Clarifying Expectations Tool

INSTRUCTIONS

1) Review the expectations of excellence for each performance factor. Remove expectations that don't align with your expectations. Add expectations that are important to you.
2) When removing or adding expectations, ask yourself: *What do I expect that is missing from the performance factor definitions? What behaviors will exceed my expectations? What behaviors are problematic or will not meet my expectations?*
3) Finalize a version of this tool and share it, verbally and in writing, with your staff.
4) Reinforce expectations this tool once customized. Recognize people doing well and take corrective action to address performance issues.

If you are not in a supervisory role, schedule a meeting and discuss each factor in this tool with your supervisor to understand what is expected of you.

GW Performance Factor Definitions	Sample Expectations
Communication: Fosters an environment that supports a continual, candid exchange among appropriate members of the university community. Escalates compliance, ethics, and civility related issues to appropriate levels. Encourages expression of new and creative ideas. Listens without interruption. Regularly communicates useful, well organized, and accurate information orally and in writing. Provides regular, timely, and constructive feedback in a straightforward and sensitive manner.	• Regularly keeps colleagues informed. • Raises concerns about compliance, ethics, or civility to supervisor's attention in a timely manner. • Regularly puts forth and seeks out new ideas to improve processes and solve problems. • Seeks feedback and provides it constructively to team members and management. • Engages in active listening and takes others' perspectives into consideration when forming opinions and ideas. • Communicates concise, accurate, and grammatically correct information, both orally and in writing. • Uses email and other communication methods to keep supervisor, teammates, and others informed.
Customer Service: Commits to pursuing excellence to achieve the highest standards. Understands our responsibility to exceed the expectations of others who depend on our actions. Solves problems at the first	• Handles customer questions and concerns with a sense of urgency and professionalism. • Actively seeks customer feedback and explores creative approaches to exceed expectations and increase efficiency. • Approaches GW colleagues as though they are internal customers.

point of contact whenever possible; if unable to do so, escalates to an appropriate resource. Responds to all customer requests in a timely manner. Considers customer feedback and explores creative approaches to enhance service and increase efficiency.

- Takes ownership of customer requests and resolves issues in an expedient manner. If request is outside of employee expertise or scope of responsibility, escalates to appropriate GW resource.

Job Skills/ Technical Skills: Demonstrates the knowledge and skills necessary to perform the job effectively. Complies with GW policies, external laws and regulations. Maintains the highest-level of ethics in all actions on behalf of the university. Performs responsibilities in accordance with job procedures and expectations. Remains current on new developments in areas of responsibility. Acts as a resource upon whom others rely on for assistance.

- Demonstrates the expertise to perform the job and seeks assistance when needed.
- If unclear, asks questions to understand policies, practices, external laws, or regulations related to position.
- Makes decisions and performs tasks in compliance with GW's Statement of Ethical Principles.
- Is considered knowledgeable and constructively shares expertise with colleagues. Answers questions related to role and responsibilities.
- Anticipates change and keeps current on tools, technology, and information needed to meet new challenges or innovate.

Productivity (Quantity/Quality of Output): Gets the job done. Produces the quantity and quality of work required for the position. Demonstrates initiative. Sets priorities and organizes work efficiently and effectively. Completes work assignments in a timely manner. Delivers high quality work products. Uses sustainable practices whenever possible.

- Completes tasks on time and consistently delivers high quality work products.
- Creates "To Do" lists.
- Manages goal completion and discusses issues with supervisor proactively.
- Volunteers to take on extra assignments when possible.
- Effectively manages multiple projects and balances workload.
- Sets deadlines for projects and tracks progress.
- Streamlines work processes for greatest efficiency.

Teamwork/Collaboration:
Demonstrates the GW Values in all interactions. Treats others with courtesy, respect, and dignity. Encourages collaboration to meet common goals and produce a sense of shared responsibility. Encourages the expression of different points of view, resolves disagreements in a collegial manner, and supports decisions once they are made. Contributes to the success of the team by working effectively, helping solve problems, and meeting deadlines. Develops the capacity of others through information sharing, mentoring, and/or coaching.

