

Section 8: Supervision

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Related Topics

AmeriCorps Member Attendance Policy – see Section 2

Applicable Forms (can be found in Section 9: Forms)

- 1) HR-16 Leave Request for AmeriCorps Members
- 2) HR-17 Leave Request for Site Supervisors
- 3) HR-18 Sample Warning Letter

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.

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