STATEMENT OF EXPECTATIONS
HR HELP GUIDE

Commencing the Statement of Expectations Discussion
Supervisor and employee work together to develop the Statement of Expectations (SoE). Review the duties of the position to determine the key responsibilities and priorities for the employee. List these in the Expectations column on the Statement of Expectations form.

An expectation is the agreed work output that the employee is aiming to achieve in the SoE period.

Setting Standards and Performance Expectations
For each key expectation the employee and supervisor must establish specific standards to measure the performance of the employee. These are recorded in the Standards column on the Statement of Expectations form.

Employee and supervisor should determine what actions and tasks need to be undertaken by the employee and by when.

From 2014, the F&S Core Values will be included as a mandatory expectation all staff SoEs. Please refer to the F&S Core Values Guide – SoE 2014 which provides an overview of the expectation and details specific examples to assist both employees and managers to assess outcomes during the SoE process throughout the year.

Developing Measurable Performance Standards
Decide how to measure the employee’s success and achievements against the performance expectations. Some work is more easily measured than others. For each expectation think about how the employee’s performance could be evaluated. How would it known that the employee has succeeded or done a good job?

A standard should be:
Specific and Objective
- describe clearly the observable behaviour, action or outcome
- consider exactly what the employee is expected to do and achieve

Consistent
- applied consistently across employees of the same level or similar positions
- reflect the level of the position - as the position level increases so should the difficulty of tasks, level of responsibility and judgement required
- higher levels should also show a commitment to continuous improvement

Attainable and Realistic
- be achievable within the proposed timeframe
- allow for an employee to exceed
- be able to be met by the employee, possibly with some development and training

Observable
- realistically observed and monitored to determine if the performance expectation has been met
- based on quality, quantity, timeliness, and/or cost-effectiveness

Types of Performance Measures
Qualitative: Is quality important?
- standard refers to accuracy, appearance, or usefulness

Quantitative: Is quantity important?
- standard is expressed in terms of numbers, percentages, frequencies

Timeliness: Must the task be completed by a certain time or date?
- standard refers to completion times and is expressed as how quickly, when or by what date
- refer to your work unit Service Charter

Cost-Effectiveness: Are there budget/resource constraints?
- standard refers to $/time savings or budget/costs

Ongoing Feedback
The most important part of the Statement of Expectations process is the ongoing discussion between employee and supervisor. By having regular formal and informal feedback there should be ‘no surprises’ in relation to work expectations or performance.