

PERFORMANCE ACCOUNTABILITY & FEEDBACK

Resources | Performance Expectations, Measures & Goals

COMMONLY USED ACTION VERBS

Below is a list of commonly used action verbs to help managers develop good duty statements and performance expectations.

VERB	DEFINITION
Accept	To receive; to regard as true, proper, normal, inevitable
Accomplish	To execute fully; to attain
Adjust	To make slight changes in something to make it fit or function better
Administer	Manage or direct the performance of duties or actions
Adopt	To take up and practice as one's own; to accept or carry out a plan
Advise	Recommend a course of action; offer an informed opinion based on specialized knowledge
Analyze	Separate into elements and critically examine, to study or determine relationship or accuracy
Answer	To speak or write in reply to a request
Anticipate	Foresee and deal with in advance, give advanced thought or consideration, remedy in advance
Apply	To put to use for a purpose; to employ diligently or with close attention
Appraise	Evaluate the worth or merit of
Approve	Accept as satisfactory; exercise final authority with regard to commitment of resources
Arrange	Make preparation for an event; put in proper order
Assemble	Collect or gather together in a predetermined order from various sources
Assess	Determine the value or accuracy of; evaluate
Assign	Specify or designate tasks or duties to be performed by others
Assist	To give support or aid
Assure	Give confidence, to make certain, guarantee
Attain	To gain or achieve
Attend	To be present for the purpose of making a contribution
Articulate	To give clear and effective communication
Audit	To make a formal examination or review
Authorize	Approve; empower through vested authority
Budget	To plan the allocation, expenditure, or use of resources, especially money or time
Calculate	Make a mathematical computation; judge to be sure or probable
Clarify	Make something clearer by explaining in greater detail
Classify	To arrange or assign to a category
Collaborate	Work jointly with; cooperate with others, acts as liaison providing a close relationship, connection, or link
Communicate	To impart a verbal or written message; to transmit information
Compare	Determine if two or more items, entries are the same and if they are not, identify the differences

PERFORMANCE ACCOUNTABILITY & FEEDBACK

Resources | Performance Expectations, Measures & Goals

VERB	DEFINITION
Compile	Put together information; collect from other documents
Comply	To conform to something for example, a rule, law, policy, or regulation
Compose	To create or arrange in proper or orderly form
Conduct	Guide; carry out from a position of command or control; to direct or take part in the operation or management of
Confirm	Give approval to, verify
Consolidate	To join together as one whole
Construct	To form by combining or arranging parts
Consult	Seek the advice of others; to give professional advice or services; to confer
Contribute	To play a significant part in bringing about an end or result
Coordinate	Combine the actions of others to bring to a common result
Correspond	Communicate with in writing
Counsel	To give advice or guidance, to consult with
Create	To bring into existence; to produce through imaginative skill
Delegate	Commission another to perform tasks or duties that may carry specific degrees of accountability
Design	Conceive, create and execute according to plan
Determine	Resolve; fix conclusively or authoritatively
Develop	Disclose, discover, perfect, or unfold a plan or idea
Devise	Come up with something new - perhaps by combining or applying known or new ideas or principles
Direct	Guide work operations through the establishment of objectives, policies, practices and standards
Disseminate	Spread or disperse information
Distribute	Deliver to proper destinations
Document	To support with written information and records
Draft	Prepare papers or documents in preliminary form
Edit	To revise and prepare material (written, film, tape, soundtrack) for publication or display
Endorse	Support or recommend; express approval
Enhance	Improve; make better
Ensure	Guarantee or make certain
Establish	Bring into existence; enact an agreement
Estimate	Forecast requirements; appraise, judge approximate value
Evaluate	Determine or fix the value of; assess, careful appraisal
Examine	Scrutinize closely (as to determine compliance)
Execute	Put into effect or carry out
Expedite	Accelerate the process or progress of
Facilitate	To make a process easier to perform
File	To arrange in a methodical manner

