

Setting Goals

e-Performance 2023

Manager Overview



Agenda

KSU Goals & Initiatives

Are we SMART?

Creating a Movement

Aligning Goals Upward

Tools for Your Team

Timeline & Distributions

E-Performance Job Aids

Resources



Setting goals is like building a road map. It gives us a chance to consider where we are, what we want, and how to get there.

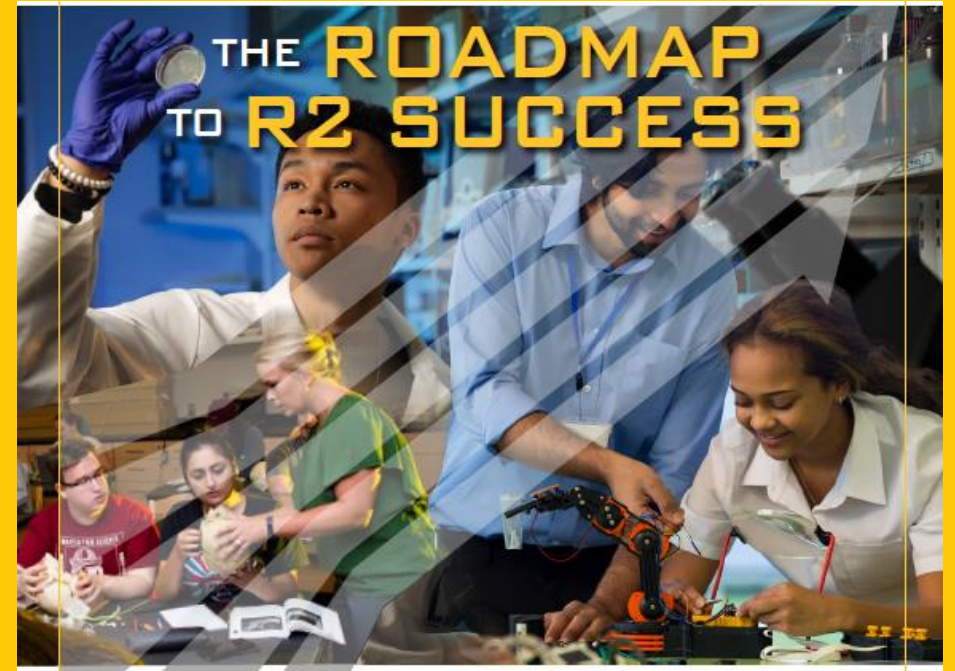


KSU Goals & Initiatives

The R2 Roadmap :

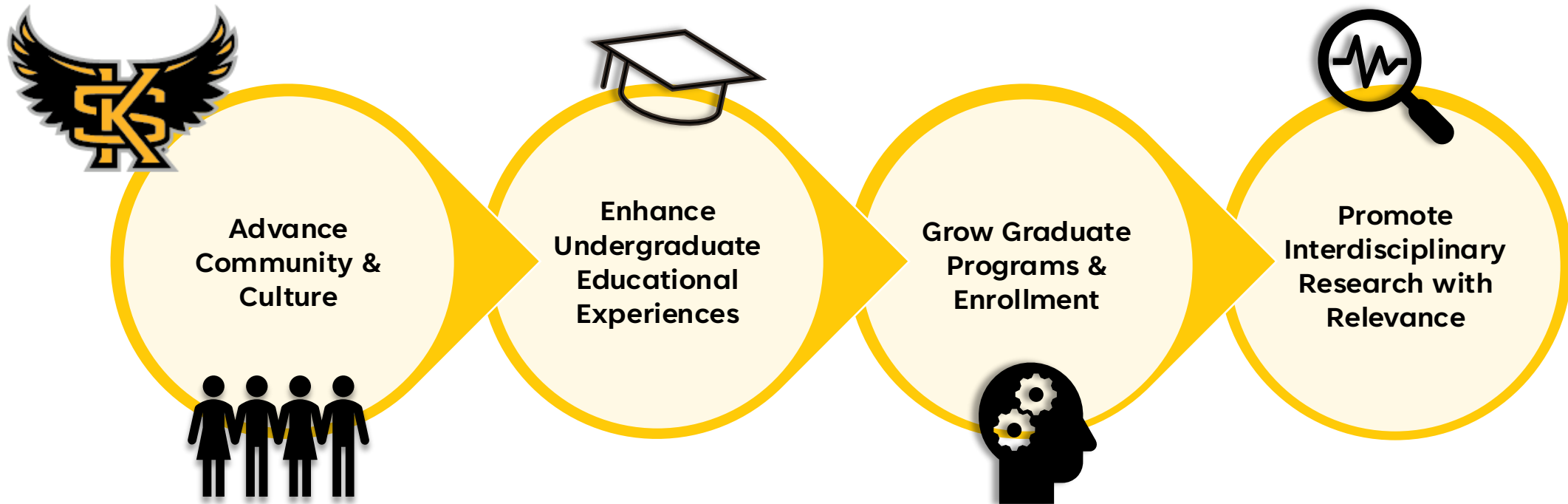
is dedicated to the **advancement of our faculty, students and staff** who are at the epicenter of our education mission.

