UNIVERSITY OF DELAWARE

GOAL SETTING GUIDELINES

UD's Performance Management cycle is aligned with the fiscal year (July 1-June 30), which helps streamline decision-making for operational and merit pay purposes.
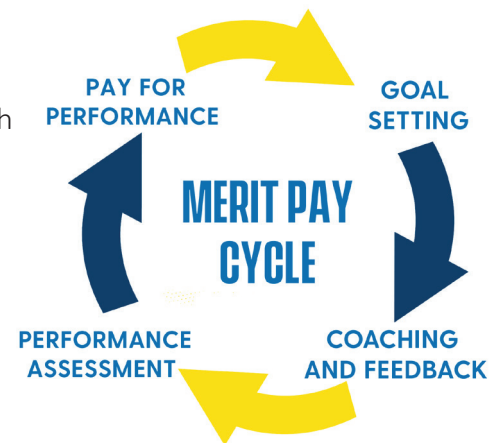
RATIONALE FOR SETTING GOALS

The Manager's Role

Managers are instrumental in guiding and supporting their teams through goal setting and performance management. When recognizing and compensating staff who contribute to the University's success through pay for performance, managers must monitor, evaluate and rate how their direct reports meet specific goals and performance expectations. The aim is to convert diligent work into enhanced productivity and strategic results.

MERIT PAY CYCLE

PAY FOR PERFORMANCE → GOAL SETTING → COACHING AND FEEDBACK → PERFORMANCE ASSESSMENT

Aligning Goals

Well-crafted goals consider the interests of employees, the team and the organization to create operational alignment and foster employee engagement. Goals should cascade from top-level strategic objectives down to individual performance targets.

BEST PRACTICES FOR SETTING GOALS

Goal setting occurs at the beginning of each fiscal year and include two types of goals:

- ◆ Performance goals enhance current responsibilities, including job-related metrics and/or new projects.
- ◆ Professional development goals focus on future team needs, individual growth and career objectives.

Writing Effective Goals

Successful goals often conform to the SMART criteria. Please use the **SMART Goal Worksheet** to help with writing effective goals.

PERFORMANCE ASSESSMENT AND MONITORING GOAL PROGRESS

Employees are responsible for keeping their manager updated on their goal progress and their manager provides support and feedback. Examples of best practices:

- ◆ Create shared documents for regular check-ins with annual goals listed at the top.
- ◆ Schedule a mid-point goal check-in discussion in addition to regular 1:1 check-ins.
- ◆ Revise or replace goals as needed if priorities or resources change.
- ◆ Consider goal completion outcomes when assessing and rating overall performance.

PAY FOR PERFORMANCE

Managers recognize contributions by:

- ◆ Setting, monitoring, and evaluating specific goals and performance expectations.
- ◆ Conducting timely and meaningful performance appraisals and communicating merit pay decisions.