PERFORMANCE ACCOUNTABILITY & FEEDBACK

Resources | Performance Expectations, Measures & Goals

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Finalize	To bring something to a point at which everything has been agreed upon and arranged
Forecast	To predict; to estimate in advance
Formulate	Develop or devise
Foster	To promote the growth or development of
Generate	To bring into existence; to cause to be; to produce
Greet	To welcome in a cordial, professional manner
Guide	To show or lead the way to; to manage the affairs of; to influence the conduct or opinions of
Gather	To collect; to accumulate and place in order
Hire	To employ
Identify	To ascertain the origin, nature, or definitive characteristics of
Implement	Carry out; execute a plan or program
Improve	Make something better, enhance the value or quality of
Initiate	Start or introduce
Inspect	Critically examine for suitability; carries with it the authority to accept or reject
Instruct	To teach, to coach; to impart or communicate knowledge
Insure	To make certain by taking necessary measures & precautions
Interpret	To conceive the significance of something; to explain something to others
Interview	To obtain facts or opinions through inquiry or examination of various sources
Investigate	Study through close examination and systematic inquiry
Issue	Put forth or distribute officially
Lead	To guide or direct on a course or in the direction of; to channel; to direct the operations of
Maintain	Keep in an existing state; uphold
Manage	Exercise administrative, executive and supervisory direction
Mediate	To oversee an attempt to solve a dispute by working with both sides to help them reach an agreement
Mentor	To provide advice and support to, and watch over and foster the progress of a less experienced person
Modify	To make changes to
Monitor	Watch, observe, or check for a specific purpose; keep track of
Negotiate	Confer with others for the purpose of reaching agreement
Notify	To make known
Operate	Perform an activity or function
Organize	To set up an administrative structure; to arrange or form
Outline	To make a summary of significant features
Oversee	To supervise, to watch or survey
Participate	To take part in
Perform	Fulfill or carry out an action or function
Plan	Devise or project the realization of a course of action

PERFORMANCE ACCOUNTABILITY & FEEDBACK

Resources | Performance Expectations, Measures & Goals

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Prepare	To make ready for some purpose, use or activity
Present	To introduce; to bestow; to offer to view
Prioritize	To order or rank things according to their importance or urgency
Proceed	Begin to carry out an action
Process	Handle in accordance with prescribed procedures
Promote	Encourage growth and development; further something by arranging or introducing it
Proofread	To read a text in order to identify errors and make corrections
Produce	To give shape or form to, to make or yield something
Project	To estimate something by extrapolating data
Propose	Declare a plan or intention
Provide	Supply what is needed; furnish
Purchase	To buy something using money or its equivalent
Pursue	Employ measures to obtain or accomplish
Recognize	To perceive clearly; to acknowledge with a show of appreciation
Recommend	Advise or counsel a course of action; offer or suggest for adoption
Recruit	To seek out others to become new members, students or personnel
Refer	To send or direct for aid, treatment, information, or decision
Register	To enter in a record; to enroll formally or officially
Regulate	To bring to order or method of
Report	Give an account of; furnish information or data
Represent	Act in the place of or for
Research	Inquire into a specific matter from several sources
Resolve	To find a solution
Respond	To reply or to react to
Review	Go over or examine critically; examine or re-examine
Revise	Rework in order to correct or improve
Schedule	Plan a timetable
Screen	To examine and separate nature of importance; to filter
Secure	Keep free from risk of loss
Select	Choose the best suited
Serve	To be of assistance to or promote the interests of; to act in a particular capacity
Sign	Formally approve a document by affixing a signature
Solve	To find a solution for
Specify	State precisely in detail or name explicitly
Standardize	To bring into conformity to something established by authority, custom, or general consent as a model or criterion
Submit	Yield or present for the discretion or judgment of others
Summarize	Succinctly present an abstract of the main points either orally or in writing
Supervise	Personally oversee, direct or guide the work of others with responsibility for meeting standards

PERFORMANCE ACCOUNTABILITY & FEEDBACK

Resources | Performance Expectations, Measures & Goals

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Support	To promote the interests or cause of
Survey	To examine as to condition, situation, or value
Track	To observe and monitor the course
Train	Teach or guide others in order to bring up to a predetermined standard
Transcribe	Transfer data from one form of record to another without changing the nature of the data
Update	To bring current
Utilize	To make use of
Verify	Confirm or establish authenticity; substantiate
Write	To author, to draft

