

Be the BOSS

Base-lining Performance Expectations

As the boss, one of your most significant challenges is administering a baseline of expected performance while at the same time creating an environment where people choose to give their discretionary effort.

My experience shows that performance discussions appear arbitrary and targeted when expectations and standards are absent or presented after the fact.

So, what do you do if performance expectations are not in place? You get them in place, now. What you “allow” quickly becomes the standard of acceptable performance, difficult to improve with the passage of time. If you are a content expert in the job, setting expectations is easy...it's YOU. If not you, choose someone who is a content expert and respected by the group. Using this person as your benchmark, let me offer four performance categories as your personal non-negotiables.

- a. Safety: safety practices provided for the job are followed
- b. Quality: acceptable work to the specification is performed; no more discrepancies than normal are produced.
- c. Proficiency: has the level of knowledge and experience necessary to do the job in a competent manner (no need for "cheat-sheets" or help, can do the job from start to finish, has a clear idea of what must happen) without unnecessary delays.
- d. Use and daily P.M. of tools and equipment: correctly uses the tools required for the job and performs daily preventive maintenance as specified.

In addition to these, you may want to include categories of significant relevance such as:

- Attendance
- 5-S...the concept of orderliness
- Cost consciousness
- Adaptability
- Dependability
- Customer care
- Use of work time
- Teamwork
- Cooperation
- Job Knowledge
- Team ethics
- Approachability

For a great example of how these categories can be wrapped into a structured performance conversation, click [Personal Growth Profile](#).