Performance Management

Values-Based Goal Setting

Georgia Tech Human Resources (GTHR)
Employee Relations Unit
Performance Management Cycle

- **Plan**: Set expectations and values-based SMART goals at the beginning of the year.
- **Manage**: Coach, develop, and give timely feedback.
- **Reward**: Give merit increases, promotions, or recognition.
- **Review**: Evaluate the employee’s “consistent” performance.

1. **Performance Management Cycle**
2. **Plan**
   - Set expectations and values-based SMART goals at the beginning of the year.
3. **Manage**
   - Coach, develop, and give timely feedback.
4. **Reward**
   - Give merit increases, promotions, or recognition.
5. **Review**
   - Evaluate the employee’s “consistent” performance.
EXPECTATIONS are not GOALS

- **Expectations are the behaviors** you expect to be exhibited by an employee
  - Be consistently on time and follow proper call out procedures
  - Complete assignments in a timely manner
  - Maintain professional standards in the workplace
  - Adhere to local operating procedures

- **Goals are objectives** to be accomplished throughout or by the end of the annual review period
The Importance of Goals
Why Set Goals? How Do They Help?

• GOALS
  o Are a communication tool and clarifies what you are expected to accomplish and how.
  o Increases the likelihood you will achieve your desired results.
  o Are a way to challenge and stretch yourself; to help you perform even better and surpass expectations.
  o Help to engage everyone: when you see how your goals fit with broader departmental goals or strategic priorities, it makes your work more meaningful.
  o Help everyone succeed. Alignment within your group regarding your goals and those of your co-workers is important.
  o Focus effort, use resources efficiently, and help you to accomplish more.
DEVELOPING SMART GOALS

Using the SMART acronym can help ensure that managers and employees share the same understanding of goals and create goals that are meaningful:

<table>
<thead>
<tr>
<th>S</th>
<th>Specific</th>
<th>Clearly state the expected outcome (what is to be accomplished).</th>
</tr>
</thead>
<tbody>
<tr>
<td>M</td>
<td>Measurable</td>
<td>Provide the metrics to measure completion.</td>
</tr>
<tr>
<td>A</td>
<td>Achievable</td>
<td>Identify goals (and deliverables) that are capable of being met.</td>
</tr>
<tr>
<td>R</td>
<td>Relevant</td>
<td>Describe the desired changes, improvements, or output.</td>
</tr>
<tr>
<td>T</td>
<td>Time-based</td>
<td>Identify interim milestone dates and a final completion date.</td>
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</table>
### SMART GOALS - SPECIFIC

<table>
<thead>
<tr>
<th>S</th>
<th>Specific</th>
<th>Make the goal unambiguous.</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>What</td>
<td>Tell what you are going to do.</td>
</tr>
<tr>
<td></td>
<td>Why</td>
<td>Why you are doing it.</td>
</tr>
<tr>
<td></td>
<td>Who</td>
<td>State who is accountable.</td>
</tr>
<tr>
<td></td>
<td>Performance Metrics</td>
<td>What are the performance standards.</td>
</tr>
</tbody>
</table>
### SMART GOALS - MEASURABLE

<table>
<thead>
<tr>
<th>Measurable</th>
<th>Analyze metrics and data.</th>
</tr>
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<tbody>
<tr>
<td>Data</td>
<td>What source of data will you pull or use to track how you are doing? Think through how you can directly measure that goal.</td>
</tr>
<tr>
<td>Frequency</td>
<td>What’s the frequency of measurement you will use? Daily, Weekly, Monthly, Quarterly.</td>
</tr>
<tr>
<td>Method</td>
<td>What measurement method will you use? Actual results, samplings, etc.</td>
</tr>
<tr>
<td>Measure</td>
<td>Quantify against the desired outcome. Make it an actual reflection of the outcome you are seeking.</td>
</tr>
</tbody>
</table>
SMART GOALS - ACHIEVABLE

<table>
<thead>
<tr>
<th>A</th>
<th>Achievable</th>
<th>Do not make the goal too hard or too easy. If too hard, you won’t try; if too easy, it won’t seem important.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Balance</td>
<td>Balance how achievable the goal is. You need to have the skills or build the skills to achieve the goal.</td>
</tr>
<tr>
<td></td>
<td>Resources</td>
<td>Manager needs to provide the support and resources for the employee to achieve the goal.</td>
</tr>
<tr>
<td></td>
<td>Importance</td>
<td>Make the goal something you care about and you think you can achieve.</td>
</tr>
<tr>
<td></td>
<td>Revise</td>
<td>If the other factors are not there, revise the goal.</td>
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</tbody>
</table>
### SMART GOALS - RELEVANT