EXAMPLE PERFORMANCE EXPECTATIONS FOR EMPLOYEES

Dependability

- Attends all scheduled meetings and be on time for them.
- Anticipate what your manager will need to know and provide that information.
- Keep team members informed of your projects or other areas of your work as needed.
- Provides timely feedback and follow up and manages others' expectations appropriately.
- Regularly solicits constructive feedback, builds consensus, and asks well thought out and well prepared questions.
- Complete all work assignments by their deadlines.
- Set specific goals and priorities for completing assignments.
- Design realistic work methods, procedures and time tables for achieving goals.
- Monitor progress toward achieving goals and make modifications as needed.
- Identify ways to streamline and improve work flows.

Collaboration and Teambuilding

- Build relationships among peers that foster collaboration and discussion of new ideas.
- Appreciate the unique perspective, skills and experience that each person brings to the team.
- Show by asking open-ended questions that you are engaged in conversations.
- Discover the problems that prevent team members from performing at the highest possible levels.
- Cultivates a culture of openness in information sharing.
- Regularly looks for common ground and encourages collaboration among team members.
- Assumes good intentions until proven otherwise and always looks to bring out the best in others.
- Resolves interpersonal conflict without drama or angst. Builds consensus via shared decision making.
- Manages others' expectations appropriately and proactively communicates any potential problems or roadblocks.
- Fosters a sense of shared accountability and group responsibility.
- Celebrates successes and recognizes and appreciates others' contributions.

PERFORMANCE ACCOUNTABILITY & FEEDBACK

Resources | Performance Expectations, Measures & Goals

- Confronts problems head on but in a firm and constructive manner.
- Creates a work environment based on inclusiveness, welcoming others' suggestions and points of view.
- Listen to what others are saying or doing. Paying attention to what your team members are saying on both a personal and professional level is ideal for the growth of the person and company.
- Help to resolve conflict in your workplace as quickly as possible.
- Contribute to the work group's overall productivity as appropriate, helping co-workers when possible.

Communication

- Ensure that your tone, body language and other nonverbal cues convey the proper respect and attitude toward others.
- Communicates clearly and effectively at all levels.
- Produces easily understandable reports and presentations.
- Effectively deals with others, both internally and externally.
- Respects confidentiality.
- Encourages open communication, cooperation, and the sharing of knowledge.
- Remains open-minded and willing to entertain others' ideas.
- Builds trust through regular, open, and honest communication.
- Listens actively and always responds in a respectful tone.
- Engages appropriately when in disagreement and pushes back respectfully and in a spirit of good faith cooperation.
- Practice empathy. This is the ability to see a situation from someone else's perspective even if you don't agree with them or the situation. An empathic response allows the other person to feel relieved and well understood.

Work Product

- Draft and proof read all written correspondence, such that few errors are evident and few corrections are needed.
- When working with chemical products make safety the highest priority and use according to the instructions on the label or the material safety data sheet.
- Ability to answer routine questions regarding office policies and procedures.
- Keep up to date with current changes in laws related to your position and program area.
- Develop an organized filing system that enables others to access necessary files in case of your absence.
- Prepare and process purchase requisitions and receiving reports within two days of receiving them.
- Complete routine office procedures (i.e. folders pulled, calendars created and distributed, folders filed, mail delivered and picked up, supplies kept current, etc.) on a daily basis.

PERFORMANCE ACCOUNTABILITY & FEEDBACK

Resources | Performance Expectations, Measures & Goals

EXAMPLE PERFORMANCE EXPECTATIONS FOR MANAGERS

Diversity, Equity and Inclusion Language:

- Ensure equal employment opportunities for all applicants and employees through non-discriminatory practices by (agency) managers.
- Ensure that equity and culturally responsive practices are embedded across all programs.
- Support and promote efforts to improve the quality and diversity of the team's workforce.

