

# Policies



**Metro**

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<b>Subject</b>	Supervisor Expectations & Responsibilities
<b>Section</b>	Human Resources
<b>Approved by</b>	Marissa Madrigal, Chief Operating Officer
<b>Approved on</b>	August 21, 2020
<b>Replaces</b>	This is a new policy

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Policy Purpose: To define Metro’s expectations of supervisors in their roles as management representatives.

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## Policy

1. This policy is applicable to all employees who supervise other employees at Metro.
  - a. As management representatives, supervisors will be held to a high standard with regard to Metro’s values of respect, innovation and teamwork, and other standards of conduct set forth below. Supervisors are expected to be positive examples for others to follow.
  - b. Supervisors are expected to be knowledgeable of Metro policies, procedures, and guidelines as well as Collective Bargaining Agreements applicable to the employees they supervise.
  - c. Supervisors are expected to monitor their workplace to ensure that it is safe, welcoming, and inclusive.
  - d. Supervisors should promptly notify and work with HR to resolve any workplace concerns or complaints that are brought to their attention.
    - i. Any such issues can be reported directly to [hr.reporting@oregonmetro.gov](mailto:hr.reporting@oregonmetro.gov).
    - ii. Supervisors who ignore complaints or fail to notify HR of complaints may face disciplinary actions for any such omissions.
  - e. Supervisors are also expected to be familiar with Metro’s Strategic Plan to Advance Racial Equity, Inclusion and Diversity and efforts in the plan to create work environments that are safe and welcoming.
2. Primary Functions of a Supervisor
  - a. The primary functions of a supervisor may include but are not limited to the following:
    - i. Identify and communicate workplace goals, objectives, methods, processes, resources, and/or action plans that align with Metro priorities.
    - ii. Effectively communicate to individual employees their annual performance goals, specific job assignments and tasks, including timelines and objectives.
    - iii. Oversee the implementation of the direction given to individual employees as well as the performance of the work activities assigned to them.
    - iv. Set expectations for employee attendance.

- v. Timekeeping responsibilities include, but are not limited to:
  1. Ensuring the recorded time for each direct report is accurate and complete.
  2. Resolving any errors in timekeeping with employees (i.e. missed punches, meal break adjustments, correct job, etc.).
  3. Approving timecards by the required deadlines set by HR and Payroll. Timekeeping approvals document that the supervisor attests that the timekeeping records are accurate and complete.
  4. Maintain knowledge of the applicable bargaining agreements as they relate to timekeeping.
- vi. Recognize and find ways to celebrate employee and work group successes.
- vii. Be adaptive, listen to and seriously consider employee suggestions and recommendations, implementing changes when feasible.
- viii. Manage employee performance and when necessary, engage in coaching, documentation of positive and negative performance, conflict resolution, and progressive discipline, in accordance with Metro policies and applicable collective bargaining agreements.
- b. Supervisors should prioritize supervisory responsibilities over non-supervisory duties.
- c. In instances where supervisory responsibilities conflict with other program or project assignments, supervisors should discuss expectations and priorities with their own immediate supervisor.
- d. It is especially important for supervisors, including division and department directors, to support their own direct report supervisors in prioritizing supervisory duties.

### 3. Employee Privacy

- a. Supervisors will respect the privacy of all employees, and refrain from discussing personal information of employees with others.
  - b. Supervisors will maintain the privacy and confidentiality of any employees who express concerns or file workplace complaints, whether or not those employees are direct reports.
  - c. Supervisors must understand and comply with medical privacy requirements and should hold confidential any employee medical information, including reason(s) for which an employee may be using sick leave or family medical leave.
4. Departments can implement departmental processes or practices addressing supervisory responsibilities consistent with this policy and other applicable policies and procedures. These may include but are not limited to:
- a. Recordkeeping requirements associated with employee supervision within the department.
  - b. Chain-of-command/supervisory span of control within each department.
  - c. Processes to ensure adherence to workplace safety including avenues to report concerns to designated and appropriate staff.
  - d. Processes to facilitate the resolution of workplace disruptions.

### 5. Education and Training of Employees

- a. Supervisors should complete all supervisor-specific training identified as mandatory by Metro.

- b. Supervisors should ensure employees complete all mandatory employee training.
- c. Supervisors should be familiar with, allocate paid time to and encourage employee participation in Metro-offered courses that provide employees training in the skills needed to complete their assigned duties. When feasible, supervisors should support employee professional development through additional trainings or other skill-building opportunities.
- d. Supervisors are encouraged to support each employee in their career development, as appropriate.

## 6. Employee Performance Management

- a. In accordance with Metro's Performance Management / Evaluation process supervisors will provide meaningful and objective written and verbal job-related feedback and opportunities to check in with employees on a regular basis.
- b. Supervisors are expected to provide general coaching, training, and instruction that helps employees be successful in their work. Any necessary coaching of individual employees that addresses poor performance or the need for performance improvement should be done directly and privately with the individual employee, whenever feasible.

## 7. Records

- a. Supervisors should maintain employee files with records that may include:
  - i. Training and education of employees;
  - ii. Employee recognition;
  - iii. Specific job or task direction given to an employee or workgroup;
  - iv. Employee suggestions;
  - v. Documentation of coaching conversations;
  - vi. Performance evaluations;
  - vii. Memos of performance and / or conduct expectations;
  - viii. Performance improvement plans;
  - ix. Non-disciplinary and disciplinary intervention records.
- b. Supervisors should forward the following employee records to human resources for inclusion in an employee's official personnel file:
  - i. Performance evaluations;
  - ii. Memos of performance and / or conduct expectations;
  - iii. Performance improvement plans;
  - iv. Disciplinary letters issued in accordance with Metro policies and procedures;
- c. Documents containing employee medical information should be sent to human resources for inclusion in the employee's confidential medical records file.

## 8. Disciplinary Authority

- a. Department directors should ensure compliance with this policy by all supervisors in their departments and provide supervisory skill training, as needed.
- b. Supervisors who fail to comply with this policy may be disciplined in accordance with Metro's discipline and appeals guidelines.
- c. Supervisors and department directors are expected to follow Metro's Non-Retaliation Policy when responding to employee concerns.