

# What Should Expectations Look Like?

*Purpose: This tool is intended to assist employees and supervisors in understanding how an expectation is developed and what information expectations should include. This tool should help staff understand the specifics involved in creating an expectation and will provide an example of a developed expectation.*

The development and communication of performance Expectations are the foundation of the employment relationship. In order for the employment relationship to be effective, the following needs to occur:

- In collaboration with the employee, the supervisor will develop and communicate the expectation as early into the employment relationship as possible.
- The employee will be an active participant in receipt of the expectation by asking questions, seeking clarification, and working with the supervisor to develop an action plan which will appropriately meet and/or exceed the expectation.
- The supervisor and employee will meet on an ongoing, routine basis to discuss the employee's progress, as well as the need for tools, resources and guidance needed to meet the established expectations.

## Developing an Expectation

### **Step 1: Identify Key Responsibility**

*Note: Expectations should be developed for all position components*

- Task/technical responsibilities
- Conduct responsibilities (i.e., attendance, compliance)
- Interpersonal Relationship responsibilities (i.e., teamwork, customer service)

### ***Information to be developed:***

### **Step 2: Determine the Performance Indicators**

What criteria are applicable to measuring the performance of this key responsibility? Some examples of performance indicators are listed below.

- Quantity: *how much* work must be completed within a certain period of time
- Quality: *how well* work must be accomplished: accuracy, precision, appearance, effectiveness, sensitivity to diversity and culture
- Timeliness: *by when*: deadlines, dates, timeframes
- Customer Satisfaction: feedback from customers: surveys, call-backs, complaints, compliments
- Use of Resources: budget savings
- Teamwork: sharing information with co-workers on projects

### **Step 3: Define Performance Standard**

Consolidate the key responsibility and the applicable performance indicators you selected and write the performance standard for each level of performance: a) Exceeds Expectations, b) Meets Expectations, and c) Does Not Meet Expectations

## **An example of a developed expectation is as follows:**

1) **Key Responsibility:** Communicate and cooperate routinely with co-workers, management and other staff (demonstrate teamwork).

2) **Performance Indicators:**

- a. Communicating to co-workers in a timely manner.
- b. Communicating respectfully and directly with co-workers to resolve conflict.
- c. Assisting co-workers with managing their daily workload.

3) **Performance Standard:** Exceeds Expectations, Meets Expectations, and Does Not Meet Expectations

I. **Exceeds Expectations**

- Notifies co-workers no less than 48 hours in advance when planning to leave the office area for meetings, training sessions or other activities outside the office.
- At least twice a week ask co-workers if they need assistance with any of their workload.
- Raise concerns or issues including suggestions for problem resolution directly to affected team members within 24 hours to avoid unresolved conflict.

**Example:** Administrative Associate consistently notifies co-workers no less than 48 hours in advance when they know that they will be out of the office for a meeting, training session or working on a project in another department so that adequate coverage can be maintained. If during the course of working with co-workers a conflict arises, the Administrative Associate will respectfully communicate their concerns related to the conflict directly with the co-worker within 24 hours and attempt to resolve the conflict in a professional manner. Additionally, when the Administrative Associate completes their project assignments for the day at least twice a week, they should ask co-workers if they can assist them with their workload.

II. **Meets Expectations**

- Notify co-workers when planning to leave the office area for meetings, training sessions or other activities outside the office.
- When you have available time in your schedule, ask co-workers if they need assistance with any of their workload.
- Raise concerns or issues directly to affected team members to avoid unresolved conflict.

**Example:** Administrative Associate regularly notifies co-workers in advance when they know that they will be out of the office for a meeting, training session or working on a project in another department so that adequate coverage can be maintained. If during the course of working with co-workers a conflict arises, the Administrative Associate communicates their concerns related to the conflict directly with the co-worker and attempts to resolve the conflict in a professional manner. Additionally, when the Administrative Associate completes their project assignments for the day and when time allows, they should ask co-workers if they can assist them with their workload.

III. **Does Not Meet Expectations**

- Fails to notify co-workers when planning to leave the office area for meetings, training sessions or other activities outside the office.
- Does not volunteer to ask co-workers if they need assistance with any of their workload.
- Avoids raising concerns or issues directly to affected team members to avoid unresolved conflict.

**Example:** Administrative Associate regularly fails to notify co-workers in advance when they know that they will be out of the office for a meeting, training session or working on a project in another department so that adequate coverage can be maintained. During the course of working with co-workers when a conflict arises, the Administrative Associate regularly fails to communicate their concerns related to the conflict directly with the co-worker and avoids any attempts to resolve the conflict in a professional manner. Additionally, when the Administrative Associate has completed their project assignments for the day and when time allows, they fail to ask co-workers if they can assist them with their workload.