<table>
<thead>
<tr>
<th>R</th>
<th>Relevant</th>
<th>Make sure the goal is relevant to your position and to your department.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Connect</td>
<td>Connect the goal to the desired outcome.</td>
</tr>
<tr>
<td></td>
<td>Pertinent</td>
<td>Even if you have all the other parts for a SMART goal, if it is not pertinent to the position/department, revise the goal.</td>
</tr>
<tr>
<td></td>
<td>Explain</td>
<td>If you cannot explain how the goal ties directly to the desired outcome in 2-3 sentences, this may not be a good goal.</td>
</tr>
</tbody>
</table>
## SMART GOALS—TIME-BASED

<table>
<thead>
<tr>
<th>T</th>
<th>Time-based</th>
<th>Set a time limit on the goal, so it creates a sense of urgency and focus efforts.</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Setting dates</td>
<td>Allows you to track progress.</td>
</tr>
<tr>
<td></td>
<td>Divide</td>
<td>Break the goal down into smaller interim goals with timed deadlines.</td>
</tr>
<tr>
<td></td>
<td>Follow-up</td>
<td>Constantly checking progress against the due date allows you to prioritize your work to meet the goal.</td>
</tr>
<tr>
<td></td>
<td>Tracking</td>
<td>Share how you will track the progress of meeting the goal.</td>
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</table>
## EXAMPLES OF SMART GOALS

<table>
<thead>
<tr>
<th>ORIGINAL GOAL FORMAT:</th>
<th>SMART GOAL FORMAT:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organize our department processes.</td>
<td>Document through MS Word the top 3 key departmental accounting processes and procedures and distribute them internally in the department to key stakeholders by October 2021.</td>
</tr>
<tr>
<td>Create a system to track grants.</td>
<td>Create a system log by using Excel to track grants so they can be sorted. Report them by at least source, date, and amount. System log to be completed by the end of June 2021.</td>
</tr>
</tbody>
</table>
IMPLEMENTING THE GOAL

• Outline the activities needed to achieve the goal.

• Divide goal into smaller tasks.

• If appropriate, assign smaller tasks and set due dates for each smaller task.

• Monitor and measure progress – daily, weekly, monthly, or quarterly.

• Ensure there are appropriate resources to implement each activity: money, people, time, and support.
Consider the following questions:

• What is the current state and what is the desired state (following goal completion)?
• How will performance against the goal be assessed?
• What are the metrics used to measure completion?
• What are the interim milestone dates and final completion date?
• What specific results and behaviors will indicate successful completion?
CAREER DEVELOPMENT GOALS

• Activities that will add to the employee’s ability to perform their job more effectively

• Activities that prepare employee for additional responsibilities or a different career path

• Identifying these goals is optional, but strongly encouraged

• Do not have to be value-based or approved by a supervisor
  ○ However, they should work together on a path forward in assisting the employee to achieve these goals.
CAREER DEVELOPMENT GOALS

• Leverage strengths and focus on areas for development.

• Helps employee to deliver expected results and more effectively meet present and future challenges.

• Enhances employee’s mobility at Georgia Tech. Helps the employee achieve their career goals.

• Are owned by the employee, in agreement with the manager.
WHY VALUES-BASED SMART GOALS

• As important as WHAT we pursue - our goals

• HOW we pursue them - our values.

• As we plan our goals for this year, first think about how we will demonstrate our commitment to Georgia Tech’s strategic values.

• These values are meant to guide our priorities every day, to help us focus on our important, shared mission.
GEORGIA TECH STRATEGIC VALUES

- Students are our top priority.
- We strive for excellence.
- We thrive on diversity.
- We celebrate collaboration.
- We champion innovation.
- We safeguard freedom of inquiry and expression.
- We nurture the well-being of our community.
- We act ethically.
- We are responsible stewards.
SMART GOAL
Create a system log using Excel to track grants so they can be sorted. Report them by at least source, date, and amount. System log to be completed by the end of October 2021.

VALUES-BASED SMART GOAL
Value(s) Chosen:
1. We celebrate collaboration.
2. We champion innovation.

