How to Hold Your Staff Accountable

In order to hold your staff or team accountable, he or she needs to understand what is expected in his/her role as a staff. You cannot hold your staff accountable for something he or she does not understand. Thus, it is important to:

- **Set clear expectations**
- **Ensure you staff understand all the policies within the department relating to his or her role and responsibilities**
- **Ensure your staff understands the tasks that are assigned.**
- **Have consistent and frequent follow up with your staff.**

How to establish a footing when entering your new role as a coordinator:

1) **Research and understand the organization**
    a. The history of the organization.
    b. The mission and principle of the organization.
    c. Philosophy of the organization.
    d. Knowledge of the daily or weekly tasks within the department.
    e. Personnel and other policy of the organization.
    f. Current work culture.
2) **Establish relationship with your team**
    a. Determine what type of relationship you want to have with your team. This depends on the style of management, supervision, and leadership.
    b. It is always better to begin your role as a coordinator/supervisor strict and firm then move down to be more informal once you have establish a relationship and understanding of what your team needs are.
    c. When you begin with an unstructured leadership style, it confuses people and they do not know what to follow.
    d. Understand how your team operate:
        i. How each individual works best? What are each person's strength or weakness? How do they communicate, etc..?
        ii. Have one on ones with team members who have been there longer than you to gain their perspective. This helps to build trusts and they feel you are invested in their opinion and expertise. This also helps you to understand if there are any improvements or concerns early on.
        iii. Understand the expectations of your supervisor in relation to your team.

    e. Communicate your leadership style and expectations to your team.

Set clear expectations of your staff or team

a. Review of the AS Business Services Personnel Manual in person and make sure everyone understand it.
    - Be firm and consistent with your policy.
    - Use formal language when addressing your staff in the beginning to establish boundaries.
    - You can adjust your tone of language once you have created a better relationship with your staff, but still be firm about your expectations of assignment due date, ect…

Language Examples:

Informal/ Friend: "bailing on your last shift on Friday of finals week without informing any supervisors, thus making a bad name for our department within the community (unreliable!)."

Vs.

Formal and Firm: "It is unacceptable to miss a shift that you have signed up for as it affects the team and the quality of service to our clients. Your mistake reflects upon the department and your team to outside organizations."

Informal/Friend/Open Ended Statements: "When you get a chance, send me your class schedule for next quarter."

Vs.

Formal and Firm: " I will need your class schedule and the minimum and maximum number of hours you would like to work per hours by the 9th week. Please also include any classes that you are crashing."

Informal/Friend: "Since our staff are all students, DPW is a great place to work because we essentially allow you to pick your hours!"

Vs.

Formal and Firm: " As an employee of Associated Students, you are able to have flexible work schedule around your classes because we understand that you are student first and do not want work be an additional burden on your education."

Make it clear to each member of your staff how important their role is.

b. As an individual
c. As a team member (working with other staff)
    i. If another staff is relying on you to complete a two-person task and you don't show up, then…
        1. The task is not completed
        2. You let down your shift partner
        3. Wasted their time, and wasted AS funds
        4. It is unacceptable.
        5. Consequences and reference back to manual
d. As a representative of AS Recycling/DPW (AS department)

Workload expectations and Scheduling

e. For scheduling refer to scheduling guidelines.
f. What expected on weekly basis?
g. What expected throughout quarter?
h. What type of work one will be doing?
i. How many hours one is expected to work?
j. How many those of those include team meetings, staff meetings, and individual work shift?
k. How are tasks assigned?
    i. How do you quantify tasks?
    ii. Tasks assigned to team members need to be measurable.
        1. Deadline- When does it need to be completed by?
        2. What need to be completed? How much time does this project or task take to be completed?
        3. Make sure the employee or team member understand the task assigned.
        4. Do you need to create multiple deadlines?

Supervisor or Coordinator to follow up with team members.

***Follow up and check in should be consistent and frequent in order to create routine, open communication, build trusts, and accountability. If it is not done consistently, staff will not follow the expectations set forth because it is not enforced. Ensure that you address the problem when it occurs with your staff. ***

Methods for follow up:

l. One on one or team meeting to debrief or discuss the tasks assigned and check in if there are any questions or concerns about the department, team, and other aspect of the job.
    i. One on one to follow up on task and check in.
        1. Schedule individual meeting with your staff if necessary.

2. Check in on how he or she is doing both personally (be mindful of boundaries) and professional.
3. Check on the progress of the task assign.
4. Does he or she need help with anything? Can you provide any feedback moving forward?

ii. Follow up at Team Meetings

1. Check in during the current projects or old business section of the agenda.
2. Each team members should do a report back on their work progress. You can determine how this is done. Either written to be submitted or just verbal.
3. For meeting facilitation, see the meeting development section of the training.
4. What happens when team members show up to a team meeting and not have a task done?
   - Ask why it was not completed or what the next steps should be?
     - i. If team members are able to articulate why the project or tasks not completed in a timely manner and can follow up, use your discretion and ask the following questions to help you assess the issue.
       1. How can the team assist that? Or is it an individual problem?
       2. If individual problem, we schedule one on one meeting to talk about the issue.
     - ii. If team members are not able to articulate why the project or tasks were not completed in a timely manner and you have determined it is an individual issue.
       1. Reiterate that tasks need to be completed when assigned.
       2. If members are stuck or experiencing difficulty to contact team leader or members for help.
       3. Conduct one on one follow up after the meeting.

m. Emails

i. Utilize to follow up when a task can be sent as a report or through a document.

ii. Affective in follow up on meeting progress with other team members or folks outside of teams.

iii. This allows you to receive updates from your team members and allow you to take your time to provide feedback on projects.

iv. This is also helpful to clarify tasks and send out information to multiple people.