- Incorporates the GW Values into day-to-day tasks, interactions, and decision making.
- Seeks the input of others to ensure products and services meet the needs of a diverse population.
- Willing to resolve conflict; uses conflict as an opportunity to improve working relationships.
- Communicates to teammates as early as possible when unable to meet deadlines or complete assignments.
- Develops and maintains positive relationships with others; builds mentoring or coaching relationships with others.

Management/Supervisory Skills: Models and reinforces the GW Values. Documents and communicates compliance, ethics, and civility escalation procedures. Takes ownership and accountability for area of responsibility. Acts as a coach to motivate staff and support their professional development. Sets goals and clarifies expectations of staff. Invests time to manage and facilitate the work of others. Responds to the ideas, concerns and needs of direct reports. Demonstrates skill in hiring, developing, and retaining staff. Engages in regular discussions to address performance issues and/or provide recognition when appropriate. Completes annual performance reviews in a timely manner.

- Models and reinforces the use of the GW Values to manage day-to-day tasks, interactions, and when making decisions.
- Communicates the appropriate compliance, ethics, civility, and escalation expectations and procedures for the team both orally and in writing.
- Doesn't blame others when deadlines are missed, service problems occur, or projects are delayed.
- Spends time coaching and developing staff members.
- Frequently clarifies performance expectations.
- Provides frequent feedback and recognition.
- Manages staff to deliver work that is aligned with team and department/division priorities and goals.
- Regularly seeks out staff feedback, ideas, and questions. Recognizes staff input and answers questions in a timely manner.
- Takes necessary time to make effective hiring decisions.
- Pays attention to staff needs in order to retain high performers.
- Addresses performance and behavioral issues in a straightforward and timely manner.
- Completes performance reviews. Administers ratings consistent with a set performance standards. Reduces biases to the extent possible.

ADDITIONAL AREAS THAT AFFECT SUCCESSFUL PERFORMANCE

Review the options below and determine if any of these are relevant.

Other Key Areas	Sample Expectation
Change and Agility	• Effectively deals with change and shifts gears when needed. • Is productive and can move forward on work efforts without having all the information. • Maintains a positive outlook when challenges to plans arise and solves • Is able to comfortably handle risk and uncertainty. • Constructively communicates concerns about change and avoids negative behaviors that demonstrate a resistance to change.
Creativity	• Develops innovative ideas and methods of doing things. • Searches for new and more effective methods, making connections between previously unrelated ideas. • Offers ideas and is seen as a contributor in brainstorming settings. • Resourceful when challenged by obstacles.
Leadership	• Serves as a role model for others. Uses the GW values as a blueprint for responding to people and situations. • Inspires respect and trust; fosters a culture with high standards of ethics. • Reacts well under pressure; maintains focus and intensity and remains optimistic and persistent in the face of adversity. Recovers quickly from setbacks. • Takes a long-term view and acts as a catalyst for organizational change, building a shared vision with others. Influences others to transfer vision into action. • Persuades others. Can build consensus through give and take; gains cooperation of others to obtain information and accomplish goals.

Meetings	• Prepares for meetings, engages as an active participant, and follows up on actions as appropriate.
	• Arrives for meetings on time.
	• When responsible for meetings:
	   o Creates agendas and carefully determines appropriate content and audience.
	   o Starts on time, tracks action items, and ends on time.
	• Minimizes meetings when possible by using alternative

	communication mechanisms.
Problem Solving	• Uses a combination of logic, analysis, and experience to make decisions.
	• Identifies the most important issues and gathers enough information to verify or negate assumptions.
	• Collects and analyzes relevant information systematically and plans a course of action.
	• Identifies the benefits, drawbacks, and probable outcomes for each proposed solution.
	• Probes appropriate sources for relevant information and answers to key questions; demonstrates persistence and skill in gathering information.
	• Understands levels of inclusion necessary for ownership and effective action.
Project Management	• Creates a plan for each project and manages to the plan.
	• Proactively works issues and keeps management informed of schedule, budget, or other major issues.
	• Defines the scope of work, requirements, and project deliverables.
	• Identifies work required to achieve project deliverables.
	• Prepares timeline of project milestones and deliverables.
	• Identifies resources required to achieve project deliverables.
	• Tracks project progress.
	• Reports project status.
	• Plans and manages project resources, stakeholder communications, risks and issues, and changes to project scope, timeline and resources.