Create a system log using Excel to track grants so they can be sorted. Report them by at least source, date, and amount. System log to be completed by the end of October 2021. Collaborate with OIT to use the Excel spreadsheet as a blueprint to create an innovative grants system log that will help drive transparency and produce more timely and accurate reporting.
Value(s) Chosen:

1. We strive for excellence.
2. We thrive on diversity.
3. We act ethically.

Conduct two hiring selection processes for administrative assistants by August 31, 2021 that incorporates best hiring practices (striving for excellence), by ensuring ethical behavior by providing consistent, clear criteria and unconscious bias training for every search committee member. Also, the search committee will be diverse, and I will work with Talent Acquisition to have a diverse applicant pool.
When creating goals, an employee should consider the following:

- How does the goal advance Georgia Tech’s strategic values?
- How does the goal advance the department’s strategic goals?
- Do I have the resources to complete this goal?
- Can the goal realistically be accomplished within a specific time period?
THE MANAGER’S ROLE IN THE VALUES-BASED GOAL SETTING PROCESS

• **Constantly and consistently** review the employee’s goals and discuss progress on a quarterly basis.
  - Before approving the goal, does the goal advance Georgia Tech’s and the department’s strategic values and goals?
  - What are some ways to help the employee break things down into small steps?
  - How can you celebrate the employee’s progress along the way?
  - Discuss in the quarterly meetings any barriers to accomplishing the goal.
  - How can you show your employee that you care about their goal?

* If there is not a consensus, unit HR’s role is to help facilitate consensus between the manager and employee on goal setting.*
Goal Setting Track

Employee
- Employee will create the goal.

Manager
- Manager will review and sign.

Unit HR Rep.
- HR Rep. will review and sign as "Unit HR Representative".

GTHR Records
- Completed and signed form will automatically go to the Records Department.
ACCESSING GOAL SETTING FORM

• Locate form at: https://ohr.gatech.edu/forms#performance

<table>
<thead>
<tr>
<th>Hiring</th>
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<tbody>
<tr>
<td>Onboarding</td>
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<tr>
<td>Performance</td>
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• **Values-Based Goal Setting Form (DocuSign)**
  You will use these instructions to access the form in DocuSign which allows you to retrieve signatures electronically while many colleagues are working remotely. However, if you have challenges completing the DocuSign version, click below to download an MS Word version.

• **Values-Based Goal Setting (MS Word)**
  If you choose to use the MS Word version, you must ensure that all signatures for employee, manager, and Unit HR Representative are collected. You will also need to submit a final signed copy to GTHR's Records Department at: records.ask@ohr.gatech.edu.
Step 1:

- Log into DocuSign using your standard Georgia Tech credentials and email address to login (i.e. gburdell3@gatech.edu)

Using your Georgia Tech login will allow you to track the progress of everyone who has been asked to sign your form within your DocuSign account.
COMPLETING THE FORM

Step 2:
Select the blue "USE" button to begin.

![GTHR_Goal Setting Form_Value-Based](image)

This form should be completed by the employee after a discussion has transpired with the supervisor.

Step 3
For each Georgia Tech recipient, please use the address book icon to find the appropriate person and ensure the recipient signs in with Georgia Tech credentials. This will allow them to track the progress of your document and access your signature request in DocuSign.

As the supervisor, you will be selecting yourself as the first recipient. Find your supervisor, the employee, and the appropriate HR professional for the remaining recipient fields.
ADDING RECIPIENTS

Step 4

At the bottom of the screen, you will see a checked box to create a custom email and language for each recipient. These messages have been pre-populated for your convenience. You can also add personalized notes, as needed.
COMPLETING THE FORM

If cannot complete the form, you can save your progress and come back later. In the top right of the screen under “Other Actions” select “Finish Later” and the form will be waiting for you to complete when you log back into DocuSign.

When all recipients have finished signing the document, everyone will receive a PDF copy of the signed form via email attachment. We recommend you save the attachments because DocuSign only retains documents for 6 months.
ADDITIONAL RESOURCES

• Values-Based S.M.A.R.T. Goal Examples:
  - Research Associate II
  - Administrative Manager I
  - School Chair
  - Faculty Support Coordinator
  - Groundskeeper III
  - Administrative Professional Sr.

• Additional Goal Setting Trainings
  - Managers – performance management (goals and evaluations)
  - Employees – writing SMART goals and objectives
  - For everyone – managing your performance at Georgia Tech and giving and receiving feedback
Next year, goal(s) should be included in the performance evaluation

List the goal(s) in the Performance Goals and/or Job Responsibilities section

State what the actual results were and provide comments

Decide on the appropriate rating
FINAL POINTS

- Manager - set expectations and make sure employee has a clear understanding of job duties, and communicate issues immediately (be direct, yet respectful)

- Employee – create SMART goals that incorporate Georgia Tech’s values

- Manager and employee have meetings to discuss goals and timelines, barriers, challenges and revise the goal or deadline as needed

- Evaluate and rate performance of goal(s) in the annual review process
Values-Based Goal-Setting

Questions?