PERFORMANCE
at
State of Georgia
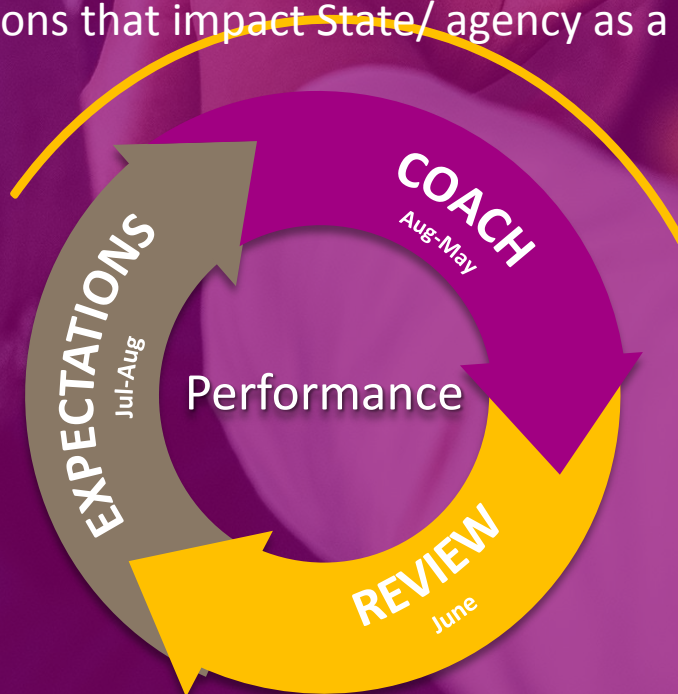
EXPECTATION SETTING

When team members play to their strengths and align themselves to the work they're doing, they're naturally energized and motivated to grow - even in challenging situations.

Objectives:
- Why Set Expectations?
- Integrating Performance and Development Goals
- Statewide Core Competencies
- Performance Rating

High-Performance mindset is built when managers:

☐ **INSPIRE** team members to see how their work makes a difference and connects with the Agency and State's mission.

☐ **DEVELOP** team members by engaging them in ongoing conversations that guide them in the right direction.

☐ **RECOGNIZE** team members for their positive contributions that impact State/ agency as a whole.

COACH
Aug-May

EXPECTATIONS
Jul-Aug

Performance

REVIEW
June

DOAS Human Resources Administration
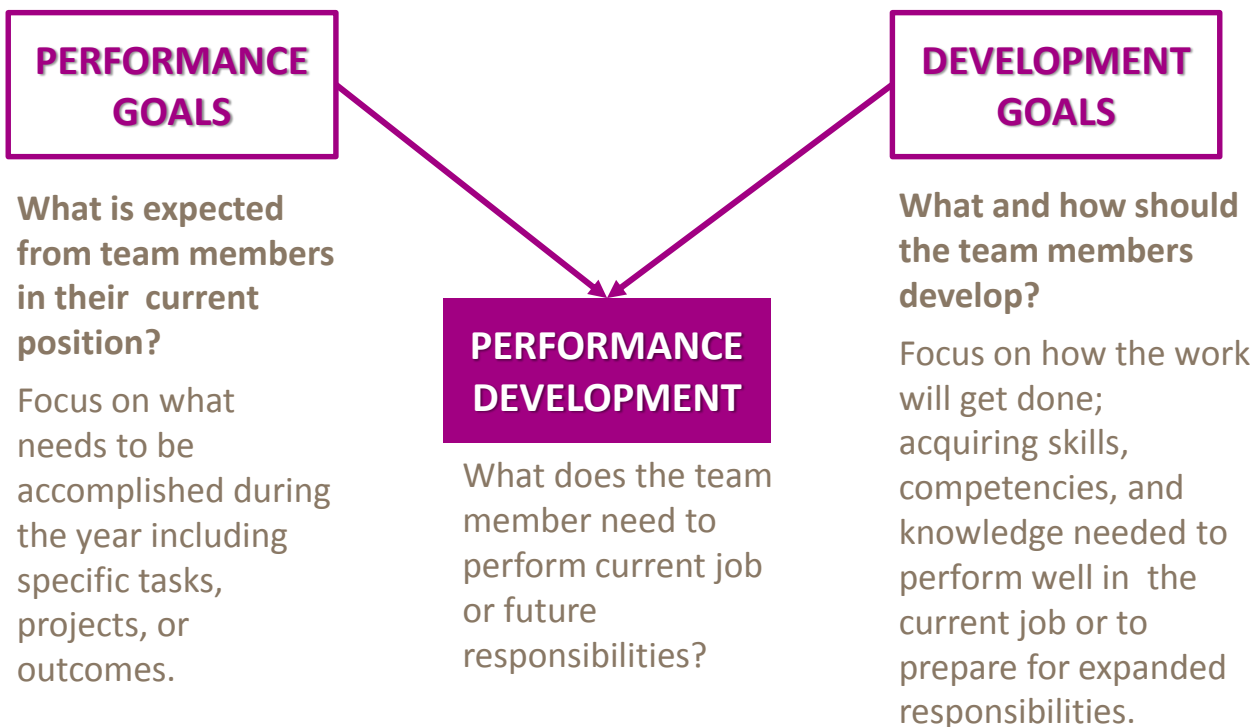
WHY SET EXPECTATIONS(GOALS)?