General Supervisory Language:

- Provide leadership and management through prioritization, allocation and development of assigned resources (personnel, budget, etc).
- Establish appropriate job duties, expectations, and responsibilities for positions budgeted and assigned to position on the team/unit.
- Interview, select, and provide training to all new staff hired.
- Assign and review work and provide constructive feedback to staff.
- Evaluate performance of assigned staff based on agency policies, procedures, and practices.
- Review and approve employee timesheets and leave requests.
- Provide staff with appropriate communication and feedback regarding agency policies and procedures.
- Receive and resolve employee concerns and/or grievances.
- Determine need for and, as necessary, initiate disciplinary actions.
- Establish and maintain an environment that promotes employee career development.
- Prepare and monitor the biennial budget and monitor expenditures against the allotment plans during the biennium.
- Provide leadership and direction through strategic, tactical and operational planning to develop biennial business plans.

Sample Decision Making Language

This position may make decisions that set precedent for the agency. These decisions require a high level of independence, resulting in highly visible outcomes. Additional expectations include collaboration across agency divisions/units, leadership and modeling of equity among agency staff and with external partners, stakeholder engagement, navigating internal and external issues, challenges, and support/resourcing needs, and finding positive solutions. Affect agency ability to achieve strategic plan, may impact agency budget. May mitigate or create legal liability. Supervision of personnel, employment decisions; work performance evaluations, project assignments: Affect ability of agency and team to achieve objectives.

PERFORMANCE ACCOUNTABILITY & FEEDBACK

Resources | Performance Expectations, Measures & Goals

EXAMPLES OF BEHAVIORAL MEASURES

Example 1 – Building Trust

Indicators of Ineffective Behavior	Indicators of Satisfactory Behavior	Indicators of Exceptional Behavior
On more than one occasion has disclosed information that is inaccurate, incomplete, or inappropriate (e.g., confidential, sensitive in nature).	Consistently shares information that is accurate and complete; handles sensitive information appropriately.	Is a role model for consistently sharing information that is accurate and complete; handles sensitive information with extreme care; encourages and inspires others to act the same.

Example 2 – Communication

Indicators of Ineffective Behavior	Indicators of Satisfactory Behavior	Indicators of Exceptional Behavior
Does not show interest in listening to ideas from others; has difficulty respecting ideas when different from own; tends to reach conclusions before listening to all sides.	Listens to and carefully considers ideas from others, even when different from own; ensures all sides are heard before reaching a conclusion.	Actively solicits and encourages ideas from a wide variety of individuals; is always careful to ensure every side is heard and considered before reaching a conclusion; lets others know they've been heard and are valued.

Example 3 – Intentional Engagement

Indicators of Ineffective Behavior	Indicators of Satisfactory Behavior	Indicators of Exceptional Behavior
Seldom promotes awareness and respect of cultural and individual values and differences; overlooks opportunities to leverage the strengths of others.	Promotes awareness and respect of cultural and individual values and differences; leverages the strengths of others to accomplish goals, regardless of background.	Consistently promotes awareness and respect of cultural and individual values and differences; proactively seeks out others from a variety of backgrounds to assist in accomplishing goals.

PERFORMANCE ACCOUNTABILITY & FEEDBACK

Resources | Performance Expectations, Measures & Goals

Example 4 – Communication

Indicators of Ineffective Behavior	Indicators of Satisfactory Behavior	Indicators of Exceptional Behavior
Does not provide regular, consistent, or meaningful information to others; requires frequent prompting and follow-up.	Provides regular, consistent, or meaningful information to others; ensures appropriate individuals are informed.	Proactively gives regular, consistent, and meaningful communication throughout organization; ensures important matters are shared with all appropriate individuals.

Example 5 – Mentoring & Developing Others

Indicators of Ineffective Behavior	Indicators of Satisfactory Behavior	Indicators of Exceptional Behavior
Does not hold others accountable for providing timely and quality results; provides inadequate or little guidance to others on how to maintain focus and overcome obstacles. Struggles to provide constructive performance feedback.	Holds employees accountable for producing quality, timely results; helps others maintain focus and overcome obstacles. Provides performance feedback that facilitates development.	Leads a high performing team that far exceeds expectations. Consistently provides and instructs others on how to give constructive performance feedback that facilitates professional development.

Bear in mind the smallest number of standards that effectively indicate the expected performance should be used. As a good rule of thumb, anywhere between 4 or 5 performance expectations a year should be used. You cannot and do not need to measure everything.

