Engaging Staff in Setting Goals and Expectations

Session Objectives
- Clarify the supervisor's role in engaging staff to set goals and expectations.
- Identify specific actions necessary to help staff create their prioritized list of goals/expectations.
- Examine tips and tactics to engage the reluctant.

Your Job? Create connection and commitment to goals!

"Would you tell me, please, which way I ought to go from here?" asked Alice.
"That depends a good deal on where you want to get to," said the Cat. "I don't much care where--" said Alice. "Then it doesn't matter which way you go," said the Cat.

Role of the Supervisor
Should you specify employees’ goals or should you solicit them???
Vision, Mission and Goal Alignment

University Goals and Values

Division Goals

Departmental Goals

Individual Goals & Development Plan

Sources of Goals

University + Department Goals

• Employee's contribution

Employee's Key Areas of Responsibility

• New project, problem, process
• Routine/maintenance activities

SMART GOALS

Cascaded Goals

UNIVERSITY
Enhance Manager-Employee Relationships

DIVISION
Provide means for employees to provide feedback to supervisor.

DEPT/WORK UNIT
Pilot one hourly area with Upward Feedback tool and roll out to campus by April 30, 2012.

INDIVIDUAL
Coordinate/Implement/evaluate hourly pilot by 12/31/12, and implement campus-wide by 4/30/2012.

STEPS to Setting Goals

1. Review goals. Suggest necessary revisions. Clarify priorities. (Step 2 ➔ Step 1)
2. Discuss individual's contribution to specific dept goals and/or standards for routine tasks
3. Approve SMART Goals
4. Communicate Division/Department Goals to Team
Dealing with Resistance

- Listen First! Sell Later!
- Purpose
  - Get the right things done.
  - Documentation to support decisions.
  - Justification for merit recommendations.
  - Clarify expectations and establish priorities.
- Importance
  - For fair evaluation of performance
  - Development of job skills and/or future career skills (i.e., keep up or fall behind)

= A written statement that clearly describes tasks or actions with measurable results.

And in summary . . .

- Help make the connection to the University goals.
- Communicate division, department and your (work unit) goals.
- Prioritize what needs to get done in their area.
  - Projects, contributions to work unit/dept goals
  - Performance standards for their routine tasks (to maintain or improve)
- Help them finalize SMART goals by reviewing, offering refinements, and clarifying specific outcomes.