It's about clear expectations!

GOAL SETTING TO MAXIMIZE PERFORMANCE

RHODE ISLAND SCHOOL OF DESIGN I HUMAN RESOURCES

Today's Objectives

- Understand your role in the performance management process
- Understand the importance of setting clear expectations
- Identify what makes a goal "SMART"
- Practice writing clear goals/expectations
- Review tools to enable goal/expectation entry for employees and managers in Workday

2021-2022 Performance Management Timeline

April 19-May 21, 2021: Goal/Expectation Setting

June-July 2021: Check-In Conversations (1 of 2)

October-November 2021: Check-In Conversations (2 of 2)

February-March 2022: End-of-Year Conversations

Why Is Setting *clear* Goals/Expectations Important?

- Establishes clear expectations and priorities
- Roadmap for managing performance
- Establishes connections
- Encourages higher levels of performance
- Produces meaningful work

Why Is Setting ~~Goals~~/Expectations Important?

clear Goals/Expectations

- In short…

Goal setting is a tool to further RISD's efforts

in carrying out its mission

Performance Goals or Tasks

Answers the question "*What is expected of the employee in their current position?*"

Characteristics of Tasks and Goals

TASKS

• Will likely be on-going

• Relate to the department's operational needs

• Include clearly defined expectations for success

GOALS

• Short-term objectives

• Relate to the department's overall goals

• Include clearly defined expectations for success

SMART Goals Redefined

- <u>S</u>pecific

- <u>M</u>easurable

- <u>A</u>chievable

- <u>R</u>ealistic

- <u>T</u>ime-Based

- <u>S</u>pecific

- <u>T</u>rackable

- <u>R</u>elevant

- <u>A</u>ttainable

- <u>M</u>otivating

SMART OR NOT?

Document Workday user guides

By February 28th, produce five (5) Workday user guides to enable RISD managers to initiate the following common employment transactions: hire employee, create job requisition, terminate employee, add job, and end contingent worker contract.

SMART OR NOT?

Continue to deliver good service

Before the conclusion of AY21, design and distribute student satisfaction survey about department services and develop recommendations for improvements based on feedback received

SMART OR NOT?

Continue to deliver good customer service.

Greet customers with a smile.

Use someone's name.

Answer a call within 3 rings.

BREAKOUT ACTIVITIES…

Part 1

In your breakout rooms, take **10 minutes** to discuss the following:

How have your goals/expectations/priorities shifted since the previous performance management cycle?

How are goals/expectations/priorities being established and communicated? What support has been in place to help enable your/their success?

Larger group debrief

Part 2

Considering what we have learned so far, as well as the information shared in your breakout room conversation, take 5 minutes to begin drafting a SMART goal for yourself for the coming period.
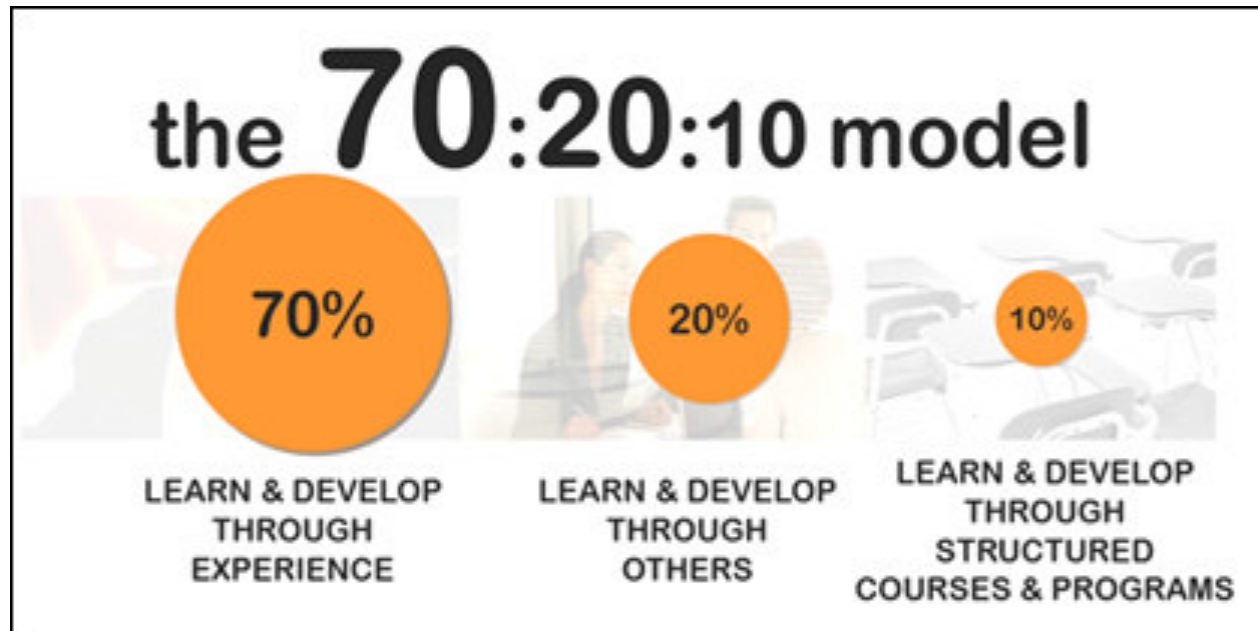
DEVELOPMENTAL GOALS

