

## Job Performance Expectations for: [Example]

*(The Whole Job = Effective Work results + Interpersonal effectiveness)*

Work Results	Interpersonal Effectiveness
<p><b>List specific expectations:</b></p> <p><i>Below is a list broad topics for illustration - customize to specific position requirements. Below the topic of <u>"timeliness"</u> is an example of what an expectation might look like:</i></p> <ul style="list-style-type: none"> <li>▪ <b>Timeliness</b> "Provide budget updates as scheduled so department managers can plan and adjust for the next month's expenditures."</li> <li>▪ Quality</li> <li>▪ Quantity</li> <li>▪ Accuracy</li> <li>▪ Service level</li> <li>▪ Goal achievement</li> <li>▪ Adaptability</li> </ul> <p><b>List additional expectations if this position includes Manager/Supervisor responsibilities:</b></p> <ul style="list-style-type: none"> <li>▪ Provide direct reports with the information they need to do their jobs</li> <li>▪ Provide direct reports with timely positive &amp; adjusting feedback</li> <li>▪ Work effectively with peers and institution wide stakeholders</li> <li>▪ Think and act with overall institution in mind</li> <li>▪ Continuously Develop manager skills</li> <li>▪ Provide development opportunities for staff</li> </ul>	<p><b>List specific expectations:</b></p> <p><i>Below is a list broad topics for illustration - customize to specific position requirements. Below the topic of <u>"Listening"</u> is an example of what an expectation might look like:</i></p> <ul style="list-style-type: none"> <li>▪ <b>Listening</b> "Listen to understand and clarify requests, concerns or problems to help ensure that we are providing the right service or solution the first time."</li> <li>▪ Express opinions respectfully</li> <li>▪ Promote collaboration within workgroups and across the institution</li> <li>▪ Seek constructive resolutions to conflict</li> <li>▪ Avoid gossip</li> </ul> <p><b>List additional expectations if this position includes Manager/Supervisor responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Express gratitude and appreciation for others</li> <li>• Raise difficult issues in a constructive manner</li> <li>• Express concerns <u>and</u> commit to decisions</li> <li>• Support colleagues in words and actions</li> <li>• Treat staff and colleagues respectfully</li> </ul>
<p><b>Recommended use of this tool:</b> Before you start the APS process, fill in both columns for each position that you are assessing. Explain the tool to each staff member and ask them to fill in what they think should be in each column. Meet, discuss, get input, and settle on expectations for effective work &amp; interpersonal effectiveness. You can also discuss and revise as needed at the start of the new year, when setting goals, and at the 6-month informal review. It can be a great reference for your one on ones, and starting point for providing affirming &amp; redirecting feedback.</p>	