

Ten Things Your Employees Expect From You



Human Resource Update

Every so often managers are so consumed by what their expectations are for the people that work for them that they often do not see supervision as a two way street.

Employment by its very nature requires that managers and supervisors place important performance expectations on employees to ensure business success. Every so often however, managers are so consumed by what their expectations are for the people that work for them that they often do not see supervision as a two way street. Employees too have important expectations of their employers, as those managers who are mindful of those expectations and work hard to meet appropriate employee expectations do a better job of motivating their workers and gaining their trust and respect. The following are ten things that employees legitimately should expect of their supervisors.

Employees expect an answer to the question, "What is my job?" Answering this question entails having a written job description as well as a verbal understanding of job duties and performance standards. It is very difficult to evaluate and reward an employee for performance when performance expectations have not been regularly identified.

Employees want to know the answer to the question, "Who do I report to?" If it is agreeable with all parties, supervision may change but for each task the employee should only report to one person. Reporting to multiple bosses can lead to great frustration for the employee. In addition, performance may suffer as the employee can not focus on one set of instructions. Also, when an employee has more than one immediate supervisor, there may be a temptation to play one against the other for his or her own personal objectives.

Employees want to know what the rewards for good work are. Employers should provide competitive compensation, the opportunity for increase skill development and recognition for top performers. Incentive or bonus programs may also be implemented. In any case the reward should be given in a positive manner and serve to sincerely compensate an employee on a job well done.

Employees want to go with a winning team and expect to be successful. As a manager of a business it is your responsibility to create an environment of success and high morale. Each employee should work towards common goals and the creativity and intelligence of all employees should be included in planning and decision making. Employees will feel more committed if their ideas are part of the organization's success.

Employees want to know where the business or organization is going. A clearly defined business mission and goals should be written and communicated and understood by all employees. These clearly defined ideas create a vision of how the organization will look in the future. Plans for reaching those goals should be carefully thought out and communicated.

Employees expect their supervisors to let them in on things. Do you have a strong internal communication network? Is feedback on decisions requested and given consideration? Are employees involved in decision making? These are important questions to ask when considering

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the importance of communication and employee involvement

Managers should show confidence in their decision making ability. Allow employees to make mistakes even if you do not agree with what decisions were made. Discuss how problems might be approached in a different fashion in the future. Provide continuous support and encouragement to employees so that they feel confident as they tackle difficult jobs.

Employees want policies and expectations in writing. Consider developing an employee handbook if you don't already have one. Expectations on job duties and performance levels should be included in the handbook and they should be reviewed with employees on a regular basis. Employees also want to know what the limits are. What behaviors are grounds for discipline and discharge? When discipline and discharge policies have been laid out for the organization employees expect their peers who break the rules to be disciplined accordingly. Employees who break the rules and are not disciplined can affect the morale of the entire staff and employees in general will lose respect for management's attempt to instill order and discipline in the organization.

People want problem employees dealt with decisively and quickly. Employees who play by the rules resent their peers who do not and expect

management to not tolerate behavior that takes away the effectiveness of the business.

Employees want to know how they are doing. The manager should become a coach to improve job performance and provide continuous feedback. Use of praise and recognition to encourage a positive work ethic is important. Provide feedback to develop a working environment that encourages employee motivation for peak job performance.

People are the reason for business success. Spend part of each day looking at ways to fulfill employee expectations and they will be far more likely to help you as a manager to fulfill yours.

People want their employers to recognize that they have a life outside of work. Flexible hours and time off are two things employees value highly. The flexibility to attend a child's ball game may be valued more highly than monetary compensation. People want their employers to be fair and consistent with the treatment of all employees.

Managers should create a culture of continuous improvement. Do employees have easy access to information relating to their work? For example if an employee is responsible for cost control then he/she should have access to information on current expenses.

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Scanning the Journals

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extension publications (40%), then TV (31%), etc. Keep in mind none of these were identified as primary places where the homeowner actually received the information, and information received from sales people was rated as the least effective source!

Finally, it is clear that people seek pest information only when a problem arises, making timing for newspaper articles critical. In addition, the availability and convenience of retail outlets position them as unique educational opportunities for reaching an elusive and persnickety audience—the homeowner. (from; *Lajeunesse, S.E., G.D. Johnson, and J.S. Jacobsen. 1997. A homeowner survey-outdoor pest management practices, water quality awareness, and preferred learning methods. J. Natural Res. and Life Sci. Educ. 26:43*).

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