These goals and objectives are designed to promote pedagogical excellence, research advancement, professional development, transformative learning, community engagement, and a vibrant campus culture.



Find the complete R2 Roadmap [here](#).

KSU R2 Roadmap – Goals



KSU R2 Roadmap – Initiatives



ENHANCE UNDERGRADUATE EDUCATIONAL EXPERIENCES

GOALS: An Impactful Learning Environment

- » Attain first-year retention rate of 82% by 2025.
- » Achieve six-year graduation rate of 60% by 2028.
- » Provide unique educational opportunities.

INITIATIVES

- » Strategically advance the impact of advising.
- » Improve class accessibility.
- » Increase external funding for scholarships.
- » Incentivize the Honors program.
- » Empower college-level accountability for student success.

SMART GOALS built into the R2 Roadmap



Goal: Create an impactful learning environment

- Attain first-year retention rate of 82% by 2025.
- Achieve six-year graduation rate of 60% by 2028.
- Provide unique educational opportunities.

Initiatives:

Strategically advance the impact of advising.

Empower college-level accountability for student success.

Attain **first-year retention rate of 82%**

Achieve **six-year graduation rate of 60%**

Create an impactful learning environment

Provide unique educational opportunities

by 2025

by 2028

SMART Goals Training



Leadership & Generating Momentum



Leadership

At KSU, our **President, Kathy 'Kat' Schwaig**, believes in prioritizing efforts that support student success. As a part of our Quality Enhancement Plan, we focus on the dynamic nature of engaged learning in each academic college and our university.

We strive to collaborate with our campus community to grow Kennesaw State's undergraduate and graduate programs, while supporting research efforts across the disciplines.

OFFICE OF THE PRESIDENT



How to Start a Movement *by Aligning Goals Upward*

Studies have shown that when employees can see how their goals contribute to achieving the university goals, they are more engaged and motivated.

A better way to achieve this is to:

- give employees responsibility for setting their own goals and
- give them the information they need to ensure that their goals support the university's strategic goals

Goal Setting Conversations



Clarity

- Review University Strategic Goals
- Set College/Division and Department Goals



Challenge

- Use the tools provided to create SMART goals that align to the overall strategy



Commitment

- Working together ensures your employees are comfortable and confident that the goals can be delivered



Monitor & Feedback

- Keep goals “live” by discussing progress, and assessing and adapting to change

Tools for your Team

Goal Framework

	Goals (Individual Contributor - 10%) (Leader - 20%)			
	Business Unit Goals: Distributed to all business/academic unit leadership			
College/ Division	Advance Community & Culture	Enhance Undergrad Educational Experiences	Grow Grad Programs & Enrollment	Promote Research with Relevance
Department/ Team	Department Goals: Distributed to department leaders, choose 1-2 business unit goals from above to be cascaded, create 1-2 department/team goals			
	College/Division	College/Division	Department	Department
Individual Contributor	Individual Goals: Distributed all individual contributors, non-management, choose 1 business unit goal, 2 department goals to be cascaded and 1 personal development goal			
	College/Division	Department	Department	Personal

Align Your Goal

KSU UNIVERSITY GOALS	Select University Goal to Support	
	ADVANCE COMMUNITY & CULTURE Goal: Focus on partnerships and connections	
	Nurture a welcoming campus climate, a sense of belonging, and a broad marketplace of ideas.	Select
	Strengthen KSU engagement with external organizations to include corporations, boards, governments, and community partners.	Select
	Advance athletic, artistic, and educational programming to engage the community with campus events and activities.	Select
	Foster mutually beneficial collaborations to increase annual growth in KSU's economic impact on the region.	Select

