

Supervision

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The DESC Model for Performance Feedback

Modified from the National Crime Prevention's book, *Becoming a Better Supervisor*

The DESC model, developed by Bower and Bower in *Asserting Yourself* (1976), is a feedback method for constructively bringing an issue to a member's attention and initiating the problem-solving process. The DESC model provides a framework for the supervisor to focus on the behavior and not the individual.

The components of the DESC model are:

D—Describe what the member is doing that creates a problem

E—Express why that behavior is a problem for you as the supervisor or for the site.

S—Specify what you want the member to do instead

C—Clarify the consequences for either succeeding or failing to change the problem behavior.

Describe:

- Outline the facts of the behavior—don't make assumptions about why the behavior occurred
- Be specific

Express:

- Express the impact or consequences of the behavior
- Don't assume the member understands the impact of the behavior
- Members are motivated to change when they understand other people's perception of their actions.

Specify:

- This is an opportunity to discuss with the member what specific steps need to be taken to remedy the behavior
- Consider what changes in your behavior you may need to make to help the member
- State the bottom line

Clarify:

- Identify the advantages to the changed behavior
- Explain the consequences if the behavior is not changed

We recommend writing out the DESC model as a script before addressing the member. It gives you a chance to identify any references to the individual instead of the behavior.

AmeriCorps Member Attendance Policy

This policy takes precedence over the policy in the mentor manual.

“Service is meeting others’ needs. It’s not about me—it’s about the children, families and communities.”

1.1 Members are to serve a minimum of 300 hours between the program start date and end date (dates varies year to year). Service activities are outlined in the member participation agreement.

Pre-service training (Members are allotted a specified number of hours plus travel time)

Maintaining contact with parents—including home visits, written notes home, and phone calls to parents.

Building strong relationships with small groups of children through the creation of a print-rich environment and other program activities. (Mentors)

Recruiting, training and supporting a cadre of volunteers (volunteer coordinators)

Completing a site team community project.

Participating in reflection and on-site training.

Attending and participating in the reflection celebration event.

1.2 Members are required to attend and actively participate in Energy Express training.

Members cannot miss any part of training.

Drinking alcoholic beverages will not be tolerated during training—any member involved in this behavior will be released from service. Members are strongly discouraged from using tobacco products.

The unlawful manufacture, distribution, dispensing, or possession of a controlled substance is prohibited. Reporting for service activities while under the influence of a controlled substance is also prohibited.

1.3 Members may be excused for the following:

A death in the immediate family.

A serious illness of the member (a doctor’s excuse must be presented to the site supervisor the following day. Otherwise the absence will be counted as unexcused.)

College orientation for incoming freshman or transferring students (no more than two days) Documentation of attendance at the event must be presented to the site supervisor.

Job interviews—only for those who recently graduated from college or technical school (no more than two days).

- 1.4 Excused absences must be pre-approved in writing by the state office.
- 1.5 Absences for other reasons or not pre-approved by the state office will be considered unexcused and result in the loss of the education award.
- 1.6 Members must make up the hours missed for excused absences (listed in 1.3 above) by making home visits, having additional contacts with parents, or engaging in additional community service as pre-approved by the site supervisor. Any community service make-up hours that have not been pre-approved by the site supervisor will not be counted.
- 1.7 The site supervisor must alert the Energy Express state office of a members' absence, excused or unexcused. Documentation of the absence, make-up hours, and make-up activities must be included on the member's time sheet. Unexcused absences will also be documented in the member's personnel file.
- 1.8 Members are disqualified from earning an education award by the following:
 - Missing any part of statewide training.
 - Failing to represent the program appropriately.
 - Dismissal as a result of progressive discipline.
 - Serving less than the required 300 hours of service.
 - Having an unexcused absence.
 - Leaving the program prior to the end date (date varies from year to year).
 - Failing to attend the reflection and celebration event.

Progressive Discipline Procedures for Members

When giving a verbal warning:

- Clearly state the offense and refer to the section of the member contract or member manual that addresses the offense
- Clearly state the consequences of the offense
- Seek understanding from the member
- Work with the member to plan for improvement, if necessary
- Document the date the verbal warning was given

When giving written warning:

- Call the county contact
- Use the sample written warning letter provided
- Present the written documentation in person to the member privately
- Seek understanding from the member
- Call the state office immediately to report the situation and send a copy of the letter which will be placed in the member's personnel file

When giving a third and final warning that leads to dismissal:

- Call the state office and county contact immediately
- Meet with the member privately with a witness (county contact, collaborative member, etc.)
- Review the offense/s and the discussions and dates of both the verbal and written warning
- Inform the member that there is a grievance policy