PERFORMANCE TRAINING SERIES

Mission-Driven Performance

Expectations. Accountability. Results.

Building a culture of performance rooted in purpose, responsibility, and measurable outcomes.

Today's Agenda

01 **Why Performance is Mission Work**

Connecting daily work to purpose

02 **Setting Clear Expectations**

Communication, alignment, and clarity

03 **Building a Culture of Accountability**

Ownership at every level

04 **Addressing Performance Challenges**

Conversations, coaching, and action

05 **Driving Meaningful Results**

Measurement, recognition, and outcomes

Why Performance is Mission Work

Every role has a role in our purpose

01

The Mission Connection

A mission is the core purpose that defines why an organization exists and who it serves.

1

It Starts With You

Every interaction, every processed application, every resolved work order is a direct expression of our mission in action.

2

Purpose Drives Performance

When you see how your daily work connects to the mission, you bring greater engagement, ownership, and commitment to the residents and colleagues who count on you.

3

The Resident Is Our Measure

Our ultimate accountability is to the families and individuals who depend on us for safe, stable housing.

Setting Clear Expectations

If it's not clear, it can't be met

02

What Clear Expectations Look Like

Expectations are only effective when they are:

S

Specific

Clearly defined tasks, behaviors, and responsibilities — no ambiguity about what "good" looks like.

C

Communicated

Shared verbally AND in writing. Expectations not communicated cannot be consistently upheld.

A

Aligned

Connected to the agency's mission, department goals, and the employee's position description.

R

Reviewed

Revisited regularly — at onboarding, in 1:1s, at evaluations, and when job duties change.

Closing Expectation Gaps

COMMON GAPS

- Assumption that 'common sense' substitutes for clear guidance
- Verbal expectations with no written follow-up
- Position descriptions that haven't been updated in years
- Supervisors avoiding the conversation until a problem arises
- Inconsistent standards across similar roles

HOW TO CLOSE THEM

✓ Conduct an onboarding expectations conversation within the first 30 days

✓ Document mutual agreement: supervisor and employee sign off

✓ Revisit expectations at each evaluation and when duties change

✓ Use the 3-question check: What, Why, and How do I know I've met it?

✓ Seek feedback from employees on clarity — not just compliance

Building a Culture of Accountability

Ownership is not policing — it's professionalism

03

Reframing Accountability

Accountability is often misunderstood. Let's reset the definition.

Accountability is NOT…	Accountability IS…
Only a supervisor's job	Shared ownership at every level of the organization
Blame when things go wrong	Transparency and a commitment to do better
Punitive by default	Supportive, consistent, and forward-focused
Watching or policing people	Empowering people to follow through on commitments
A one-time conversation	A sustained culture built through daily behavior

The Accountability Ladder

Where does your team operate most of the time?



Addressing Performance Challenges

Early, honest, and constructive

04

Having the Performance Conversation

Use the FACT Framework to structure performance conversations:

Focus on Behavior

F

Address the specific, observable behavior — not the person's character or intent. Use examples with dates and context.

Affirm the Standard

A

Clearly restate what the expectation is and why it matters to the team, department, and the clients and people we serve.

Collaborate on a Plan

C

Work together to identify the gap, explore root causes, and build an actionable improvement plan with timelines.

Track and Follow Up

T

Document the conversation, schedule a follow-up checkpoint, and recognize progress when it occurs.

Documentation: The Accountability Record

If it isn't documented, it didn't happen.

DO ✓

- Record dates, times, and specific behaviors — not interpretations
- Document both the issue AND the support offered
- Use quotes when possible to capture what was actually said
- Note employee response and any commitments made
- Follow verbal conversations with written summaries (email/memo)
- Store records securely in the employee file per your local policy

DON'T ✗

✗ Use vague language like "poor attitude" or "bad performance"

✗ Document personal opinions, assumptions, or protected characteristics

✗ Wait weeks to document an incident — timeliness matters

✗ Share performance records outside the need-to-know chain

✗ Rely on memory alone for formal disciplinary proceedings

Driving Meaningful Results

What gets measured gets managed

05

From Activity to Outcomes

Activity tells you what people are doing. Results tell you whether it matters.

DEPARTMENT	ACTIVITY (Input)	OUTCOME (Result)
Maintenance	*Work orders submitted and assigned*	% resolved within 24/48/72-hour SLA; resident satisfaction score
Occupancy / HCV	*Applications processed and vouchers issued*	Lease-up rate, voucher utilization %, time-to-house
Finance	*Invoices processed and reports generated*	Budget variance %, audit findings, cost per unit
Community Services	*Programs offered and attendance tracked*	Resident self-sufficiency indicators, service connection rate

Recognition: Fueling the Culture

Accountability without recognition is incomplete. Catch people doing things right.

🎯 Timely

Recognize performance as close to the behavior as possible. Delayed recognition loses impact.

🔍 Specific

Name the behavior, not just the outcome. Example: You turned that work order around in 6 hours — that is the standard we are building toward.

🤝 Sincere

Avoid hollow praise. Recognition must feel genuine. Employees can tell the difference between scripted and earned acknowledgment.

📣 Visible

When appropriate, recognize publicly. Visibility reinforces what the culture rewards and sets a standard for the whole team.

🔄 Consistent

Recognize across all levels and roles — not just high-visibility positions. Equity in recognition drives equity in engagement.

📌 Documented

Record notable performance — positive or developmental. The personnel file should reflect the whole employee, not just corrective actions.

KEY TAKEAWAYS

What We're Taking Back to Work

01 Performance is mission work — every role matters.

02 Expectations must be specific, communicated, and regularly reviewed.

03 Accountability is shared ownership, not top-down enforcement.

04 Address performance challenges early, honestly, and with a plan.

05 Recognize and document results — positive performance deserves a record.

Group Activity

1. Hire / Train
2. Fire / Red Flag

My Performance Commitment

Complete your commitment card before leaving today's session.

1 **One expectation I will clarify with my team or supervisor within 30 days:**

2 **One accountability behavior I will model or improve:**



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