



Classified Staff Performance Appraisal

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GOAL SETTING PROCESS

I. CHARACTERISTICS OF GOOD GOALS:

S = Specific
M = Measurable
A = Attainable
R = Relevant
T = Timely

II. PROCESS FOR SETTING GOALS:

1. Identify areas for goal setting. These might include:
 - Personal development
 - Process improvements
 - Teambuilding
 - Activities/projects to help department/university achieve its goals
 - Activities/projects that focus on providing better service
2. Write a goal statement, focusing on observable, measurable performance (e.g. "deliver, develop, produce, increase, or improve"). Include a time frame for completion.
3. Determine measures of success. Determine how you will know if the goal has been achieved.
4. Develop a specific action plan to include what needs to be done, who is responsible, and when each step will be completed.
5. Identify resources needed to accomplish the goal and how they will be obtained.

III. GUIDELINES:

1. Identify 3-5 major goals for each employee.
2. Goals may apply to more than one performance area on the form.
3. Some performance areas may not have a specific goal identified.

IV. EXAMPLES OF EFFECTIVE GOALS

1. *Goal:* Improve one job-related skill prior to May, 1999.

* *Success Measures:*

- * Effective use of new skill on the job
- * Positive feedback from colleagues

* Positive self-assessment

* *Action Plan:*

* Identify a job-related skill that needs improving (Employee 7/98)

* Identify ways to improve that skill (e.g. training class, seminar, reading)(Employee 7/98)

* Develop the skill (Employee 10/98)

* Begin to apply the skill (Employee 10/98)

* Assess the use of the skill and solicit feedback from others (Employee 5/99)

2. *Goal:* Assess the level of customer satisfaction in your area and develop an improvement plan by December, 1998.

* *Success Measures:*

* A representative sample of customers was selected

* Effective methods were used to gather feedback

* The improvement plan can be implemented and is realistic

* Appropriate university resources were used

* *Action Plan:*

* Develop criteria to measure the level of customer satisfaction (Employee, Supervisor 8/98)

* Develop a tool to use as a survey (Employee 9/98)

* Select a sample of customers to survey (Employee 9/98)

* Distribute the survey (Employee 10/98)

* Analyze the survey results to determine areas of strength and improvements; prioritize improvement areas (Employee 11/98)

* Develop a plan to address the improvement areas (Employee 12/98)

* Discuss plan with supervisor; modify as appropriate; implement (Employee 12/98)

3. *Goal:* Complete XYZ project by January, 1999.

* *Success Measures:*

- * Project completed on time and within budget
- * Appropriate resources were utilized
- * Project objectives were met

Action Plan:

- * Define the project scope (Employee 7/98)
- * Get approval on resources needed (Employee 7/98)
- * Identify significant milestones (Employee 7/98)
- * Provide updates to supervisor (Employee Monthly)
- * Complete project (Employee 1/99)

4. *Goal:* For the 1997-98 academic year, increase by 10% the number of students successfully placed in intern positions, as compared with the 1996-97 academic year.

* *Success Measures:*

- * Use of reliable data collection method
- * Positive student feedback
- * Positive employer feedback
- * Positive feedback from academic departments
- * Intern placements increased by at least 10%

* *Action Plan:*

- * Summarize data on intern placements for 1996-97 (Employee 7/98)
- * Develop and make presentations to student professional groups (Employee On-going)
- * Develop partnerships with academic advisors so they will refer students (Employee On-going)
- * Develop partnerships with potential employers to increase the number of intern opportunities (Employee On-going)
- * Provide follow-up services to students/employers during the internship; solicit feedback (Employee On-going)
- * Summarize data on intern placements for 1997-98 (Employee 5/99)
- * Identify strengths and improvement areas for 1998-99 (Employee 5/99)

V. PROCESS:

1. Read the description and examples above.
2. Write one specific goal statement for yourself or someone you supervise related to a performance area. Refer to the goal setting process and the examples given.
3. Develop success measures for that goal. How will you determine whether that goal was successfully and effectively achieved?
4. Develop an action plan to achieve that goal. Include what needs to be done, who is responsible, and when each step is to be completed.
5. Share your goal statement, success measures, and action plans with your supervisor or staff member (see 2. above). Use their input to modify what you have developed.