



Goal Setting
Cornerstone Performance
Management

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
- Goal Setting Conversations

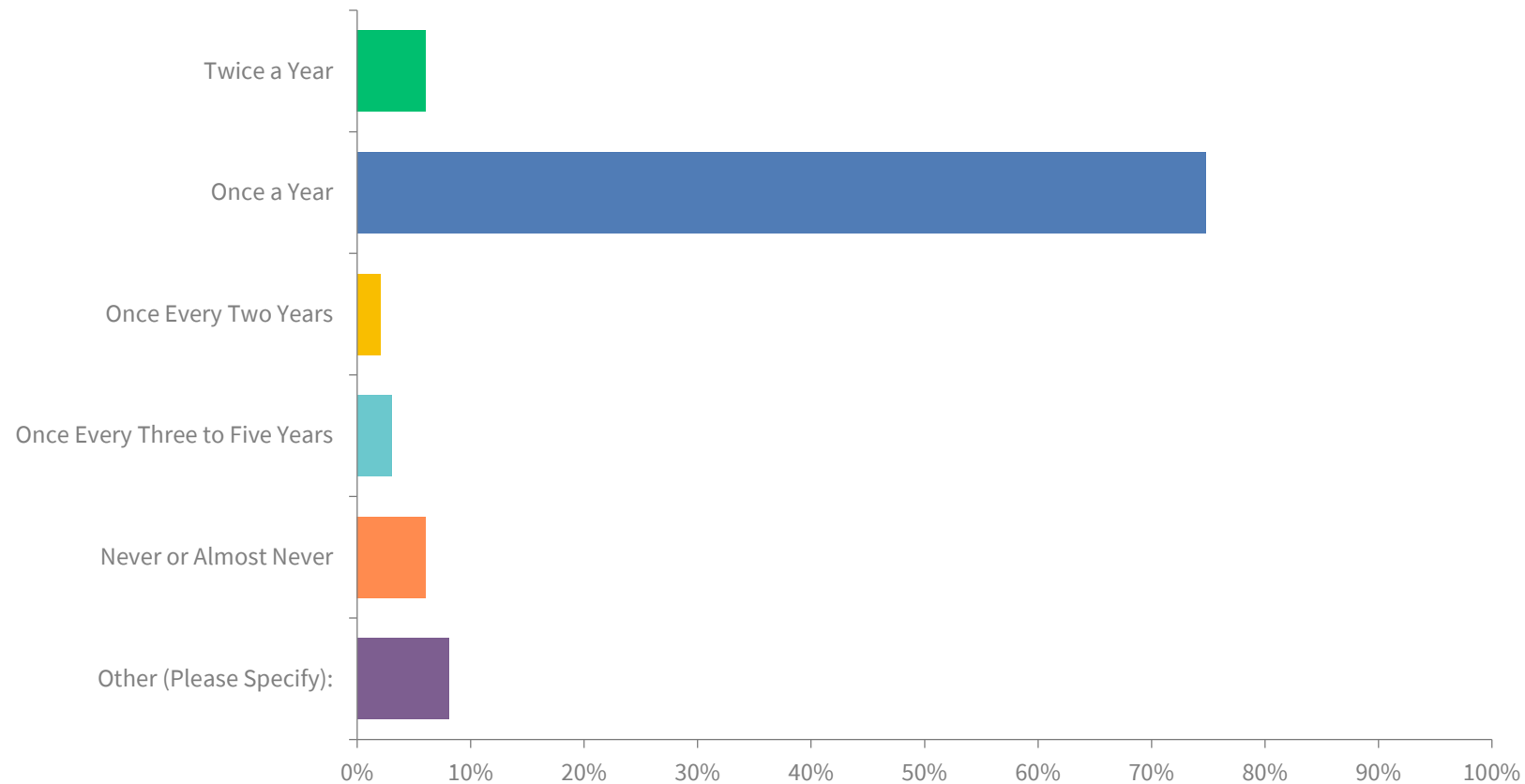


Quick Poll

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



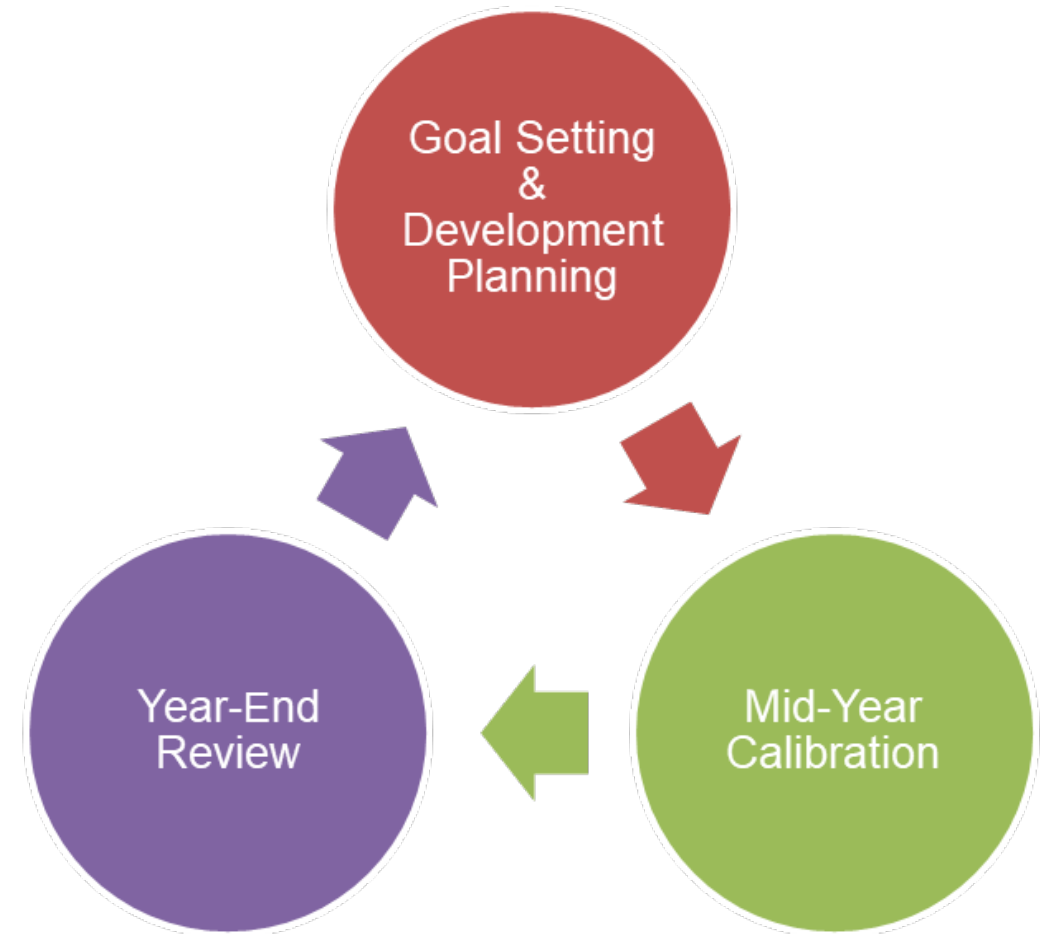
Answered: 99 Skipped: 1





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.





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?

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?



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