't ask about family, medical conditions, or protected statuses
- Ask the same questions of everyone
- Sell the company and position, and be professional - you are representing the company
- Follow up in a timely manner

Discipline

- Be consistent and fair with similar situations
- Get all of and document the facts, don't use assumptions or opinions
- Address issues immediately
- Have employee sign and date the document
- Keep discussions confidential and on a need-to-know basis only

Drug, Cannabis, & Alcohol Use

- Use, selling, or possession of drugs, cannabis, or alcohol on/in facility grounds is prohibited
- If employee is delusional, stumbling, or slurring speech, get another leadership witness
 - Document facts on reasonable suspicion form
 - If confirmed, call the police and send for drug testing
 - If confirmed, do not let employee drive, call emergency contact
- Notify Safety and HR immediately and document the facts

See: [Drug, Cannabis, and Alcohol Policy](#)

Employee Privacy

- Do not share employee's personal information such as medical, social security, address, birth date, etc.
- Password-protect any documents that contain personal employee data
- Private cameras are not allowed outside of general building security cameras
- Company computers, systems, equipment (including e-mail/intranet use) are for professional work use only and can be monitored for appropriate use

Harassment/Hostile Work Environment

- Take all complaints seriously
- Identify the facts and document them objectively
- Gather all witnesses or those involved
- Separate parties while investigation occurs
- Report the incident to Human Resources immediately
- No tolerance for retaliation
- Practice respect and civility in your work areas
- Supervisors/managers set the example
- Refer to the [Harassment Policy](#)

Medical Leaves

- FMLA eligibility— 1250 work hours in the prior 12 months
 - Eligible up to 12 weeks of unpaid time off for birth/adoption of child, caring for child/spouse/parent with a health condition, employee's own serious health condition, military caregiver, or exigency leave
 - Initiated by more than 3 days absent due to illness or notification of a chronic condition
 - See [FMLA Policy](#) for details
- Short-term disability/wage continuation— applies to self only, not family
 - Eligible after 6 months of employment for personal illnesses extending beyond 1 week
 - 1 week wait period, runs concurrently with FMLA after 1 year of employment
- Other State leaves may be available, check with HR
- Each leave must be initiated through HR as soon as known

Performance Reviews

- Don't save discipline communication for reviews—address immediately
- Reviews should summarize performance for the review period and set goals for the next period
- Be honest and candid, have examples, and be objective
- Ask for employee feedback and consider it
- Reviews should occur annually at minimum, and feedback should not be a surprise

Termination

- Never fire on the spot. Send home for investigation of the facts
- Review the facts with and gain approval from Human Resources; any termination must be reviewed with HR prior to action
- Verify prior communications/documentation/training efforts
- Verify no discriminatory or unfair/inconsistent treatment for the same type of incidents/behavior with others
- Document the facts of termination

Timekeeping/Payroll Practices

- Don't share employee wage information
- Employees are responsible for accurate daily time recording. Falsifying records is a terminable offense
- Manager review of employee time should be done properly and in a timely manner to ensure correct paychecks. To be included in weekly payroll, any changes to time must be turned in no later than Monday mornings at 10:00 AM.
- Supervisors are responsible for ensuring their employee time reporting is accurate

See: [Timekeeping Manager User Guide](#)

Violence in the Workplace

- Threats, carrying weapons, destruction of property are grounds for immediate dismissal
 - Immediately notify security and/or police depending on severity
 - Send employee home for further investigation
 - Notify Safety and HR with the facts
- In the event of an Active Shooter:
 - **RUN:** If you determine that you can reach an escape path to a safer area, then get out
 - Be aware of your surroundings
 - Have an exit plan
 - Create as much distance between you and the threat as possible

- **HIDE:** If you can't evacuate, find a secure place to hide
 - Create distance between you and the threat
 - Turn off the lights/silence phones depending on severity
 - Be quiet and remain out of sight by hiding behind large objects
- **FIGHT:** As a last resort, and only when your life is in imminent danger and you cannot flee, attempt to disrupt and/or incapacitate the active shooter
 - Act as aggressively as possible against him/her and commit to your actions
- Call 911 when safe

Disclaimer

This booklet is a summary with information that may change over time. Strong effort will be maintained to keep this resource updated. However, managers should always refer to current policies and practices and reach out to Human Resources for any changes. Each release is dated.

