



UCSC

Pay For Performance
2017

Goal Setting and Feedback

Focus on Performance to Align Efforts and Achieve Results

Why is an organizational focus on goal setting so critical?

“A goal without a plan is just a wish. “

[Antoine de Saint-Exupery](#)

French writer (1900 - 1944)

“An organization in which all employees understand and act upon their roles and potential to adhere to the business strategy, in which everyone is traveling in the same direction, is unstoppable.”

An Oracle White Paper June 2012



The manager's job is to connect staff efforts to the org goals and strategies

- ❖ Structure distinct roles and responsibilities
- ❖ Establish cascading goals and align expectations
- ❖ Engage staff (Feedback)
- ❖ Deliver org results
- ❖



Benefits of Effective Goals and Feedback

Engagement and Results

- Increased Employee Engagement and Satisfaction
 - Employees focus more energy on achieving positive organizational outcomes
- Improved Service
- Increased Organizational Performance

Cascading Goals

Show how goals are connected

- ▶ **Campus Goals**
 - ▶ **Divisional Goals**
 - ▶ **Departmental Goals**
 - ▶ **Workgroup Goals**
 - ▶ **Individual Goals**

SMART Goals

SMART

- ❖ Specific
- ❖ Measurable
- ❖ Achievable
- ❖ Relevant
- ❖ Time Bound

SMART Goal Challenge

- ▶ Eliminate mistakes in customer invoicing, the key driver in long payment times, through new accounting system and clerical training, to be implemented over a three-month term; results to be tracked monthly to stay on track to goal.
- ▶ Reduce staff absences by 50%.
- ▶ To meet company's food cost reduction goal of 20 percent, management oversight will focus on reducing food waste, including spoilage and scrap, by ten percent per month for six months, then six percent for six months, tracked every two weeks.
- ▶ Attend the "Assertive Communication" course by the end of Q4 to improve communication and negotiation skills used in teamwork environments.
- ▶ I will be an excellent teacher
- ▶ By August 1, 2009, implement a new performance management system for Classified Staff and University Staff using clearly defined processes and guidelines so employees and managers can more competently evaluate performance and develop their careers.

3 Kinds of Goals

- ▶ **Essential Goals** - Must be achieved. Important focus for work efforts.
 - Completion is essential for meeting performance expectations
- ▶ **Stretch Goals** - Challenging goals to help develop staff capabilities by assigning goals aligned with organizational priorities that are above the level of performance expectations for the individual.
 - Success with stretch goals is an indicator of good performance. Falling short of stretch goals does not necessarily indicate need for improvement (they are stretch goals after all).
- ▶ **Development Goals** -Dedicated effort to help the individual grow professionally with training or experiential development.
 - Not normally 'essential' to performance expectations, unless development is required to meet performance expectations.

Converting Performance Issues to Goals

- ❖ Contact your ER Analyst to help set expectations/goals for correcting performance issues
- ❖ Document current vs. expected performance or behavior from coaching, counseling
- ❖ Articulate (SMART) expectations for future performance, or behavior
- ❖ Craft expectations into goals
 - Iterative improvement requires frequent, smaller milestones
- ❖ Regular review and feedback is essential
- ❖ Progressive discipline may be required if problem persists.

Engage your staff and get results with Interactive Goal Setting Conversations

Six Step Interactive Goal Setting

(Pre-work: Review Org Goals EE Role and Potential Contributions)

1. Assess Current Status and Consider the Path to Desired Outcomes
2. Discuss Potential Obstacles to Achieving Goals
3. Define SMART Goals
4. Obtain Employee Commitment to Action
5. Discuss Goal Milestones - What iterative steps and objectives will result in achieving goal?
6. Document Decisions for Regular Review

Exercise: Writing Goals

Instructions:

- Draft one or two goals for a staff member
- Outline connection to org goals
- Share and assess goals with a partner
 - Is it SMART?
 - How well does it align with org goals?

Regular Feedback

and Documenting Progress



Feedback

Communication must do many things to effectively engage staff in achieving goals

- Motivate and Encourage staff
- Develop staff
- Keep staff aligned to org
- Support staff success
- Hold staff accountable

Regularly Scheduled 1 on 1 Meetings

- ❖ Schedule regular meetings with clear purposes (Don't neglect meetings for development etc.)
- ❖ Use Tools to guide discussions and capture notes

How to give feedback

- ❖ Review progress -Listen!
 - Actions, challenges and results
- ❖ Assess progress
 - Measure outcomes and impacts by expectations
- ❖ Advise
 - Strategies
 - Behaviors
 - Review expectations, goals and priorities
- ❖ Empower success
- ❖ Document

Feedback Practice Role Play Exercise

Instructions:

1. Consider where you will start a feedback conversation with one of your staff
2. Find a partner and take turns practicing real feedback
3. Give background context and set-up your partner's role play approach to the conversation (e.g. non-committal, earnest, belligerent, etc.)
4. Partner gives feedback to help supervisor communicate effectively
5. Discuss how often you plan to meet with staff and for what purposes

Living Goals - Priorities sometimes shift

- ❖ Use a Tool (Shared Document) to track goal progress and feedback
- ❖ Review goals and priorities
 - Review and document progress toward goals to date
 - Does progress change the next steps?
 - Do new, or future org strategies shift priorities?
- ❖ Review next steps, and refine goals as needed
 - Examine goal milestones
 - Determine next steps
 - Document any changes

Benefits of Regular Feedback

- ❖ Feedback leads to:
 - Growth
 - Achievement
 - Organizational Success