Create SMART Goals

GOALS & OBJECTIVES	
	PROJECT NAME
AUTHOR	Add your goal to the following worksheet, then use the SMART process to determine the characteristics of your objective or objectives. SMART stands for specific, measurable, achievable, relevant, and time-bound. If the goal is to improve native habitat in the city, an objective should look like this: "To increase the native plants between 1st and 3rd Streets by 50% by March 31st."
DATE	
GOAL	
SPECIFIC: Who? What? When? Where? Why? Which?	
MEASURABLE: Metrics and milestones. How much? What percentage?	
ACHIEVABLE: Do you have skills and tools to accomplish this objective?	
RELEVANT: Does it fit with overall organizational objectives?	
TIME-BOUND: Intermediate and final deadline	
OBJECTIVE 1	

Goals Framework

	Goals (Individual Contributor - 10%) (Leader - 20%)			
	<i>Business Unit Goals: Distributed to all business/academic unit leadership</i>			
College/ Division	Advance Community & Culture	Enhance Undergrad Educational Experiences	Grow Grad Programs & Enrollment	Promote Research with Relevance
Department/ Team	<i>Department Goals: Distributed to department leaders, choose 1-2 business unit goals from above to be cascaded, create 1-2 department/team goals</i>			
	College/Division	College/Division	Department	Department
Individual Contributor	<i>Individual Goals: Distributed all individual contributors, non-management, choose 1 business unit goal, 2 department goals to be cascaded and 1 personal development goal</i>			
	College/Division	Department	Department	Personal

Goal Selection Worksheet



KSU UNIVERSITY GOALS	Select University Goal to Support	
	ADVANCE COMMUNITY & CULTURE Goal: Focus on partnerships and connections	
	Nurture a welcoming campus climate, a sense of belonging, and a broad marketplace of ideas.	Select
	Strengthen KSU engagement with external organizations to include corporations, boards, governments, and community partners.	Select
	Advance athletic, artistic, and educational programming to engage the community with campus events and activities.	Select
	Foster mutually beneficial collaborations to increase annual growth in KSU's economic impact on the region.	Select

COLLEGE/DIVISION GOALS	Select College/Division Goal to Support	
	DEPARTMENT NAME Goal:	
		Select
		Select
		Select
		Select

SMART Goals Worksheet

- Work with your employees to select a university or department initiative to align their goals.
- This worksheet may be used to help build SMART goals.
- Don't over commit, 1-2 strategic goals and 1-2 professional development goals is key.
- Once agreed upon, Managers will enter goals in oneUSG for employees to review
- Manager will approve goals in the system

GOALS & OBJECTIVES	
	PROJECT NAME
AUTHOR	<p>Add your goal to the following worksheet, then use the SMART process to determine the characteristics of your objective or objectives. SMART stands for specific, measurable, achievable, relevant, and time-bound. If the goal is to improve native habitat in the city, an objective should look like this:</p> <p>"To increase the native plants between 1st and 3rd Streets by 50% by March 31st."</p>
DATE	
GOAL	
SPECIFIC: Who? What? When? Where? Why? Which?	
MEASURABLE: Metrics and milestones. How much? What percentage?	
ACHIEVABLE: Do you have skills and tools to accomplish this objective?	
RELEVANT: Does it fit with overall organizational objectives?	
TIME-BOUND: Intermediate and final deadline	
OBJECTIVE 1	

