



Performance Management

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Practice – Writing feedback

1. Think of an area of strength for one of your direct reports. How would you write this feedback on their performance review?

2. Think of an area where a direct report needs development. How would you write this feedback on their performance review?

Practice - Writing Smart Goals

1. Review the Strategic/Departmental goals and job description (if available).
2. List the key performance or developmental goals and/or outcomes to be achieved.

3. Using the SMART Goal Template on page 6, create one performance or developmental goal.
4. Evaluate your goals with the SMART Goal Evaluation Template on page 7.

SMART Goal Example

What is the key work priority for this goal? <i>Effectively Onboard New Hires</i>	
Which strategic goal/objective does this goal align to? <i>Academic Excellence and Student Success</i>	
Specific (Provides the who, what, why, when and where details. Uses action verbs.)	<i>Make enhancements to the New Employee Orientation Curriculum</i>
Measurable (Provides decisive factors such as amount, number, extent, quantity, or frequency.)	<i>All employees attend New Employee Orientation within their first 30 days.</i> <i>Receive 90% positive feedback from employee surveys on the NEO program.</i>
Attainable (Provides challenge, through is realistic enough to be in reach.)	<i>Supervisors support onboarding and subject matter experts contribute to the curriculum content</i>
Relevant (Provides link to essential tasks of position.)	<i>Training and Development Specialist is the process owner of the New Employee Orientation</i>
Timely/Time bound (Provides timeframe for completion ad interim steps to monitor progress.)	<i>NEO curriculum will be modified during the first three quarters of the year and rolled out the 4th quarter of 2019</i>
Combine the SMART goal elements into a draft goal. <i>Enhance onboarding process/program curriculum with the calendar year 2019 for all new hire employees to attend within the first 30 days of employment and achieve 90% positive feedback ratings via Employee surveys.</i>	

SMART Goal Template

What is the key work priority for this goal?	
Which strategic goal/objective does this goal align to?	
Specific (Provides the who, what, why, when and where details. Uses action verbs.)	
Measurable (Provides decisive factors such as amount, number, extent, quantity, or frequency.)	
Attainable (Provides challenge, through is realistic enough to be in reach.)	
Relevant (Provides link to essential tasks of position.)	
Timely/Time bound (Provides timeframe for completion ad interim steps to monitor progress.)	
Combine the SMART goal elements into a draft goal.	

SMART Goal Evaluation Template

Evaluate the goal on the following criteria by checking “Yes” or “No” for each area.	YES	NO
Does the goal identify the key work priority for this goal?		
Does this goal align to a strategic goal/objective?		
Specific - (Provides the who, what, why, when and where details. Uses action verbs.)		
Is the goal clear and well defined?		
Would the goal be clear to anyone that has a basic knowledge of this position?		
Measureable - (Provides decisive factors such as amount, number, extent, quantity, quality, or frequency.)		
Will it be clear when the goal has been achieved?		
Can progress and specific criteria be measured?		
Attainable - (Provides challenge, through is realistic enough to be in reach.)		
Are there reasonable odds that you will be able to reach this goal under typical working conditions?		
Is the goal challenging, though realistic enough for goal attainment?		
Relevant - (Provides link to essential tasks of position.)		
Is the goal aligned with the strategic goals and mission of the department?		
Is the goal linked to the essential tasks or critical functions of the position?		
Timely/Time bound – (Provides timeframe for completion and interim steps to monitor progress.)		
Is there a set deadline for the goal?		
Are there interim steps that can be used to monitor progress towards this goal?		

Action Verbs

Account	Counsel	Interview	Refer
Achieve	Create	Invest	Regulate
Administer	Decide	Investigate	Relate
Advise	Define	Judge	Reorganize
Analyze	Delegate	Lead	Repair
Answer	Deliver	Lecture	Represent
Apply	Demonstrate	Maintain	Research
Arbitrate	Design	Manage	Respond
Arrange	Determine	Manufacture	Restore
Assemble	Develop	Measure	Retrieve
Assess	Devise	Mediate	Review
Assist	Diagnose	Modify	Revise
Audit	Direct	Monitor	Revitalize
Build	Distribute	Motivate	Search
Calculate	Edit	Negotiate	Select
Categorize	Eliminate	Obtain	Sell
Chart	Establish	Offer	Serve
Classify	Estimate	Operate	Simplify
Coach	Evaluate	Order	Solve
Code	Examine	Organize	Spearhead
Collaborate	Expand	Outline	Speculate
Collect	Explain	Perform	Sponsor
Communicate	File	Persuade	Study
Compile	Formulate	Plan	Succeed
Complete	Gather	Prepare	Summarize
Compose	Generate	Prescribe	Supervise
Compound	Guide	Present	Supply
Compute	Handle	Print	Support
Conduct	Help	Process	Synthesize
Confer	Identify	Produce	Teach
Conserve	Illustrate	Promote	Test
Consolidate	Implement	Protect	Train
Construct	Improve	Prove	Translate
Consult	Increase	Provide	Troubleshoot
Contract	Initiate	Realize	Tutor
Contribute	Install	Receive	Unite
Control	Institute	Recommend	Utilize
Coordinate	Instruct	Record	Verify
Copy	Interact	Recruit	Volunteer
Correspond	Interpret	Reduce	Write