

USING COMPETENCIES TO ESTABLISH JOB GOALS AND EXPECTATIONS

EXERCISE

In this exercise, you will identify crucial competencies for a given position. If you have a job description, you may use it to help you define the job expectations. If you do not have a job description, use a position for this exercise that you are very familiar with. Enter the title of the position on the first line of the following page.

Now, using the competency cards sort the cards into three piles. Pile one, clearly not essential for this position. Pile two, nice to have, but not absolutely essential for this position. Pile three, critical responsibility in this position. Narrow down pile three until you have no more than 6-8 job competencies that you feel reflect the most important requirements for this position.

Now, on the following page, enter essential job requirements and competencies on the lines provided. You may use wording from your job posting or your knowledge of the job, and/or wording from the competency cards.

Try not to break down the job responsibilities too much. Chunk or lump together smaller requirements into categories, like administrative [clerical] duties or customer service, though each of these areas might have numerous tasks. By lumping smaller tasks under larger headings you can compile a more wide-ranging list of job requirements.

If necessary use the back side of your paper to continue your list.

Once you have made a thorough list for this position enter a weighted percentage number for each responsibility. The whole job is 100%, so your numbers cannot total more than 100. The number you choose should reflect the relative importance you place on this responsibility and time spent. It is not, and does not need to be, exact. The number will help you to define importance levels for yourself and help your employee know what is important in your eyes.

Then proceed to the goals/expectations section.

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Once you have completed both sections of this exercise, this information should be shared with the employee.

Employees greatly benefit from understanding how their manager sees their job, and "*What Really Matters...*" to their manager. In addition, discussing performance expectations may reveal important factors or concerns for the job that the manager failed to address.

A truism in performance management is that "an employee is much more likely to do what you want, if they know what you want." So share your ideas about the job with the employee.

What Really Matters...

Position Title: _____

Job Requirement 1:

Job Requirement 2:

Job Requirement 3:

Job Requirement 4:

Job Requirement 5:

Job Requirement 6:

Job Requirement 7:

Job Requirement 8:

What Really Matters...

Once you have entered the job requirements, your goal will be to determine the performance goal or expectation for performance for each job requirement.

In some cases establishing goals are simple and built into the nature of the requirement. For example, sales goals, production numbers, quality statistics, error rates, savings.

Use quantifiable factors such as:

<u>Quantity</u>	<u>Quality</u>
→ How many...	→ How accurate / acceptable error rates...
→ No more than / less than ...	→ Defined content / appearance / form / order
<u>Time</u>	<u>Cost</u>
→ When due / timeline / deadlines	→ Cost per unit / overall cost
→ Time per task / project	→ Savings / revenue generated

In other cases, important performance factors are not easily defined. This does not mean the manager does not need to define expectations for job requirements that are not easily quantifiable. For non-quantifiable requirements, managers should indicate:

- what acceptable performance "looks" like
- what unacceptable performance "looks" like
- how you will determine /assess performance levels

For example, "team orientation" may be a competency that is important. What does good team orientation look like? You might write, "my expectation is that you will work cooperatively with others, build rapport and actively, positively contribute to the team's needs." Unacceptable would be "if I find that others complain or prefer not to work with you, you are resistant or negative about team assignments or your contribution to team project-work is lacking, then that would be unacceptable." Finally indicate how you will assess, "I will monitor this through direct observation, one-on-one meetings with you and other team members, and through reviews of team project results."

Now write a goal or performance expectation statement for each of the job requirements on the following page. If you need additional space use the back of the sheet.

What Really Matters...

Position Title: _____

Job Requirement 1:

Job Requirement 2:

Job Requirement 3:

Job Requirement 4:

Job Requirement 5:

Job Requirement 6:

Job Requirement 7:

Job Requirement 8:
