The Goal Setting and Calibration Workshop for Leaders

The Starting Point to Continuous **Engagement, Performance, Development, and Retention** of Our Employees.

*is a Process—*Not an Event.*
# Today’s Agenda

<table>
<thead>
<tr>
<th>Performance Experts</th>
<th>Topics</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Olivia</td>
<td>Introduction &amp; Review the Full Cycle Performance Leadership Program</td>
<td>5 minutes</td>
</tr>
<tr>
<td></td>
<td>Survey Results</td>
<td></td>
</tr>
<tr>
<td>Molly</td>
<td>Force Field Analysis: Driving and Restraining Forces and Solutions</td>
<td>30 minutes</td>
</tr>
<tr>
<td></td>
<td>towards Success</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>Group Activity—Developing an Action Plan</em></td>
<td></td>
</tr>
<tr>
<td>Molly</td>
<td>Staff Meeting Agenda Rollout, Individual Deliverables, &amp; Your Leadership Role</td>
<td>40 minutes</td>
</tr>
<tr>
<td></td>
<td><em>Review strategic goal setting samples</em></td>
<td></td>
</tr>
<tr>
<td>Olivia</td>
<td>Calibration: Goal Setting and Rating Session/s</td>
<td>40 minutes</td>
</tr>
<tr>
<td></td>
<td>Awareness of Rater Bias</td>
<td></td>
</tr>
<tr>
<td>Molly</td>
<td>Next Steps</td>
<td>5 minutes</td>
</tr>
</tbody>
</table>

Molly: Slides 3-16; 26-27  Olivia: Slides 1-3; 17-25
Force Field Analysis

Force Field Analysis is a useful decision-making technique. It helps you make a decision as to where you want to spend your valuable time and effort increasing your chances of success (IMPACT). You will identify ways to strengthen the forces supporting the Full Cycle Performance and weakening those against it. After identifying the forces for and against, assign a score to each force, from 1 (weak) to 5 (strong), and then add up the scores for each column. You decide where you want to spend your time to increase your chance for Full Cycle success.

Top 5 Anticipated Challenges

*based on anonymous supervisor survey results*

<table>
<thead>
<tr>
<th></th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buy-in</td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td></td>
</tr>
<tr>
<td>Individual Goals</td>
<td></td>
</tr>
<tr>
<td>Institutional Goals</td>
<td></td>
</tr>
<tr>
<td>Conversations</td>
<td></td>
</tr>
</tbody>
</table>

Strategies to Strengthen or Weaken Forces

<table>
<thead>
<tr>
<th></th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TOTAL

TOTAL
Full Cycle Performance
2016-2017 Timeline
Transition Year

TALENT CONVERSATION #1
October
Transition from old tool to new tool
Discuss Performance Plan for upcoming transition cycle
Set 3-5 individual goals + talent development plan
Schedule three follow-up talent conversations

CALIBRATION SESSIONS
September
Leadership teams should hold calibration sessions to ensure consistent institutional and individual goal standards

Goal Setting & Calibration workshops available!
August 2016 | Sign Up Here

Annual Appraisals Due
April 30th

TALENT CONVERSATION #2
December
Conduct three-month follow-up to discuss goals, assess progress and resources, and, if needed, clarify or redefine expectations for remainder of cycle

Crucial Conversations workshops available!
January 2016 | Sign Up Here

TALENT CONVERSATION #3
March-April
Conduct Annual Performance Appraisal
Discuss Performance Plan for upcoming cycle
Schedule three follow-up talent conversations
This will be talent conversation #1 of the 2017-2018 cycle

CALIBRATION SESSIONS
February
Leadership teams should hold calibration sessions to ensure consistent performance ratings & goal standards

Performance Plan completed by October 31

transition cycle dates
Former CALENDAR YEAR cycle:
Year transition cycle will be 15-month, from January 2016 - March 2017.

Former FISCAL YEAR cycle:
Year transition cycle will be 9-month, from July 2016 - March 2017.

