



**UNION  
COUNTY**  
HUMAN RESOURCES



# Managing Together

Spring 2023



## Leadership Development Corner

*The Best Leaders Are Humble Leaders* by Lolly Daskal

When we think of great qualities of leaders, the first things that come to mind are traits like charisma, bravado and vision. You wouldn't expect to see humility on that list - but you should. Research shows the effectiveness of humble leadership: Humble leaders have more influence, they attract better people, and they earn more confidence, respect and loyalty than those who rely upon ego and power. In my work as a coach, I emphasize not just the importance of humility but also the fact that it's a skill.

**Here are some key skills of humble leaders. Look through and see which you already have and which you need to develop:**

**They lead to serve.** Humble leaders shift attention away from themselves and focus on the contributions and needs of those around them.

**They have reserves of inner strength.** Being a humble leader isn't a sign of meekness or powerlessness but of great inner strength. The best leaders are humble on the outside and confident on the inside.

**They admit to their mistakes.** All leaders are human, which means they all make mistakes from time to time. When you are willing to share your own missteps and mistakes, it allows others to connect to you in a deeper way. Humility is a quality that lets others see your humanity.

**They seek input from others.** The first step of turning to others for input is being vulnerable enough to admit that you need the help and insight of others - which is a sign of great character on its own.

**They know themselves.** Humble leaders know who they are and behave in a way that's consistent with that knowledge. They also recognize where there's room for improvement.

**They are genuine.** Humble leaders know the importance of being authentic. They are the same person in private, in public, and in personal life, in every situation and with every kind of people.

**They invite trust.** Humble leaders know that trust - earning it, giving it and building it - is the foundation of great leadership.

**They treat others with respect.** Humble leaders are consistent and disciplined in their treatment of others. They treat everyone with respect regardless of their position, role or title.

**They understand their limitations.** Humble leaders have the confidence to recognize their own weaknesses. Rather than viewing their limits as a threat or a sign of frailty, they surround themselves with others who have complementary skills.

**They model the way.** Humble leaders lead by example. Their leadership isn't expressed as "because I'm the boss" authority but in every one of their actions and words.

**Lead From within.** There is always room to be a better person and leader. If you can cultivate humility as a skill, you will be strong when you are weak and brave when you are scared.

## 2023 Annual Performance Evaluations

Self-Evaluations are available in Perform (PE) and are due **Friday, April 21, 2023**. It is important that employees complete this mandatory step in the annual evaluation process.

### What are the benefits in completing your self-evaluation?

- You become an active participant in your evaluation.
- Gives employees an opportunity to reflect on their accomplishments throughout the year and reminds YOU, the manager, of their accomplishments and challenges.
- Identifies potential discrepancies between the employee and YOU, the manager's perception of one's performance.
- Provides an opportunity to honestly assess strengths and areas where improvement may be needed.
- Increases commitment to discussing goals and development for the upcoming year.
- Creates an open line of communication between the manager and employee about performance and comparisons between the manager rating and employee's self-rating.



## Be a better leader... Be Humble

The days of top down, leadership have evolved into something a little less autocratic and a lot more humble. A Humble Leader focuses on empowering and developing their employees, rather than focusing on the authority of their position and title. Employees today are looking for trust and transparency from their employers. They want to exist in an environment that eliminates uncertainty by providing them more clarity.

### So why do some leaders withhold knowledge or information?

- The research suggests it is because they believe they might be viewed as less authoritative.
- In the new world of work, it is important to understand that employees want and expect their leaders to communicate more openly so they can better understand how their work is connected to their organizations purpose.
- This type of openness boosts employee morale, engagement and the connectedness an employee feels toward their boss and their organization.

# 2023 Annual Performance Schedule

DUE DATE	ACTION
April 21, 2023	Employee Self-Evaluations Due
May 5, 2023	Manager/Supervisor Annual Evaluation Ratings Due
May 12, 2023	Approvals within the Division Due (Approver Action)
May 15, 2023 - May 26, 2023	Human Resources completes Performance Evaluation Reporting for County Manager and Directors
May 30, 2023 - June 9, 2023	Departments complete Manager/Employee discussion on annual evaluations

### Pending Fiscal Year 2024 Budget Approval:

- Pay for Performance compensation increase calculations and processing will occur at the end of June 2023.
- Pay for Performance compensation increases will be effective June 19, 2023 for the pay date of July 6, 2023.

2023 Annual Performance Evaluations will be available in the NEOGOV PE System by March, 31, 2023.



## REMINDERS

### Performance Evaluation Tips for Managers

- DON'T RUSH & START EARLY! Make sure to schedule time to complete your employees' evaluations.
- Be specific with your comments and provide examples. Use journal entries or the writing assistant to supplement your comments and ratings.
- Be honest and offer constructive feedback.
- Make plans to meet with your employee to review their evaluation (**Best Practice: share evaluation with employee prior to meeting so s/he can review prior to your discussion**).
  - ◆ Ask open-ended questions and let the employee do most of the talking.
  - ◆ Discuss goals for the new year.
  - ◆ Listen and be present; give the employee your undivided attention.



