Read the checklist below and check those items that you have already done as a supervisor. Put a circle around those areas where you have not completed them yet. Put a ? next to those areas where you have a question. Write in any supervisory actions that you have taken that are not on the list.

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| 1. Study your county’s policies and procedures. |  |
| 1. Review your county’s collective bargaining agreements. |  |
| 1. If your county has an HR department, meet with your HR representative to establish relationship for ongoing assistance and training. |  |
| 1. Read your job description and those of your team and discuss expectations with your manager. |  |
| 1. Schedule regular team meetings. Subjects to cover include discussing your leadership style, your expectations, the value of the team to the county, and your vision for the team. |  |
| 1. Prepare for your one-on-one meetings by doing the following:    1. Review employee files    2. Document each team member's performance behaviors (good and bad)    3. Observe team members doing their job and note areas deserving of positive feedback    4. Set up a file for each team member for documentation |  |
| 1. Schedule regular one-on-one meetings with each one of team members. |  |
| 1. During your one-on-one meeting, ask or discuss with team members the following:    1. Share positive feedback on tasks done well    2. Discuss the value of the role to the county and how the role fits in with the mission    3. Ensure every team member knows what is expected of them    4. Ask what they need from you to be effective    5. Ask what obstacles is preventing them from doing their job    6. Discuss performance standards    7. If team has goals, ensure that each team member is clear on team goals and norms |  |
| 1. Schedule a team meeting just for the purpose of reviewing team goals and team norms |  |
| 1. Review team processes and standard ways of doing things |  |
| 1. Facilitate a team discussion around team charter, goals, processes, and norms |  |
| 1. Periodically, take the "emotional temperature" of your team by becoming more aware of the positive impact of your emotions in your team |  |
| 1. Rotate leadership in your team by allowing opportunities for team members to facilitate staff meetings |  |
| 1. Ensure every team member is a aware of the WAC's and laws that pertain to their work |  |
| 1. Create a positive work environment with your team with frequent recognition |  |
| 1. Tailor recognition methods to the individual team member |  |
| 1. Provide professional development opportunities to each staff member |  |
| 1. Set up frequent meetings with your team to communicate important team information |  |
| 1. Adapt your communication style to the styles of your team members |  |
| 1. Identify team processes such as dealing with conflict and making decisions |  |
| 1. Show to the team that performance is important by giving ongoing feedback and support |  |
| 1. Encourage input by your team during staff meetings |  |
| 1. Incorporate the tool of coaching with your team members |  |
| 1. Identify ways you can lead your team members through transition and change |  |
| 1. Tap into the strengths of each team member |  |
| 1. Serve as an advocate of your employees to your management while communicating important county policies to your team |  |
| 1. Continue to build your relationship with your manager |  |
| 1. Build relationships with peer supervisors within or even outside your county |  |
| 1. Ask your manager where you and your team could improve |  |
| 1. Delegate work assignments and follow-up on progress |  |
| 1. Ask your team what work processes might benefit from a LEAN intervention |  |
| 1. Periodically review job classifications and position descriptions of your staff |  |
| 1. Regularly ask for feedback from your direct reports |  |
| 1. Deal with problem performance sooner rather than later. If performance does not improve, follow your county’s corrective disciplinary process. (Involve HR early) |  |
| 1. Educate your team on the county’s performance management system |  |