

PMPA SUPERVISORS COLLEGE PROGRAM
MODULE #1 – The Super Supervisor and Managing Performance

- I. INTRODUCTION – THE RESPONSIBILITIES OF SUPERVISION
- II. YOUR ROLE AS A SUPERVISOR AND UNDERSTANDING EMPLOYEES' NEEDS
- III. LEADERSHIP CHARACTERISTICS AND KNOWLEDGE OF THE COMPANY'S POLICIES
 - A. Earn Respect
 - B. Be Likeable
 - C. Be Consistent
 - D. Know Your Company's Policies / Employee Handbook
- IV. SUPERVISOR'S RESPONSIBILITIES TO EMPLOYEES AND KEYS TO EFFECTIVE SUPERVISION
 - A. Summary of Supervisors' Responsibilities to Their Employees
 - B. Keys to Effective Supervision
- V. MANAGING PERFORMANCE
 - A. Three Keys to Effectively Managing Performance
 - B. Critical Steps to Managing Performance
 - C. Coaching
- VI. PERFORMANCE Reviews
 - A. General considerations Regarding Performance Appraisals / Tendencies to Avoid
 - B. Preparing For and Drafting the Performance Review
 - C. Conducting the Performance Review
 - D. Addressing a Serious Performance Problem
 - E. Concluding the Performance Review
 - F. Follow-up to the Performance Review
- VII. MAKING UNIONS UNNECESSARY
 - A. Why Do Employees Unionize?
 - B. Importance of the role of supervisors in Staying Union-Free
 - C. Supervisors are Primarily Responsible for Identifying and Resolving Employee concerns as they Arise
 - D. No Solicitation Rules / Use of E-Mail
 - E. How Unions Organize and How to Recognize and Respond to Union Organizing

APPENDIX – Supervisory Exercises and Case Studies