## Onboarding Reminders

Onboarding doesn't end after the candidate has accepted the offer and the requisition is finalized in NEOGOV. Here are a few things hiring managers can do to make sure your new employee feels welcome during the first month of employment.

- Reach out to the candidate several days before their start date to confirm their start date and provide reminders about parking, how to enter the building, dress code, etc.
- Make sure any devices or equipment are requested and email access is set up.
- Create a neat and organized workspace that is available for the new employee on their first day.
- Provide an office/building tour and introduce teammates/key staff members.
- Check in regularly to offer the employee the opportunity to share concerns or feedback.
- Make it known that you are available to answer any questions.
- On new hire orientation day(s) or other training days, provide your expectation on scheduling at the end of the event. Unless told otherwise, HR instructs employees to proceed to their department after orientation.
- Create an agenda to share with your new employee outlining position training and other events that will occur during the first 30 days.

### Helpful Tip

Don't forget we have **Painless Performance Conversation Training** in **Positions**. This is a great opportunity to review conversation techniques.



## Introducing Stay Interviews

(Sources: SHRM & BambooHR)

### What is a Stay Interview?

A stay interview is when an employer sits down with an employee to gather information about the things the employee values about their job and to discover what the employee believes can be improved. In essence, a stay interview is similar to an exit interview, but it's done with active employees, rather than those leaving the organization.

### What is the Purpose of a Stay Interview?

- To raise retention rates.
- Build trust between managers and their employees.
- Understand what challenges your employees and what motivates them.
- Gain a better understanding of the employee's unique fears, dreads, hopes, and strengths.

### Are Stay Interviews Effective?

Yes, most employers find stay interviews to be very effective at giving a good feel for where their employees stand on specific issues, as well as their overall workplace satisfaction. Stay interviews allow for a two-way

conversation and for follow-up or clarifying questions. Any time a manager and the employee talk with each other, engagement and retention tend to go up.

### When Should Stay Interviews Be Conducted?

- Once a new employee has begun to settle into their job, within the first couple of months.
- During the annual performance conversation process.
- Anytime the employee seems disengaged for a prolonged period of time.

### How Should Stay Interviews Be Conducted?

For Stay Interviews to be successful, you need to keep them simple. Start the conversation by thanking the employee for their time, explain the purpose of the discussion and encourage them to give honest feedback. Make sure to indicate the questions are geared toward the employee's job satisfaction, what could make them leave, what makes them stay, etc.

**Propositions** currently has a course titled, “**The Stay Interview**” that has 12, 20-minute modules that include the following steps:

- 1 Introduction to the Stay Interview
- 2 Preparing to Conduct Stay Interviews
- 3 Essential Stay Interview Skill #1: Listening
- 4 Essential Stay Interview Skill #2: Take Notes
- 5 Essential Stay Interview Skill #3: Probing
- 6 Essential Stay Interview Skill #4: Taking Responsibility
- 7 Managing the Stay Interview
- 8 Developing a Stay Plan
- 9 Closing and Forecasting
- 10 Avoiding Stay Interview Preparation Traps
- 11 Avoiding Stay Interview Meeting Traps
- 12 Avoiding Stay Interview Post-Interview Traps

These courses are not mandatory but are highly encouraged as you begin having Stay Interviews with your employees.

[Click here](#) for the **Stay Interview** template that you can begin using as you start completing your Stay Interviews with your employees.



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***Leadership is all about people. It is not about organizations. It is not about plans. It is not about strategies. It is all about people motivating people to get the job done. You have to be people-centered.***

**COLIN POWELL**



## Safety & Security Measures to Follow in Supervising Employees

Supervisors have many important responsibilities in successfully supervising direct report employees. The following focuses on vital safety and security-related tasks that should be implemented, if not already in place for your staff.

### Items to Complete for Current Employees

For each employee, create an **inventory list** of County-issued property. This list will assist you at the time of separation to ensure you have collected all items from the employee. The list below is not all-inclusive. There may be other items specific to your department or the employee's position to be considered.

- Keys to offices or a county vehicle
- Purchasing Card
- ID badge
- Laptop, Surface, or iPad with chargers
- County-issued cell phone
- Uniforms
- County-issued tools or supplies
- Case notes or files

Obtain each employee's **emergency contact information** (personal contact name and number).

- Some employees may opt not to provide this information. You should not force anyone to provide this information if s/he is uncomfortable doing so.

If the employee declines to provide emergency contact information, simply document your attempt to obtain this information and suggest the employee provide the information to another team member if comfortable doing so. Remind the employee, this information is requested for safety reasons to quickly be able to contact someone for them in a personal emergency.

- Keep this information readily available in case of an emergency.

Encourage your employees to enter their mobile numbers for **active threat emergency text message communications**. Mobile numbers can be entered in ESS by each employee. Provide [these guidelines](#) for employees to enter this information.

Remind your employees that, for safety reasons, **ID badges** are for single person entry or exit access. Each employee should use his/her own ID badge to enter or exit facilities. Discourage employees from allowing anyone else from "piggy-backing" on their ID badge swipe or allowing others to use their badge. Lost badges should be reported to Facilities immediately to deactivate the badge.