*note of clarity
This is where year one and year two begin to overlap. Please see 2017-2018 timeline for clarity.

contact us
EPDR Leadership Team
Email: EPDR@uncw.edu
uncw.edu/d2la/fullcycleperformance

UNCW Human Resources - Learning & Talent Development
Today’s Focus

Phase ONE
Leaders

Phase ONE
Employees
Part One of Appraisal Tool
Performance Plan (pg 1-6)

Complete by October 31, 2016
• Institutional Goals
• Individual Goals
• Talent Development Plan
• Signatures

"Leadership is the art of getting someone else to do something you want done because he wants to do it."
- Dwight D. Eisenhower

---

**Institutional Goals**

- Provide leadership and guidance to ensure the success of institutional goals.
- Foster a culture of continuous improvement and innovation.

**Individual Goals**

- Develop personal and professional skills to meet institutional and individual success.
- Achieve specific and measurable objectives aligned with institutional goals.

**Talent Development Plan**

- Identify and develop talent to align with institutional needs.
- Implement a comprehensive development plan for growth and advancement.

**Signatures**

- Authorized signatures to validate the completion and acceptance of the performance plan.

---

**Leadership is the art of getting someone else to do something you want done because he wants to do it.**
- Dwight D. Eisenhower
3-5 Individual Goals
Make Them SMART-ER

Review Sample Individual Goals
Individual SMARTER Goals

- **S** = Specific
  - What needs to be accomplished? What outcomes?

- **M** = Measureable
  - What data can be used to define success?

- **A** = Achievable
  - Is this challenging but realistic?

- **R** = Relevant
  - Does this align with broader goals/needs?

- **T** = Time-bound
  - What are the deadlines/milestones?

- **E** = Expectations
  - Is it ethical, enjoyable, and energizable?

- **R** = Resources
  - What assistance will be provided for this?
Getting Started with Your Goals

(VERB) (NOUN) by (DATE) in order to (RESULT)

• Conduct three 2-way talent conversations with all direct reports (October, December, and March) in order to increase workforce engagement, retention, productivity, and innovation.

• Complete development opportunities listed in the Talent Development Plan and construct a plan to apply what you learned in order to __________.

• Develop a strategic plan for your department to increase efficiencies and communication across departments in order to decrease errors and wait time.
9 Ways to Think about Goals

<table>
<thead>
<tr>
<th>Scope-Function Matrix</th>
<th>Critical Function</th>
<th>Project Oriented</th>
<th>Forward-Focused</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee/Job Class</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Department/Work Unit</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Division</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>
UNCW’s Strategic Plan

1. Attract and Retain
2. Educate and Advance Research
3. Enable and Place
4. Organize and Engage
5. Fund and Build

As we work toward building an even greater UNCW, let’s also work together to offer our students the best educational experience ever, to offer our faculty and staff a place of work where they can achieve their best, and to offer alumni and friends of the university an institution they can proudly call home.

— Chancellor Sartarelli
Strategic Plan Expanded

1. **Attracting** and **Retaining** high-quality, diverse students, faculty and staff, ensure an inclusive campus culture that embraces a global mindset, and increase retention and graduation rates.

2. **Enhancing** educational programs and **Advancing** research and scholarly activities, including global learning programs and increased support for applied learning.

3. **Enabling** and **Promoting** a sense of place for students, faculty and staff by **Fostering** collaborative efforts to enhance academic advising and student support programs.

4. **Organizing** for effective engagement with the community and the world, and **Communicating** efforts broadly and effectively.

5. **Funding** initiatives by **Building** on strong relationships with governmental agencies, alumni, donors, foundations, corporations and other sponsors.
Student Accounts & Cashiers

• Attract and Retain
  – Operationally support new and existing programs
    • OAP, International, Third Party Domestic and Global Partnerships, Distance Education and Military
    • Participate in International Student Support Committee
    • Enhance international orientation sessions
    • Create international student instruction tools to assist with billing questions (you tube, varying languages, etc...)

