

# Supervisor Sessions

*Engaging Your Employees:  
Meeting Basic Needs*

May 18, 2022



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# Employee Engagement at NIU

In April, we talked about your role in promoting Employee Engagement at NIU

The 12 tips we shared are best represented in our new Pyramid Graphic:

Growth

Teamwork

Individual

Basic Needs



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# Focus on meeting your Employee's Basic Needs

Tip #1: Helping employees understand what is expected of them at work.

Tip #2 Providing the necessary materials and equipment for employees to do their work well.

In today's session, we will explore these basic needs using three profiles:

1. The new hire employee
2. The recently promoted employee
3. The employee struggling to perform



## **Poll: How do employees know what's expected of them at work?**

- A. Osmosis
- B. Job description
- C. Coworkers
- D. Supervisor



## **Poll: How do employees know how to use tools, equipment, and systems to do their job?**

- A. Take classes
- B. Coworkers
- C. Supervisor
- D. Trial and error



# The New Employee

The L.E.T.S. Program  
(link)

Onboarding Agenda Template



Adobe Acrobat  
Document

Onboarding Checklist



Adobe Acrobat  
Document



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# Setting and Communicating Clear Expectations

Describe the job in terms of its major outcomes and how it fits into the larger picture

Does the employee understand how to use the tools provided to them? Is there a need for accommodation?

(ADA link)

Agree on measurable performance goals

Determine priorities

Review and check periodically for understanding



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# Principles of Performance Feedback

- Show that you care about employee and want to help them be successful
- Provide feedback in real time if possible (Positive and Challenges)
- Address issues early, while the stakes are low
- Have regular follow-up touch point meetings along with goals





# The Recently Promoted employee

- What's changed about their role?
- What aspects remain the same?
- Hand-off previous work? Communicate (both supervisors)
- Technical skills are still important: ensure training resources are provided for new role
- Soft-skills are key in a new leadership role: is a coaching plan in place to ensure success?
- Identify new expectations and goals to achieve
- Address the potential challenges and pitfalls if employee is now supervising former coworkers. Boundaries, Friendships
- Poll: Is this you? Biggest challenges you faced?



# The Struggling employee

- Understand whole person and how he/she/they got to this point
- Coaching and guidance: Performance Improvement Plan (add plan template)
- Consequences if improvement can't be made in timely basis.
- Provide tools, training, and resources to support success.



# The Leader's Responsibility

- Hold employee accountable while maintaining the relationship.
- Approach with coaching mindset through regular feedback.
- If performance gap has not improved, then corrective action is the next step.
- Ensure you followed the Seven Tests for Fairness\* before moving to corrective action.
- Always, maintain the dignity of the individual through respectful communications.



# Providing Constructive Feedback

Set the stage

- “May I share an observation with you?”
- Provide your positive intention for sharing the feedback

Provide specific facts, observations, impact of action/behavior

Pause and Listen for questions/response

Ensure understanding by asking open-ended questions

If needed, discuss options and agree on actions



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# Poll: Providing Feedback to employees

What do you do to create two-way dialogue and provide feedback with your staff?



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# Giving Performance Feedback (Use Chat)

What are some of the conditions that make receiving feedback easier?

What are some barriers to giving feedback to an employee?



# Performance Improvement Plan (PIP)



**MAYO CLINIC**  
*Performance Improvement Plan*

Please complete, print and submit. [Reset Form](#)

Employee Name  
Earl Weaver

Performance/Behavior Observed	Performance Expectation (cite policy reference or other expectation)	Activities/Changes Required to Promote Meeting Expectations	Time frame for Accomplishing	Follow-up Meeting Date (Month DD,YYYY)
1. Excessive errors in processing timecards.	The accepted minimum number of errors each pay period is 5 minor errors. Earl has been making between 15-20 each pay period.	Next pay period, Ellen will work with Earl on his assignment so that he can continue learning. Then, for the next 2 pay period, I will re-assign two of his departments in order to reduce his workload so that he has more time to concentrate on accuracy.	We will re-assess his progress in 4 weeks.	April 27, 2017
2. Frequently giving inaccurate information to phone callers.	The expectation is to answer all inquiries correctly. If unsure, one should consult with colleagues.	Earl will make sure to touch base with one of his peers whenever he gets a call about which he is uncertain or even if he wants confirmation for an answer that his feels pretty confident about.	Immediately.	April 27 or earlier if errors continue.
3.				

Consequences for failure to meet the established plan goals/expectations:

Earl has only been in his position for 3 months, so he is still in the "learning curve." However, he is making more errors than he should be at this time. He is dedicated to doing better, and all of us are willing to help him. I appreciate his candor regarding his performance and what might be helpful for him. If problems continue, it will trigger a step in the corrective action process, but I am confident that, with renewed effort, he will be successful.

Employee Signature <b>Signature Required</b>	April 6, 2017	Manager/Supervisor Signature <b>Signature Required</b>	April 6, 2017
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# When to reach out to HRS when using a Performance Improvement Plan (PIP)

When there is performance gap (incident)

When performance is deteriorating

Did not achieve satisfactory rating for annual evaluation

In conjunction with corrective action



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# 5 ways to know (gauge) that you're communicating effectively



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