Performance expectations are set to:

❑ Create clear, measurable performance standards.

❑ Align team member's work to department and agency's goals.

❑ Identify resources and internal relationships needed to accomplish work.

❑ Define behaviors team members exercise to achieve goals.

❑ Understand team member's current and future development needs.

EXPECTATION SETTING

COACH
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Integrating Performance and Development Goals

PERFORMANCE GOALS

What is expected from team members in their current position?

Focus on what needs to be accomplished during the year including specific tasks, projects, or outcomes.

PERFORMANCE DEVELOPMENT

What does the team member need to perform current job or future responsibilities?

DEVELOPMENT GOALS

What and how should the team members develop?

Focus on how the work will get done; acquiring skills, competencies, and knowledge needed to perform well in the current job or to prepare for expanded responsibilities.

EXPECTATION SETTING

INDIVIDUAL PERFORMANCE GOALS answer the question "What is expected of the team member in their position?"

Managers:

- **Make all goals SMART.**

- **Align team member's goals with agency and department's goals.**

- **Regularly communicate the status of high-level organizational goals.**

- **Regularly discuss, revise and update team member's goals.**

Discussion Guide for Managers

- ❑ Set expectations at the beginning of the Performance year and review every month or quarter.
- ❑ Set up recurring time for progress review.
- ❑ Regularly update team members with business context/changes/risks.

AGENCY GOALS	Explain how the team fits into the business unit and the agency's objective.
SMART	Create SMART goals together: **S**pecific, **M**easurable, **A**ttainable **R**elevant, and **T**ime-bound
RISKS	Anticipate challenges that could get in the way of accomplishing goals Identify resources needed by the team member to achieve the goals
CHECK-IN	Confirm how often you would like to review progress. Confirm your immediate next steps, (e.g., finalize SMART goals).

Follow-Through: Use expectations to monitor team member's progress and achievements throughout the year.

Developing SMART Goals

SPECIFIC — What will the goal accomplish? How and why will it be accomplished?

MEASURABLE — How will a team member measure whether or not the goal has been reached (list at least two indicators)?

ATTAINABLE — Does the team members have the necessary knowledge, skills, abilities, and resources to accomplish the goal? Will meeting the goal challenge them without defeating them?

RELEVANT — What is the reason, purpose, or benefit of accomplishing the goal? Does the goal align to overall department and agency goals? What is the result (not activities leading up to the result) of the goal?

TIMELY — What is the established completion date and does that completion date create a practical sense of urgency?

EXAMPLE

Ted is a Food Service Supervisor with a goal of maintaining a good health inspection rating.

Goal1: Ensure health inspection rating by performing inspections of each kitchen. ❌

Goal2: Ensure a health inspection rating of at least 85% by performing weekly inspections of each kitchen within the facility, and maintaining a log of violations and corrections. ✅

EXPECTATION SETTING

DEVELOPMENT GOALS answer the question
"In what areas and ways should the team member develop for the future?"

Key Questions to ask for team member's development

- What are the key skills and knowledge they need to develop to meet expectations in their current role? In their future role?

- What are the key skills and knowledge they need to develop to be more effective in their current role? In their future role?

- What important skills and knowledge can they develop to help address future needs or challenges for the team?

