Performance Evaluation Procedures & Tips

SMART Goal Setting

Setting clear goals that facilitate job performance and evaluation is part of managing performance and establishing goals with employees for the upcoming year. The purpose of setting these goals is not to detail the daily activities of the position, but to help define the larger role and overall responsibilities of the position. This process helps define the responsibilities and challenges that an employee will be working toward achieving over the upcoming year. To ensure that staff members write effective goals, the University is implementing the use of the SMART format.

SMART stands for:

- *Specific*
- *Measurable*
- *Actionable*
- *Realistic*
- *Time-bound*

Creating SMART goals helps employees and managers understand what is expected in order to ensure that the annual review process is accurate and comprehensive. Below are some suggestions to incorporate SMART into your goal setting for the upcoming year.

Specific
Has the scope of the goal been appropriately narrowed? Each goal should define specific results and provide details on what is to be achieved. For example, "Update department procedures to eliminate unnecessary or redundant processes," is more specific than "Improve department efficiency."

Measurable
What metric will be used to measure progress? While establishing the goal, define how you will measure the outcomes and achievements. There are multiple ways to appropriately measure goals and give high-quality feedback:

- Observation: Describe the concrete observation of behaviors that effect job performance, goal achievement, and creating and maintaining effective relationships.
- Quantify: If a goal can be appropriately quantified, does the quantity of work effectively completed meet or exceed the established goals?
- Quality: How well do the result meets the criteria defined in the goal?
- Time: Are deadlines met? Are processes and procedures completed in the expected time frame? Have we been able to shorten the time frame to complete necessary steps or procedures to provide better internal and external service?
- Efficiency: Effectively utilizing university resources (time, budget, and/or people) to achieve the established goals.

Actionable
Use the goal to state the outcomes and achievements to be accomplished throughout the upcoming year. The specific day-to-day tasks or work processes leading to those results should not be the focus of the goal setting process. Instead, focus on the responsibilities leading to the desired outcome.

Realistic
The goals should be challenging and encompass more than your daily tasks. They should also be achievable. For example, managing department supplies efficiently to reduce waste and redundancy by 5%. This may include adjustments in the order processes, workflow processes, collaboration with other departments or a new idea put into practice.

Time-bound
Determine a specific time frame for review. When are outcomes expected to be achieved? Are there intermediate milestones that are expected to be achieved in specific time frames?

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PERFORMANCE GOALS VS. DEVELOPMENT GOALS

Performance Goals

Performance goals are what you are working to accomplish. They are tied to departmental and/or organizational strategic priorities. Below is an example of a SMART performance goal:

Billing Management
Implement an enhanced billing management process through web based technology by April 30. Develop a master design document and create stakeholder buy-in and awareness. Ensure functionality of system and a new interface. Develop the communication and implementation plan for the new process by the end of September. Ready for delivery in mid-October.

Development Goals

Development goals focus on areas you want to develop in order to grow in your job or advance in your career. Below is an example of a SMART development goal:

Public Speaking
To increase my effectiveness in giving presentations I will join Toastmasters by March 31 and attend at least 6 monthly meetings by the end of the year. I will ask Ted Thomas to provide feedback using the Toastmasters format on my presentations after each staff meeting during the year.

ADOPTING BEHAVIORS THAT WILL ENHANCE OWNERSHIP OVER OUR WORK (Effective Workplace Competencies)

While SMART goals are important, remember that you are not evaluated solely on goals, but also on how we do our job and the shared environment our behavior creates. Here are some behaviors to help enhance ownership over our work, help in achieving goals, and enhance our working environment towards a thriving community moving forward together:

Invest wisely: Invest resources, such as money or time, as if they were my own, ensuring they are "fit for purpose."

Act now: Ask yourself "what is stopping me from doing this right now given that the cost of delay is real?"

Hold myself and others accountable: Be accountable for responsibilities – not just our own but also those that will support the university.

Challenge with respect: Feel obligated to respectfully share my opinion, even if it goes against the consensus.

Stay solution focused: Make decisions with clear outcomes and offer solutions, not just criticisms.

Go the extra mile: Exceed what is expected to ensure your team and our organization are successful.