I. PURPOSE

It is the policy of the County of Wayne that the work of all employees shall be assigned, directed, and reviewed by supervisory personnel. Whenever possible, an employee will have only one supervisor to whom he/she is responsible. On occasion, Wayne County may offer training to supervisors and managers to assist in the development or refinement of their supervisory skills.

II. POLICY PROVISIONS

A. The supervisor is the link between management and non-management employees. He/she communicates to employees under his/her supervision the goals and policies of management; and he/she communicates to management the attitudes, suggestions, concerns, and complaints of employees.

B. Effective supervision is the ability of supervisors to get employees to do what they want them to do, and to do it willingly and well. More supervisors fail for lack of ability to deal with people than for lack of technical skills. Supervisory techniques such as the following are frequently utilized by a successful supervisor:

1. He/she avoids the pitfalls of showing favoritism toward individual employees;

2. He/she consistently applies the rules and regulations as well as uses disciplinary actions in an equitable manner;

3. He/she gives recognition for good performance as well as corrects mistakes;

4. He/she explains in advance and ask for suggestions when changes are necessary;

5. He/she recommends good employees for promotion even if it means losing them;

6. He/she demonstrates integrity by admitting mistakes rather than shifting the blame to others;
7. He/she is impartial and lets his/her employees know the reasons for any decisions that might be misinterpreted;

8. He/she communicates a desire for good performance by setting performance goals and standards with his/her employees;

C. It is the responsibility of each supervisor to ensure that the goals regarding work output established by management are achieved, and that the personnel policies established are implemented. Included in the latter category of responsibilities are the following:

1. Train employees in specific job duties and recommend special training outside the County as needed;
2. Keep employees fully informed on all factors relating to their work assignments, work progress, and opportunities for advancement;
3. Evaluate the performance of employees and periodically review their performance with them;
4. Recommend wage/salary adjustments, promotions, transfers, and termination of employees;
5. Schedule vacations, lunches/breaks;
6. Approve reimbursement of work-related expenses;
7. Control absenteeism and tardiness, and approve or disapprove requests for time off;
8. Request/approve overtime when necessary;
9. Recommend the hiring of additional staff or the elimination of positions;
10. Protect the safety and health of employees and report employee injuries to the appropriate County officials;
11. Maintain neat and orderly work areas;
12. Take disciplinary action when appropriate; and
13. Ensure that employees observe all rules and regulations.
D. This policy does not alter the non-represented “at-will” employment relationship with the County.

III. ENFORCEMENT

The Department of P/Human Resources is responsible for development, revision, communication, and enforcement of this policy. The Department of P/Human Resources will assist in the interpretation and monitoring of adherence to this policy. The Company prohibits employees from violating this right of their co-workers or citizens. Any employee in violation of this policy may be subject to disciplinary action up to and including termination.

IV. DISCLAIMER

If in direct conflict with other internal or departmental policy, this policy will be considered to be the overriding policy unless otherwise directed by the Director of Personnel/Human Resources or his/her designee.

In the event that any provision of these policies is in conflict with the terms and conditions of existing collective bargaining agreements (CBA), the terms and conditions of the agreements shall take precedence. On those topics where the CBA is silent, the provisions of these policies shall apply.

V. RELATED DOCUMENTS

a. Civil Service Rules and Regulations
b. Collective Bargaining Agreements
c. Wayne County Charter
d. Recognition of Employees
e. Disciplinary Procedures
f. Health & Safety
g. Ordinance – Ethics No. 2012-209
h. Ordinance – Fraud
i. Wayne County Employee Handbook
VI. REVISION HISTORY

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