Regularly update the current employee name list and contact number for **emergency drills**. The Group Leader for your departmental unit needs to accurately account for all staff during the drill.



## Items to Complete for Separating Employees

- Complete the **Notice of Employee Separation Form** and **Personnel Action Form** within **24 hours** of notice of a separation (notice of resignation or retirement).
- Collect the employee's badge on the last physical work day.
- Collect all County-issued items/property. Use the inventory list you created for each employee to prompt the return of these items.
- Obtain vital system passwords if needed.
- Complete the employee's final time card and/or approve the time card. This is particularly important for exempt staff whose time card automatically generates 80 hours for the pay period. Contact Finance/Payroll to adjust an exempt employee's time card to reflect the accurate final hours for the pay period based on the final work day.
- Work with Human Resources on any pay backs for which the employee may be responsible prior to separation. This may include tuition reimbursement repayments, pay back for certification pay or other special pay for which repayment stipulations were set upon receipt of payment.
- Review the **Employee Separation Checklist** for additional items and procedures to consider.

Take these important steps today to document and organize this information.



## Manager's Corner

Union County has more than 200 employees in management roles across the organization.

Let's take some time to get to know our managers, supervisors, and directors.



**Name:** Elizabeth Risher Trevino

**Title:** Human Services Supervisor

**Department:** Public Health

**Started Employment with UC:** 8/17/2009



**What skill or behavior/trait do you possess that helps you succeed as a manager? How does this attribute to your success?**

A professional skill that helps me succeed in my role is being an accessible and approachable leader. Creating a work culture where team members feel comfortable coming to me is an intricate part of relationship-building. This helps to build trust, opens the channels of communication, and creates a positive work experience for everyone. I am of the opinion that if your team cannot come up to you, how can you ever expect them to get behind you? In times of change or when hard decisions are made, trusting your leadership is essential.



**How do you build trust with staff and co-workers?**

Building trust takes time. By being dependable and consistent in word and action and following the golden rule of treating others as you want to be treated has helped me build trust with staff and co-workers.



**Why do you like working for Union County?**

I am passionate about health and people, especially serving the marginalized, underserved, and vulnerable populations in our community. It is also a blessing to work alongside a strong, caring, and supportive leadership team who shares the same passion for advancing community health.



**What do you believe is the best trait a manager should have?**

Leading by example.



**What is the best advice you can give to someone who just started working in a supervisory role?**

Spend time getting to know your team members. Learn what is important to each person, their grievances, strengths, challenges. Equally as important is to learn about their culture and language (if applicable) as these shape a person's identity and influences their perspective. In my experience as a person of color, this has been significant for me as it shows that my manager respects and values me as a whole person, not only the work I produce, thus fostering a sense of trust.



**What was your first job?**

Construction (millwork).



**What is one skill in life that you think everyone should learn?**

Empathy.



**If you could do any other job than your current one, what would it be?**

I am where I'm meant to be... Public Health is my heart!



**What is something people would be surprised to learn about you?**

My family and I won the \$10k prize on America's Funniest Home videos in 2009.



**What is your favorite thing to do when you are not working?**

Trying cuisines from different cultures.



**Name:** Kevin Nussbaum  
**Title:** Maintenance Supervisor  
**Department:** Parks & Recreation  
**Started Employment with UC:** 6/21/2010



**What skill or behavior/trait do you possess that helps you succeed as a manager? How does this attribute to your success?**

I believe that leading by example helps me succeed as a manager. If I am following Park and Recreation's SOPs properly, when I ask our employees to follow them, it is a lot easier to do knowing that I do it as well and not that I expect them to do it but not me.



**How do you build trust with staff and co-workers?**

I build trust with my staff and co-workers by working alongside of them. I would not ask anyone to do something that I am not or have not done myself. While working alongside of them we get the job done but also talk and have a little fun while doing it.



**Why do you like working for Union County?**

I like to be outside and working with Parks and Recreation allows me to do that. I like to serve our community and enjoy seeing our customers enjoy our parks.



**What do you believe is the best trait a manager should have?**

I think that listening is one of the best traits to have as a manager. There are usually more ways to get the job done and someone may have a better and easier way to do it. If we listen to all the ideas and pick the best way to accomplish the task, it makes the employee seem needed and valued.



**What is the best advice you can give someone who just started working in a supervisory role?**

Being patient is not easy being a manager, especially if you are moving up from your current position with Union County. You need to give yourself and your staff time to get use to this new role.



**If you could do any other job than your current one, what would it be?**

It would be a paid firefighter. I volunteered as a firefighter for 25 years and it would have been great to make a living doing it, not that being a volunteer was any less rewarding.



**What is something people would be surprised to learn about you?**

I'm a pretty straight forward person so I don't think they would be surprised about anything.



**What is one skill in life that you think everyone should learn?**

How to check your engines oil and change a flat tire.



**What is your favorite thing to do when you are not working?**

I like to spend time with my family and friends.



**What was your first job?**

Working in a Deli



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