



# Cornerstone Performance Management Pilot: Goal Setting

Illinois Human Resources  
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# Learning Objectives



- Overview of the goal setting process in Cornerstone
- Why setting clear goals matter
- S.M.A.R.T. Goal tool
- Hands-on practice & examples
- Demonstration of the online performance system

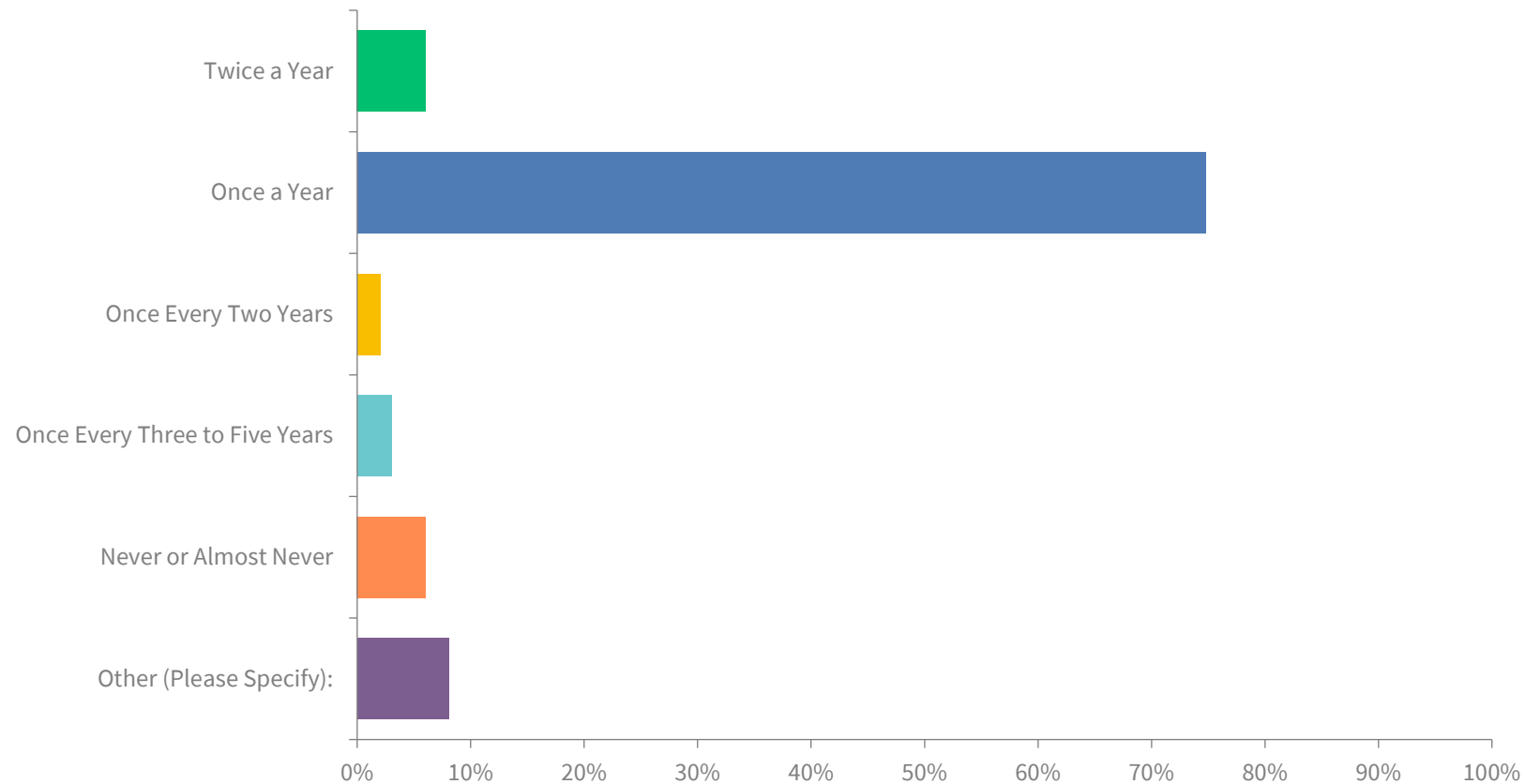


# Quick Poll

# Prior to this year, how frequently have you received a performance evaluation?



Answered: 99 Skipped: 1



# Performance Evaluation Requirements



- A written understanding, between the supervisor and the employee, of the major duties and responsibilities of the job held i.e., a job description, and an agreement on priorities of the duties.
- A supervisor's written statement evaluating current performance compared to expected performance.
- A discussion between supervisor and employee of the evaluation including an understanding of plans and goals for the coming year.
- The employee's signature on the evaluation form to signify that the employee and the supervisor have discussed the contents of the review.
- A final written record by the supervisor of the review, together with any written employee comments, to be placed in the employee's personnel file.

