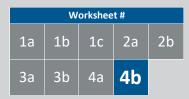# Management Leadership

Expect Performance

Take these steps to begin showing you expect performance:

1. Assign roles and responsibilities for achieving program goals (Worksheet 4a).
2. Set specific expectations for safety and health assignments and monitor performance (Worksheet 4b).

To-Do

☐ **Write descriptions of specific tasks and assignments.**

☐ **Monitor progress on assignments.**

Set specific expectations for safety and health assignments and monitor performance

In Worksheet 4a, you assigned responsibilities. Now think about how you will set expectations for specific tasks and assignments, and how you'll monitor performance.

Set expectations for safety and health assignments

One way to set specific expectations is to write out descriptions of tasks and assignments—for example, in the form of a "statement of work." These spell out what managers, supervisors, and workers are expected to do, how they are expected to do it, by when, and how success will be measured. You can include these expectations—like other business goals—in job descriptions and performance reviews. Make sure that everyone has the resources, including the time, to carry out their tasks successfully.

When you describe ongoing or recurring assignments, make sure to update them whenever procedures, employees, assets, or functions change, or at least annually. (You can also create descriptions of one-time assignments.)

Pro Tip

When you develop or update your descriptions of tasks and assignments, involve the people who you'll expect to carry them out. That way you can take advantage of their insights and create a sense of ownership of the tasks.

Monitor performance

Once you've set expectations for an assignment, you'll want to monitor performance regularly. You'll use the results of this ongoing monitoring for program evaluation and improvement. Some tips:

- *Meet.* Have regular one-on-one meetings (once a week, once a month) to ask how the assignment is going. This also gives people a chance to ask you questions.

    o *Ask for updates.* Ask what parts of the assignment the worker has completed since your last meeting. Ask about challenges the worker might be facing with the assignment.

    o *Check in about new safety issues.* Ask about newly found issues, plans to correct them, and progress in implementing and communicating solutions.

- *Use performance assessment tools.* Ask workers, managers, and supervisors to use tools such as checklists or activity logs. Before meeting with them, review the logs for issues you want to ask about (for example, where work might have slowed or stopped).

- *Hold people accountable.* For example, if you've told a supervisor to hold regular safety talks with workers, find out whether the talks are happening. Talk with the supervisor, as well as workers involved, about how useful the talks are and how they could be better. If they're not happening yet, find out what's getting in the way. Does the task need to change or be made more specific? Be sure your goal is to measure progress and find obstacles and challenges—not to blame or punish someone. In an atmosphere of fear, people will take less responsibility, not more.

- *Recognize success.* For example, one criterion for awarding bonuses to managers could be how well they carried out their assigned program tasks. Only discipline managers if they're uncooperative or a barrier to progress.

Below is an example statement of work along with measures of success. Choose one (or more) of your safety and health program assignments and fill in the table.

Assignment	Key considerations	Timeframe	Success measure(s)
Create and test a checklist for conducting workplace inspections	• Cover all jobs, work areas, and parts of the facility • Include space to record worker input • Include space for suggested actions	Three weeks	• Management review/approval of draft checklist • Report on initial inspection • Meeting to review initial inspection and report and recommend any changes to the checklist • Corrective actions completed for any hazards found

Assignment	Key considerations	Timeframe	Success measure(s)