

# PERFORM

Performance Management Reference Guide

Georgia  
Tech



## OUR PHILOSOPHY

Georgia Tech strives to provide an environment where all employees understand the impact their contributions have on the achievement of Institute goals and are provided the opportunity for ongoing professional growth. We reinforce this belief through strong performance management that culminates in a review of annual performance.

## Performance Management Cycle

The **Georgia Tech Performance and Talent Management System** consists of a four-phase cycle: plan, manage, review, and reward.

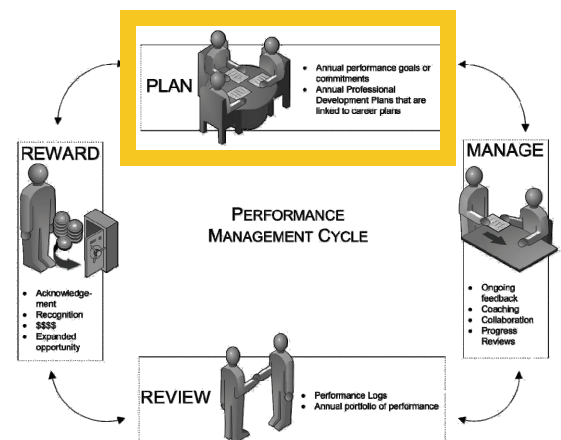
### PHASE ONE: PLAN

The planning phase is the foundation of the entire Performance Management system. In this phase, individual performance as well as development goals and objectives are set for the performance period.

Goals that are SMART (Specific, Measurable, Achievable, Relevant, and Time Based) increase employee motivation and commitment to goal attainment, leading to greater performance and productivity.

## The Power of Goal Setting

- They connect individual employee's work to the unit/department and Institute's goals.
- Goals help us clearly define what we are trying to achieve and why it is important to do so.
- They help us appropriately plan and allocate resources.
- We can measure progress, evaluate the outcome, and plan for the future based on the results.



## TYPES OF GOALS

**Performance Goals** define what is expected of you in your current position in relation to the department and/or unit's overall goals.

**Career Development Goals** outline opportunities for professional development and career growth.

Together these goals help us manage and assess the work to be done, maintain employee skill sets, and identify opportunities for professional development.

Each participant in the process is responsible for making these practices effective and successful.

## HOW DO I CREATE A S.M.A.R.T. GOAL?

- **Be specific.** What am I going to do? What do I ultimately want to accomplish? How am I going to do it?
- **Build in ways to measure your progress.** How will I know I reached my goal? How will I measure my progress? What criteria or short-term steps can I set to help me accomplish my goal?
- **Stretch yourself.** Does this goal stretch my knowledge and skill set? Can I realistically accomplish this goal?
- **Create relevant goals.** Does this goal relate to the goals of my unit, department, and/or Institute?
- **Commit to a target date of completion.** Will I accomplish my goal this week, next month, or by the end of the year?

# Goal-Setting

## SMART Examples

### Performance Goals

Performance Goals relate directly to your current position. Your manager will work with you to align your goals to those of your unit/department.

For example, to further an overarching unit goal of improving customer service, an individual performance goal may be: "I will improve my response time to customer requests."

Consider why is it important to achieve this goal? How long will it take to accomplish? How will you measure progress? Without knowing the answers to these questions, it is hard to create a plan to accomplish the goals, assess progress towards completion, and evaluate results.

**SMART Goal:** I will decrease the time it takes to provide a confirmation email for customer requests from a 72 hour turnaround time to a 24 hour turnaround time by the end of three months (a 24 hour reduction each month).

The above SMART Goal helps us understand the importance of customer response time improving, that it will take 3 months to achieve this goal, managers can expect response time to improve by 24 hours a month, and customers should notice a marked improvement by the end of the quarter.

### Career Development Goals

Career Development Goals examples might be working on an Institute committee, continuing education, participating in a mentoring relationship, gathering career information from other professionals, or attending training, webinars, and/or conferences to name a few examples.

Focused career development goal discussions between you and your manager help to define your career options as well to identify available learning and development opportunities.

The following is an example of a SMART Career Development Goal:

**SMART Goal:** I will improve my presentation skills by attending Georgia Tech's Techmasters meetings once a month with the end goal of presenting at our staff meetings two times by the end of the year.

# Roles

## Role of the Department/HR Representative

- Champion performance management best practices

## Role of Human Resources

- Performance and Talent Management provides performance coaching advice on setting work standards, goals, and designing development plans at any stage in the process.
- HR Consultancy supports the HR reps in performance coaching and with training on performance coaching tactics.

## Role of Manager

- Review the following input prior to developing goals: Institute and unit goals/objectives, employee job description, previous year's objectives and performance evaluation, customer feedback, department budget, and employees' skill sets and development opportunities
- Set aside adequate time and schedule a goal setting meeting within 30 days of the annual review
- Involve employees in the process (seek their input and ask for their ideas)
- Use the SMART method to develop goals

## Role of Employee

- Take initiative to develop his or her plan
- Seek regular feedback from manager
- Work with manager to set SMART goals and to understand performance expectations
- Work with manager to set target dates for goal completion

# Additional Resources

- **Performance Management Support Tools**  
[www.ohr.gatech.edu](http://www.ohr.gatech.edu)
- **Training and Brown Bag Sessions**  
[www.training.gatech.edu](http://www.training.gatech.edu)



# Questions

- Contact Performance and Talent Management
- 404.894.9410 or [www.ohr.gatech.edu/askperformance](http://www.ohr.gatech.edu/askperformance)
- Visit [www.ohr.gatech.edu/performance](http://www.ohr.gatech.edu/performance)