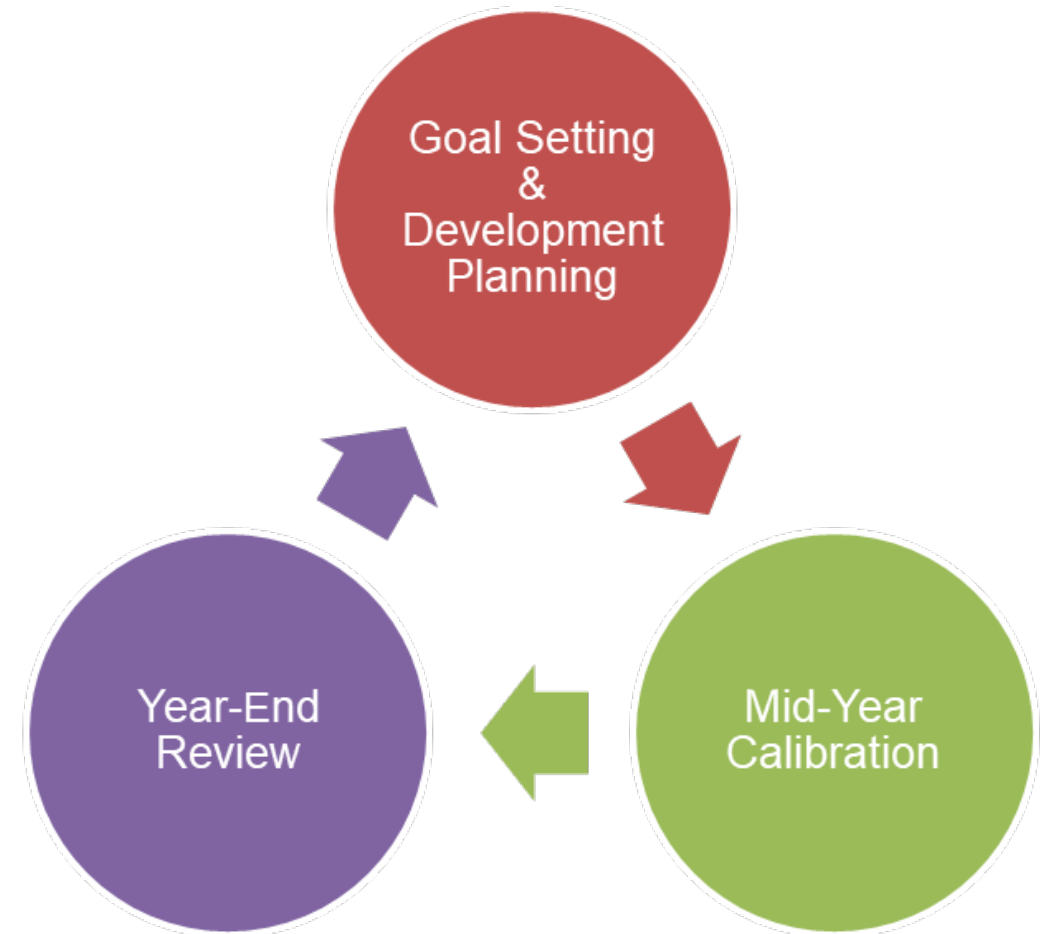
[Provost Communication No. 22: Annual Review of Academic Professional Employees](#)

[Campus Administrative Manual: Performance Review for Civil Service Employees](#)



# Overview of Performance Management Process

- Performance Management is an ongoing process involving feedback, coaching and recognition.
- Effectively manage performance by acting with purpose to enhance competence, confidence and capability.
- Three key phases throughout the year help maintain a focus on building talent and driving results through employee contributions.



# Cornerstone Performance Management Pilot Timeline



Goal Setting  
&  
Development  
Planning

The performance appraisal period will be from June 1, 2023, to May 31, 2024.

Goals will be a scheduled task beginning Monday, September 25, 2023. Employees will input goals for this period in the system and review them with their manager.

A review of the goals will be incorporated into the overall performance appraisal completed at the end of this period.



# The Case for Performance Feedback

- Performance management can engage, develop, and inspire employees
- A feedback-rich environment:
  - increases employee morale
  - fosters the retention of high performers
  - encourages excellence and productivity
- Best practice is to hold regular check-ins with employees on an ongoing basis



Image from: <https://blog.vantagecircle.com/employee-retention-statistics/>

# Why Clear Goals Matter



Provide a sense of direction



Challenge and motivate



Support growth and skill-building



Create objective ways to measure performance

*Source: University Library*



# Goal Setting: Types of Goals

**Quantifiable Job Responsibility**

Review job responsibilities and create measurable components

**Stretch Opportunity**

Showcase growth in current role while gaining imperative skillsets

**New Initiative**

Introduce a new program, project, or process

**Professional Development**

Career planning to further career: learn a new skill, expand professional network, earn a certification or degree, take a relevant course.