DEVELOPMENT PLANNING

Creating and maintaining a development plan will support your employee's growth and continued success. Here are the five steps to write and implement a development plan.

Step 1 – Assess Your Strengths & Areas For Improvement

Review the enterprise management competencies with your employee. What are your employees greatest strengths as a manager? What are the management competency areas they would like to prioritize for development over the next year?

Step 2 – Choose Avenues For Development

For each of their developmental areas, you will need to agree on the different avenues of development. There are many ways to develop a person's knowledge and skills. Here are some different ways:

- Training/College Courses
- Job Rotation
- Mentoring
- Coaching
- Self-Directed Learning
- Conferences
- Special Task Force/Project
- Degree/Certification Program
- Informational Interviews
- Professional Associations
- Job Shadowing/Site Visits

Step 3 – Write SMART Goals

A goal statement formalizes what is to be accomplished, who will be involved, when the activity will be completed, and how much cost and resources will be used. SMART is an easy-to-remember acronym for how to write complete and useful goal statements. SMART stands for:

Specific

The criterion stresses the need for a specific goal rather than a more general one. This means the goal is clear and unambiguous. To make goals specific, they must identify exactly what's expected, why it's important, who's involved, where it's going to happen and which attributes are important.

A specific goal will usually answer the five 'W' questions:

- What: What do I want to accomplish?
- Why: Specific reasons, purpose or benefits of accomplishing the goal.
- Who: Who is involved?
- Where: Identify a location if applicable.
- Which: Identify requirements and constraints.

PERFORMANCE ACCOUNTABILITY & FEEDBACK

Resources | Performance Expectations, Measures & Goals

Measurable

The second criterion stresses the need for concrete criteria for measuring progress toward the attainment of the goal. The thought behind this is if a goal is not measurable it is not possible to know whether you are making progress toward successful completion. Measuring progress helps keep you on track so you reach your target dates and ultimately reach your goal. The indicators you develop should be quantifiable. A measurable goal will usually answer questions such as:

- How much?
- How many?
- How will I know when it is accomplished?

Attainable

The third criterion stresses the importance of goals that are realistic and also attainable. While an attainable goal may stretch you in order to achieve it, the goal is not extreme. The goals are neither out of reach nor below standard performance, since these may be considered meaningless. When you identify goals important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills to reach them. An achievable goal will usually answer the question How? How can the goal be accomplished? How realistic is the goal based on other constraints?

Relevant

The fourth criterion stresses the importance of choosing goals that matter. A goal that supports or is in alignment with other goals would be considered a relevant goal. A relevant goal can answer yes to these questions:

- Does this seem worthwhile?
- Is this the right time?
- Does this match your other efforts/needs?
- Is it applicable to what you want to achieve overall?

Time-bound

The fifth criterion stresses the importance of grounding goals within a time-frame, giving them a target date. A commitment to a deadline helps you focus your efforts on completion of the goal on or before the due date. A time-bound goal is intended to establish a sense of urgency. A time-bound goal will usually answer the question of when. For instance:

- What can I do six months from now?
- What can I do six weeks from now?
- What can I do today?

PERFORMANCE ACCOUNTABILITY & FEEDBACK

Resources | Performance Expectations, Measures & Goals

Step 4 – Create the Plan

Now that you've completed the first three steps you just need to write the information down on the individual development plan (IDP) in Workday.

IDP's are typically developed once a year. The IDP should include the specific areas to be developed, desired outcomes, developmental activities, and realistic timeframes for completing the activities.

The IDP should include the learning goals or specific performance outcomes to be achieved. Keep in mind the IDP should be viewed as a living document and reviewed periodically to ensure the activities continue to support established goals.

Step 5 – Implement the Plan

To ensure development takes place, you should establish a system for tracking and measuring progress towards the goals created. This includes identifying how to measure progress, who will measure progress, and how often progress should be measured. When evaluating progress, it is helpful to seek feedback from others about any changes in performance. This will determine if modifications to the development process are needed. Regularly assess your progress to achieving your goals and adjust as appropriate.