Expectations of a CDOT Supervisor

Objectives

* Describe the role of a CDOT supervisor as a representative of CDOT.
* Describe CDOT’s Mission, Vision, and Values
* Describe the expected supervisor behaviors from the Performance Management Program (PMP) appraisal
* Identify some best practices for supervisors (suggestions for what to do)

The role of a CDOT Supervisor: Supervisors are representatives of CDOT. This means your job is more than making sure people are completing their assigned tasks. You job involves helping CDOT achieve its mission and vision through people. Some things supervisors are responsible for related to managing their people, include:

* Communicate to the team the mission, vision, and values of CDOT. Employees may not know what they are, other than statements that are displayed on a poster in the work area. As a supervisor, it is your role to ensure employees understand the importance of the mission, vision and values.
* Communicate how the team’s jobs help CDOT achieve the mission and vision. Beyond knowing what the mission, vision, and values are, do your employees know how their job helps CDOT achieve them? Every employee from the custodian to the director contributes to the vision of CDOT.
* Holding team accountable for living the values of CDOT. Similarly, every employee, from the custodian to the director, is responsible for exhibiting the values of CDOT.
* Communicate information about CDOT to employees – new initiatives, updates about current initiatives. Communication is of utmost importance to employees. On every employee engagement survey, CDOT employees report they wished they had more communication.
* Communicate changes in policies and procedures in a way that does not badmouth CDOT.

A quick word on transitioning from Peer to Supervisor…

* Talk one-on-one with each team member candidly about your new role. It is appropriate to state outright that it is now your job to inspect their work products and give feedback, both positive and negative. Listen more than talk at this meeting. Address concerns right away. Acknowledge the awkwardness. Acknowledge that you will not be perfect. You are counting on your team to help you.
* Now that it is your role to monitor performance and give feedback, do so in a respectful manner.
* Accept that your previous friendship/relationship with employees will need to change. This does not mean you can never go to the occasional backyard BBQ with your former coworkers, but you will need to walk a fine line. Going out drinking at happy hour can be construed as playing favorites with some employees but not others. Having to distance yourself from former peers may seem unfair, but it is part of the deal being a supervisor.
* If as a peer you used to participate in gossip or venting about management or workplace policies or procedures, eliminate that practice immediately. Such behavior can diminish whether people view you as a leader. As mentioned, you are a representative of CDOT, and as such, a representative of those policies and procedures.

CDOT Mission, Vision and Values (Purpose and Summit?)

Vision: To enhance the quality of life and the environment of the citizens of Colorado by creating an integrated transportation system that focuses on safely moving people and goods by offering convenient linkages among modal choices.

Mission: To provide the best multi-modal transportation system for Colorado that most effectively and safely moves people, goods, and information.

Values:

* SAFETY - We work and live safely! We protect human life, preserve property, and put employee safety before production!
* PEOPLE - We value our employees! We acknowledge and recognize the skills and abilities of our coworkers, place a high priority on employee safety, and draw strength from our diversity and commitment to equal opportunity.
* INTEGRITY - We earn Colorado's trust! We are honest and responsible in all that we do and hold ourselves to the highest moral and ethical standards.
* CUSTOMER SERVICE - We satisfy our customers! With a can-do attitude we work together and with others to respond effectively to our customer's needs.
* EXCELLENCE - We are committed to quality! We are leaders and problem solvers, continuously improving our products and services in support of our commitment to provide the best transportation systems for Colorado.
* RESPECT - We respect each other! We are kind and civil with everyone, and we act with courage and humility.

Expected supervisory behaviors from PMP:

Performs supervisory duties in compliance with all applicable laws, rules, policies, and procedures.

* Models accountability for behaviors and work product.
* Develops and encourages employees’ ability to perform job tasks and interacts respectfully through immediate feedback and coaching.
* Communicates with employees in an open respectful way to provide frequent and ongoing communications.
* Resolves personnel issues, conflicts or work related problems appropriately; keeps supervisor informed.
* Completes administrative paperwork accurately and timely.
* Conducts timely and effective employee performance planning meetings with supporting records, forms and documents.
* Sets and adjusts performance expectations, assignments, priorities and distribution of work to inspire a shared vision and direction.
* Acknowledges and recognizes the positive work efforts and accomplishments of the team.
* Collaborates with peers to discuss and resolve mutual supervisory issues.
* Uses CDOT values to make ethical decision when faced with conflicting choices.

Best Practices/Things to do:

* Regular 1x1 meetings with your employees. One-on-one meetings serve a few important purposes. They give you an opportunity to get to know employees through personal interaction. They also give the employee an opportunity to share concerns that may not otherwise be expressed during a meeting or passing each other in the hallway/unit.
  + Have employees report on progress on tasks
  + Ask employees, What can I do to help, aside from doing the work
  + Ask employees, What challenges are your experiencing that I can help with
  + Give feedback (see next)
* Regular feedback to your team. Make feedback part of the 1x1 so it becomes a habit and an expected part of your interactions with your team. Giving feedback can be scary at first (you don’t want to make someone mad or upset), but over time and with practice, it will get easier.
* Regular feedback to you. Feedback can be two-way. Consider asking your employees during regular performance meetings, What is one thing I can be doing better?
* Recognition
  + Make it a habit. Once a week, who on your team will you say Thank You to?
  + When giving feedback, describe:
    - What the person did, and
    - Why it made a difference to the business, unit, or way work is done
* Use CDOT communication tools.
  + The LOOP is a monthly newsletter put out my CDOT Communications that describes various current and upcoming initiatives. Review at team meetings.
  + Have employees view the Executive Director’s monthly on-air chat, live or on-demand on the Intranet.
  + (Ask Amy about other communication tools)
* Complete supervisory training (describe where to find current information in LMS)