• Fund and Build
  – Implement 4-year guaranteed tuition program
HR Staff’s Goal Setting Charge

Based on FY 2017 HR priorities, identify goals that support:
1. Employee Work/Life Balance
2. Identify Meaningful Metrics
3. Leverage Technology
4. Diversity/Inclusion Plan
5. Data Integrity/Reporting Standards

Based on HR values, identify goals that support:
• Engage
• Perform
• Develop
• Retain
**Supervisor – Direct Reports**

**Supervisor asks** direct reports to individually complete the following forms by 9/9:

1. Self assessment questions
2. Goal setting form based on the FY 2017 priorities, department values, and/or new initiatives.
3. Talent Development Plan

After speaking with the director, the **Supervisor sets** a date to meet individually with each direct report to discuss

1. Self assessment responses
2. Finalize the three primary goals
3. Discuss what exceeding expectations looks like
4. Review the Talent Development Plan

**Supervisor – Director**

**For self and on behalf of other direct reports, supervisor shares:**

1. Summary/trends found in Self-Assessment Responses
2. Completed Performance Plans

**Director ensures** that there is evidence of goal setting calibration discussions having taken place with similar positions and exceeding expectations is documented and discussed. Feedback is given to supervisor to ensure consistency.
## Sample Timeline  
**Due date: 10/31**

<table>
<thead>
<tr>
<th>Date</th>
<th>Full Cycle Performance Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/9</td>
<td>Director and supervisors meet to establish unit goals that are aligned with the strategic plan and divisional goals. <a href="#">A SWOT analysis</a> can be completed to identify priorities.</td>
</tr>
<tr>
<td>By 9/16</td>
<td>In a staff meeting, the supervisor shares overarching division/department priorities and his/her individual goals and talent development plan with the team. Supervisor gives employees 7 days to complete two fillable forms: Individual Goal &amp; Talent Development Plan.</td>
</tr>
<tr>
<td>By 9/23</td>
<td>Employees submit self-assessment, goals (description, milestones, exceeding expectations), and talent development plan to supervisor.</td>
</tr>
<tr>
<td>By 9/30</td>
<td>All supervisors in a unit collaboratively discuss their employees’ goals, milestones, and exceeding expectations with their director (<a href="#">Calibration Goal Setting Session</a>).</td>
</tr>
<tr>
<td>By 10/14</td>
<td>Supervisor individually meets with employees to discuss and finalize goals, milestones, and exceeding expectations.</td>
</tr>
<tr>
<td>10/21</td>
<td>In a staff meeting, everyone shares goals openly and strategies that will be needed to ensure everyone is successful. Another team meeting is scheduled for December and February to focus on progress made towards goals.</td>
</tr>
<tr>
<td>10/28</td>
<td>Director double checks that all Performance Plans are signed and dated with finalized goals, milestones, and expectations.</td>
</tr>
</tbody>
</table>
“A person who never made a mistake never tried anything new.”

–Albert Einstein

INAUGURAL FACULTY AND STAFF SENATE

Giving Flight to Imagination

SHOWCASE & AWARDS CEREMONY
Institutional Goals

The Importance of a Calibration Process for Similar Roles

“I like that there is a focus on getting various supervisors together to decide on how goals are to be interpreted. Too often in the past it seemed like every supervisor had a different set of standards when evaluating [staff].”

Source: Leadership Workshop
The Value of Calibration

**What it does...**

1. Enables a more fair and consistent evaluation process
2. Eliminates the issue of one supervisor’s “easy” rating system versus another’s “tough” method

**What it doesn’t do...**

1. Focus on meeting a “quota” or “forced distribution”
2. Allow unclear, inconsistent expectations or ratings across units
4 Tips for a Successful Calibration

Who is the Calibration Facilitator?

Generally, the manager of the supervisory team should be the facilitator for the conversation.

