

GOALS

The dictionary definition of goal is: “The result or achievement toward which effort is directed; aim; end.” A goal is frequently called an objective or, sometimes, a target. In any case, it is a statement of what must be done and when it must be completed.

There are two types of goals: maintenance goals and growth goals. Maintenance goals are related to what you do everyday. They are often the repetitive, routine, regular, recurring bread-and-butter, operational concerns. These are the normal work outputs of you and your work group. Growth goals are related to developmental, innovative areas - things you are doing because of their long-term impact on your work. Growth goals deal with change that could mean some new service you are doing for the first time, or some new way of doing an old project, some unique program that is understood to be a one-shot deal.

Here is an example of a maintenance goal: The staff in payroll has a goal of assuring time cards are processed and checked to generate paychecks by a certain time, on a certain day, every other week, for staff employees. This kind of goal gives supervisors and staff a specific goal that must be reached. It also gives everyone an exact deadline for getting the job done. This is much more effective than simply urging employees to work harder and faster, as is done by some supervisors. When workers have a clearer idea of what they are supposed to do, the greater the possibility of getting it done.

Here is an example of a growth goal: Your office has been updated with Microsoft Office 97. You set a goal that within this next year you will take computer classes offered on Office 97 in order to be functional in every Office 97 application, AND, you will work with your supervisor on projects that will allow you to use each of these applications. In this way, you will become proficient by doing, and you will have also upgraded your skills.

Which type of goal is better? Neither one. Maintenance and growth goals are different but equal. One does not score more points than the other. Even though each serves different ends, both should serve the Mission of the University in making us the best we can be.

The following questions may prove useful to guide your discussion:

- ◆ Is your present job description accurate? If not, what changes do you recommend?
- ◆ How well do you feel about completing your assigned tasks and goals?
- ◆ To what extent do you feel your skills and abilities are being properly challenged and used in your present job? What changes do you recommend?
- ◆ What training would help you in your position?
- ◆ What aspects of your job do you find the most interesting and appealing?
- ◆ Are you interested in career development training? Have you ever discussed it with your supervisor? What is your primary need for future development?
- ◆ What goals should be established for the performance management cycle? Which old ones need to be modified or deleted? What expectations will help you complete these goals?

PERFORMANCE MANAGEMENT

- ◆ Monitor your performance and track progress
- ◆ Ask for help or assistance when needed
- ◆ Follow through on your development plans
- ◆ Take initiative
- ◆ Be objective and honest with yourself and your supervisor

PERFORMANCE MANAGEMENT PLANNING GUIDE

This meeting guide is provided to assist the employee and supervisor in discussing goals - where we were and where we are going. They should also discuss the employee development plan. Once they agree, this document is completed and the information may be transferred to the Performance Evaluation Form. This form may be used at the beginning and at the end of the performance evaluation cycle.

GOALS (THE WHAT ARE WE DOING AND WHERE ARE WE GOING FORM)

| | | |
|--------------------------|--------------------|-----------------|
| Maintenance Goals | Measurement | Due Date |
|--------------------------|--------------------|-----------------|

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| Growth Goals | Measurement | Due Date |
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PERFORMANCE DEVELOPMENT

Performance development activities should be documented and applied to the employees job or the department goals/objectives as follows

- | <u>Activity</u> | <u>Date(s)</u> | <u>Number of Hours</u> |
|--|-----------------------|-------------------------------|
| 2. List new information, ideas, concepts or tools that you will apply, or have applied, to your job as a result of this learning experience. | | |
| 3. Describe expected result(s), or result(s) already achieved, from your application - what do you hope to learn or what have you learned? | | |