DEVELOPMENTAL GOALS

- Long-term objectives
- Tie to anticipated or current need
- Focused on opportunities outside of the current role
- Focused on the employee's strengths, talents and interest separately from current position

In what areas should the employee develop for the future?

Developmental Goals

the **70**:**20**:**10** model

70% — LEARN & DEVELOP THROUGH EXPERIENCE

20% — LEARN & DEVELOP THROUGH OTHERS

10% — LEARN & DEVELOP THROUGH STRUCTURED COURSES & PROGRAMS

From Center for Creative Leadership

SMART Or Not?

Improve my technology skills

By September 30th, complete a series of 6 Dreamweaver classes at the Learning Connection and receive certification in Web development and design to gain the skills necessary to complete the department's webpage redesign project.

Impact: Goals/Expectations

• What is the impact?

• Why does it matter?

If you don't have a good answer to that question, you should reassess.

Worst Practices

- Assigning goals
- Unclear expectations
- Ignoring goal alignment
- Sacrificing meaningful for measurable
- Hiding goals/lack of role clarity
- Avoiding frequent check-ins and on-going communication
- Ignoring accomplishments (or opportunities for re-directive feedback)

Best Practices

- Focus
- Collaborate
- Link (Impact)
- Check-In
- Communicate
- Acknowledge good work

Goal Setting In Workday

Review processes will once again take place in Workday. (for most employees)

- NO MORE PAPER FORMS!

Workday provides for easier access to review past performance reviews and to pull this information into future reviews.

- Goals from last year's process can be pulled into this year's review

Goal Setting In Workday: Process

- **Step 1**– HR initiates process

- **Step 2**– Employee receives Workday Inbox item to initiate goal setting

- **Step 3**– Employee enters goals and/or task responsibilities – *Note the manager and employee may engage in conversation as needed to develop a comprehensive list*

- **Step 4**– Employee completes action by submitting in Workday

- **Step 5**– Manager receives Workday Inbox item to review the goals or tasks submitted by the employee and makes edits as needed

- **Step 6**– Manager ensures a meeting with the employee has taken place prior to submitting final goals and or tasks – note that if manager and employee have not already met to review, that step occurs before goals and/or responsibilities are finalized.

Use an Existing Goal

Click task in Workday Inbox

Click Go to Guided Editor

TO ADD GOALS/EXPECTATIONS:

- CLICK on the grey ADD button.
- Add the goal/expectation name, description (optional), due date
- To add another goal click ADD
- Click Next when done adding all goals/expectations.
- Click Submit.
- The next action will go to the manager to add or edit the goals/expectations the employee has entered.

Add

Use Existing Goal

Search

← All Valid Goals for Selection

○ Document user guides to enable managers to act on various common employment transactions. Serve as lead in working with recruiters and partners to ensure content provided for formatting purposes is relevant, accurate, and aligned with overall look of previously published guides. Will complete formatting and presentation for all user guides documents developed by self, recruiters and partners.

Questions?

More information and resources available at:
https://hrrisd.wordpress.com/performance-management/