**Team Based**

Contribution to a team project or process



# SMART Goals

**S**  
Specific

What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this a goal?

**M**  
Measurable

How can you measure progress and know if you've successfully met your goal?

**A**  
Achievable

Do you have the skills required to achieve this goal? If not, can you obtain them? What is the motivation for this goal? Is the amount of effort required on par with what the goal will achieve?

**R**  
Relevant

Why am I setting this goal now? Is it aligned with overall objectives?

**T**  
Timebound

What is the deadline and is it realistic?

*Source: University Library*



# Example Practice (use template worksheet)

Initial Goal	Write the goal you have in mind
	Be better at public speaking

Tips: .....

*Source: University Library*

# Example Practice (use template worksheet)



S

Specific

What do you want to accomplish? Who needs to be included? When do you want to do this? Why is a goal?

Provide a presentation in front of a large group before the end of the semester. This will provide valuable experience and help gain confidence with public speaking.

Tips: .....

*Source: University Library*

# Example Practice (use template worksheet)



## M Measurable

How can you measure progress and know if you've successfully met your goal?

Hold at least two practice sessions and then deliver presentation by the end of the semester.

Tips: .....

*Source: University Library*

# Example Practice (use template worksheet)



## A Achievable

Do you have the skills required to achieve goal? If not, can you obtain them? What is the motivation for this goal? Is the amount of effort on par with what the goal will achieve?

I will practice my presentation once in front of my co-workers to get feedback and again incorporating the feedback before the final presentation.

Tips: .....

*Source: University Library*



# Example Practice (use template worksheet)



R  
Relevant

Why am I setting this goal now? Is it aligned with overall objectives?

Developing my public speaking skills will support my unit's outreach goals and help my overall career.

Tips: .....

*Source: University Library*

# Example Practice (use template worksheet)



## T Timebound

What's the deadline and is it realistic?

The deadline is Thursday, May 4 (approximately 8 weeks to work in amongst other tasks and duties)

Tips: .....

*Source: University Library*

# Example Practice (use template worksheet)



Review what you have written and craft a new goal statement based on what the answers above have revealed

## SMART GOAL

*I will create an outreach presentation, practice it at least twice and deliver it by the end of the semester to help support my unit's outreach efforts.*

Tips: ..... The final goal should include:

(I or accountable party) will (action word/s) (object of the goal)  
by (time) for the purpose of (relevance/results).

*Source: University Library*



# Practice Goal Setting

Breakout Room Activity

1. The final goal should include:  
(I or accountable party) will  
(action word/s)  
(object of the goal) by (time) for the  
purpose of (relevance/results).
2. Can you improve the  
S.M.A.R.T. goal?



# Task: Goal Setting

## Cornerstone Demonstration

### Timeline to Enter Goals:

Monday, September 25 –  
Tuesday, October 31, 2023

# Goal-Setting Conversation



- Spend time preparing, based on your prior conversations with the employee.
- Make it a two-way conversation, not a one-way lecture.
- Ask questions about the work the employee is doing to encourage discussion.
- Be sure to ask about challenges and how you can help the employee overcome them.
- Keep it genuine and focus; move away from your computer and put your phone on silent.

# Optional Coaching Questions to Ask During Goal Discussion



1. Tell me about some of the options you have when it comes to achieving your goals.
2. Do you have enough time and resources to achieve your goal?
3. Is there someone on the team you think can offer you support in this?
4. Tell me about some areas in which you think you can improve.
5. What obstacles are stopping you?
6. Would splitting this goal into smaller objectives be a helpful step?
7. Tell me about some of your current professional goals for the upcoming year.
8. What kind of feedback have you received this year that was helpful to you? What made it helpful?
9. What can I personally do to support your success this coming year?
10. When should we touch base again?



# Changing Goals

## Cornerstone Demonstration

How to show  
ongoing progress  
throughout the  
year



A faint, orange-tinted background image of three figures in academic regalia, likely representing the University of Illinois' motto 'Sapientia et Veritas'. The figures are standing and appear to be in conversation.

# Questions?

# Summary



- Goals will be a scheduled task beginning Monday, September 25 – October 31, 2023.
- Create 1 – 5 SMART goals for the academic year.
- Schedule a performance conversation to discuss goals with direct reports.
- Provide feedback to the steering committee on the process using the Cornerstone tool.



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