- What important skills and knowledge can they develop to help accomplish their career goals?

- What would make work even more satisfying for them?

Statewide
CORE COMPETENCIES

EXPECTATIONS Jul-Aug

COACH Aug-May

REVIEW June
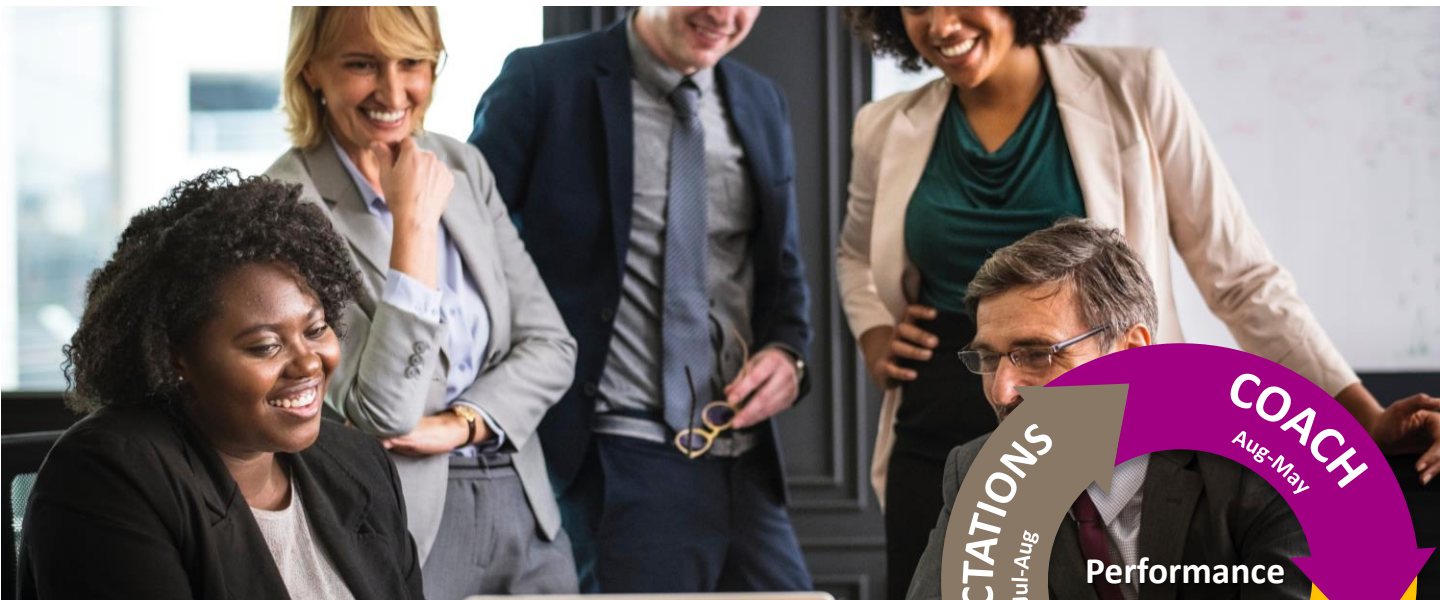
Performance

Customer Service	Teamwork and Cooperation	Results Orientation	Accountability	Judgment and Decision Making

LEADERSHIP COMPETENCIES (for Managers)

Talent Management

Transformers of Government

Performance Rating in ePerformance

EXCEPTIONAL PERFORMER	**FREQUENTLY EXCEEDED** performance expectations. Employee was an exceptional contributor to the success of his/her department and the State of Georgia. Employee demonstrated role model behaviors
SUCCESSFUL PERFORMER – PLUS	**MET ALL AND EXCEEDED MOST** of the established performance expectations
SUCCESSFUL PERFORMER	**MET ALL** performance expectations and may have **EXCEEDED SOME**. Employee was a solid contributor to the success of the department and the State of Georgia
SUCCESSFUL PERFORMER – MINUS	**MET MOST, BUT FAILED TO MEET SOME** performance expectations. Employee needs to further improve in one or more areas of expected job results or behavioral competencies
UNSATISFACTORY PERFORMER	**DID NOT MEET ALL OR MOST** of the established performance expectations. Employee needs significant improvement in critical areas of expected job results or behavioral competencies
NOT RATED	**NEW HIRE OR TRANSFER** within five months of end of performance period

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