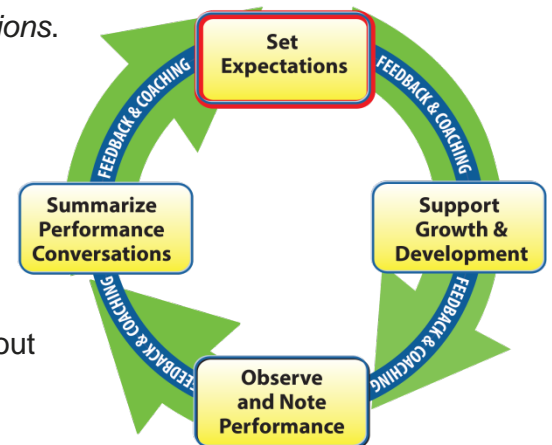


Preparing to Talk About Performance Expectations

One component of the FACE of Performance model is *Set Expectations*. The focus of this component is on the supervisor setting clear expectations and sharing those expectations with each employee. When a supervisor sets clear expectations about the results that must be achieved and the methods or approaches needed to achieve them, they establish a path for success.

Setting performance expectations first requires planning. The more time you invest on the front end, the more effective you and your employees will be. Before you can talk to any of your employees about what you expect of their performance, you will need to have a clear understanding of:

- What is expected from you and your team by *your* supervisor
- How the work of your employees contributes to the larger work of Pinellas County
- The employee's job responsibilities
- What specific performance expectations apply to each employee's position



As you think about the performance expectations for your employee, you can apply a SMART approach:

Principle	What it Means	Things to Discuss
Specific	You are clear on exactly what is expected.	What? When? Where? Who? Why? How?
Measurable	It is possible to determine whether what is expected has been achieved. There is a way to measure it.	How many? How much time? How frequent?
Attainable	The expectations of work performance can be realistically achieved.	How might factors outside your control have an impact the employee's work performance? Does the employee have the skills/resources to achieve what you need?
Relevant	The expectations are within the parameters of what the employee should be doing at work.	Is it consistent with their role and connected to your team/division/department?
Time focused	There is a specific timeframe or deadline	When does it need to be done by? When will it be completed?

Once you have thought through these elements, you will be prepared to have a Performance Expectation conversation that is specific and clear. The employee will not only leave that conversation knowing what is expected, but they will also know how their work contributes to the larger goals of their team / division / department, Appointing Authority, and the County as a whole. They will be better positioned for success.