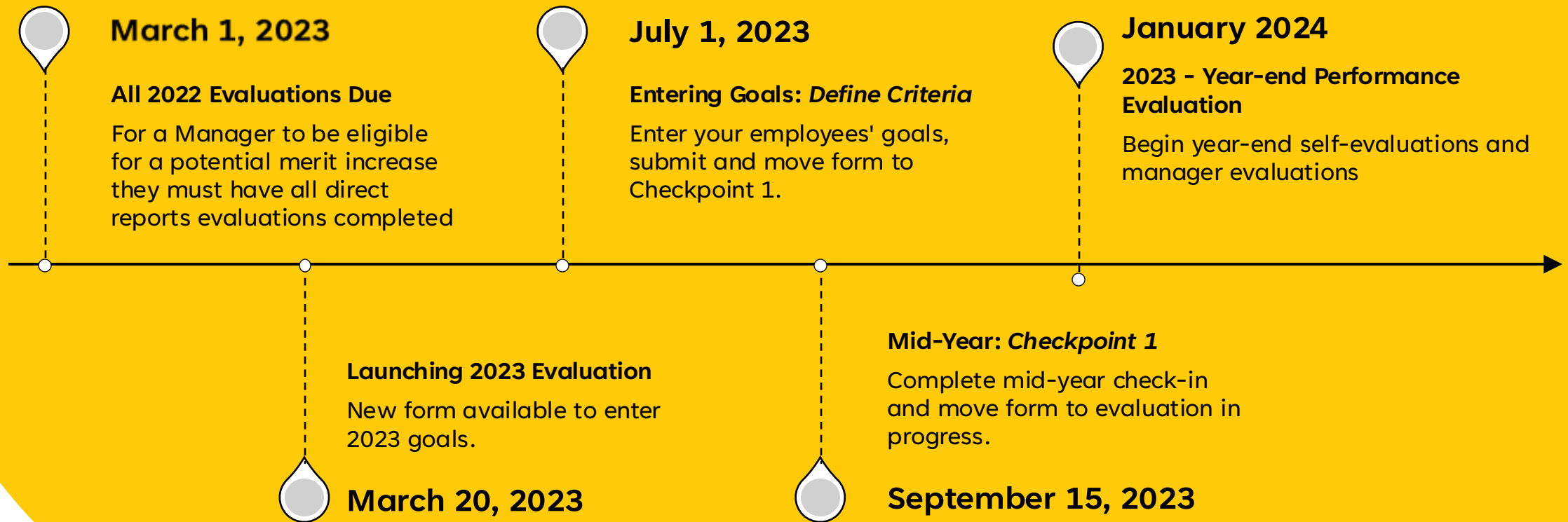


Examples

	Find the most efficient way to cut the social media budget by 25% before the end of the third quarter.		Increase year over year departmental employee retention by 5%.		Implement new student engagement and advising system by the end of the fiscal year.	
Exemplary (Outstanding -Stretch)	5	30.5% or greater	5	11% or greater	5	Complete
Superior (Exceeds)	4	25.1 - 30%	4	6-10%	4	
Successful (Solid)	3	25%	3	5%	3	
Partially Successful (Needs Improvement)	2	24.9 - 22%	2	4-3%	2	
Not Successful (Does not meet minimum)	1	21.9% or less	1	2% or less	1	Incomplete

Research and read more on sample departmental goals [here](#).

Timeline



Timeline: *New Hires*






- New hire evaluation forms will be available the first of the month following 30 days of employment
- Goals will need to be entered and reviewed with new employees as they are hired
- New employees hired after August 1, 2023, will not be included in the 2023 evaluation process and will not receive 2023 forms

★ Provisional reviews for new hires (6-month probationary period) will be coming soon

★ Work with your HRBP or Generalist to update goals for transferring or promoted employees