The Facilitator should:

1. Set the rules.
2. Keep the discussion focused.
3. Ensure input.
4. Facilitate more than decide.
9 Ground Rules

1. Approach the calibration conversation as a management **team**.
2. **Don’t expect** perfection.
3. Focus on **fairness**, not happiness.
4. **Think** before speaking.
5. Keep it **current**.
6. Give (and receive) **healthy** pushback.
7. Be **open** and **honest**.
8. Maintain **confidentiality**.
9. **More than** a rating exercise.
Structure of the Goal Setting & Rating Calibration Session/s

1. Preparation
2. Introduction
3. Discussion & Definition
4. Review
SHRA Standards with Basic Description

Success Tip! Expand the description to make sense for the employee’s role.

**EXPERTISE**

- **Precision:** Produces work that is accurate, thorough, and demonstrates sufficient analysis and decision-making to meet the requirements of the employee’s position and profession.
- **Resourcing:** Makes efficient and appropriate use of materials.
- **Innovation:** Regularly looks for ways to improve efficiency or quality.
- **Development:** Maintains technical skills and relevant professional credentials.

**ACCOUNTABILITY**

- **Productivity:** Completes required volume of work by established deadlines and stays productive throughout the workday.
- **Autonomy:** Generally completes work with few reminders or infrequent oversight.
- **Prioritizing:** Takes sufficient and appropriate measures to plan work, prioritize tasks, organize work flows, and set realistic goals.
- **Coordination:** Proactively seeks out needed information in order to complete work.
Weighting Institutional Goals

Institutional goals must total 50% of the final overall rating. For non-supervisory employees, that normally would be 10% for each of the five institutional goals.

For some jobs, certain institutional goals may be more important than others, so supervisors can determine how great a percentage they apply to each goal. **Remember: Each goal must be weighted at least 5%.**

<table>
<thead>
<tr>
<th>DIFFERENT WAYS TO APPLY WEIGHTS TO INSTITUTIONAL GOALS</th>
<th>Position without weight adjustments</th>
<th>Position with high customer focus but with little decision-making authority</th>
<th>Position requiring high attention to detail and strict rule enforcement</th>
<th>Position requiring heavy coordination within teams to complete projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXPERTISE</td>
<td>10%</td>
<td>5%</td>
<td>15%</td>
<td>10%</td>
</tr>
<tr>
<td>ACCOUNTABILITY</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>15%</td>
</tr>
<tr>
<td>CUSTOMER-ORIENTED</td>
<td>10%</td>
<td>20%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>TEAM-ORIENTED</td>
<td>10%</td>
<td>10%</td>
<td>5%</td>
<td>15%</td>
</tr>
<tr>
<td>COMPLIANCE &amp; INTEGRITY</td>
<td>10%</td>
<td>5%</td>
<td>15%</td>
<td>5%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>
# Beware of Raters Biases

<table>
<thead>
<tr>
<th>Bias Type</th>
<th>Bias Type</th>
<th>Bias Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>HALO BIAS</td>
<td>REFRESH BIAS</td>
<td>DISPOSITIONAL BIAS</td>
</tr>
<tr>
<td>HORNS BIAS</td>
<td>LENIENCY BIAS</td>
<td>AFFINITY BIAS</td>
</tr>
<tr>
<td>PRIMACY BIAS</td>
<td>SEVERITY BIAS</td>
<td>ALIENATION BIAS</td>
</tr>
<tr>
<td>RECENCY BIAS</td>
<td>NORMATIVE BIAS</td>
<td>IDENTITY BIAS</td>
</tr>
<tr>
<td>SPILLOVER BIAS</td>
<td>COMPARATIVE BIAS</td>
<td>RELATED MISSTEPS</td>
</tr>
<tr>
<td>SITUATIONAL BIAS</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
What are my next steps?
Immediate Next Steps towards Your Success

1. Make sure all your leaders and direct reports have attended a 3 hour leadership session and/or a 90-minute Full Cycle Information Session.

2. Register for an additional Full Cycle Workshop—Courageous Conversations

3. Plan your calibration meeting. Discuss the feasibility.

4. Share a minimum of three positive things about this new tool and process with your employees.

5. Develop your own timeline to increase buy-in and maximize time and effectiveness of the Full Cycle Performance Process.

http://uncw.edu/d2la/FullCyclePerformance.html