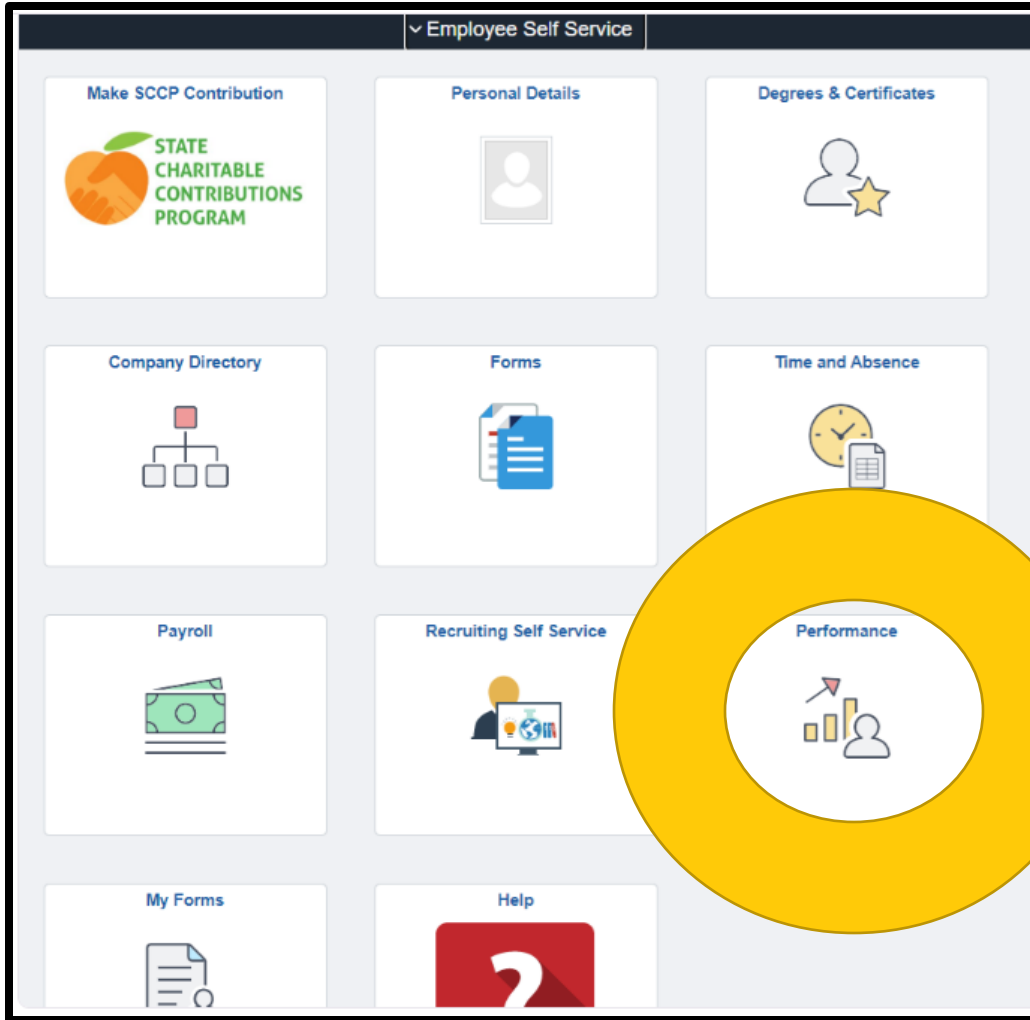


(2023) e-Performance Sections

	Individual Contributor	Leader
 Goals*	10%	20%
 Performance Factors	90%	80%
 Leadership Factors		
 USG Core Values	Rated but not Weighted	
 Institutional Values		

Process: *Define Criteria*

Launching the 2023 Evaluation



**Enter
Goals**

5 In the left navigation column, click on "Define Criteria"

Steps and Tasks

Christopher Long 1
USG Annual Review for Staff
01/01/2022 - 12/31/2022 Overview

Define Criteria
Due Date 07/01/2022
Update and Approve

Checkpoint 1
Due Date 09/15/2022

USG Annual Review for Staff
Define Criteria - Update and Approve
Christopher Long
Actions

Job Title
Document Type
Template
Status

1. Review the performance criteria (c
2. Make any necessary adjustments
3. Once the performance criteria is c

6 Documenting 2022 goals is OPTIONAL and will NOT be weighted in this year's evaluation score. But, to do so, click on add items under the Goals Tab. If you are NOT entering goals, skip to step 11

Participants
01/20/2023

Participant Evaluations
02/03/2023

Evaluation
02/01/2023

Manager Evaluation
03/01/2023

Goals Performance Factors USG Core Values

▼ Section 1 - Goals

Goals will be evaluated by: Employee, Manager, Other

Add Item

▼ Audit History

Created By Pamela

Process: *Entering Goals*

Performance Process

USG Annual Review for Staff

Add Your Own Item

*Title: 2022 Goal #1

Description

Font Size B I U

Add

8 Add details of the first goal to be documented for 2022

Performance Process

USG Annual Review for Staff

Add Your Own Item

*Title: 2022 Goal #1

Description

Font Size B I U

Add

9 Press the "Add" button to confirm the goal

Enter detail for goal 1 of 2022 review period

09/15/2022

Criteria

01/13/2023

Participants

01/20/2023

Add

Return

Participant Evaluations

Key Points

- Investing time into setting S.M.A.R.T. goals helps clarify performance expectations and provide focus throughout the performance year
- You will need input from the University and College/Division strategic plans and from you as a manager in order to help establish appropriate department & individual employee goals
- It is important that you work in partnership with your employees to set goals so there is mutual commitment to achieving them
- There are targeted deadlines in the annual performance cycle to set and review goals, but continuous monitoring and feedback is essential to staying on track

Resources

- R2 Roadmap
- SMART Goals Training
- Goal Framework & Selection Worksheet
- SMART Goals Worksheet
- Research More: Goal Examples by Department

Contact your HR Generalist or Business Partner for additional assistance: Who to Contact – HR

Questions?



“People with goals succeed
because they know where
they’re going.”

Earl Nightingale

(American Author 1921 - 1989)