Performance Goal Setting FAQ

What is the difference between WingSpan and Performance?
Nothing. The company, SilkRoad, simply renamed the system.

What is the difference between Performance and the old system, Success Factors? What is the same?
Performance is a performance management system, just like Success Factors. At the end of the performance cycle, we will use Performance to assess overall employee performance as we did with Success Factors. What's different is that Performance starts the performance year by focusing on the creation of goals that will allow you to grow throughout the year. The addition of job competencies and duties will come later in the process.

Why are we focusing on goals now instead of job duties?
This is due in part to the schedule of the roll out of the new system to align with the University's performance plan year in conjunction with merit processes. By setting goals now, managers and employees can meet during the rest of the performance plan year, i.e. in March/April and June/July to track progress toward those goals in preparation for final review in the fall. The remainder of the system will be rolled out in the next couple of months.

What is goal setting?
Goal setting is an outcome based approach to performance management, and is the first step in our new performance review process. This approach has been strongly supported by Senior leadership at the University and was discussed in the focus group sessions Human Resources facilitated with community members regarding their needs and desires with respect to a performance management system.

How do I write a goal?
When setting goals, please use the **SMART** goal (**S**pecific, **M**easurable, **A**ttainable, **R**elated and **T**imelines) methodology. SMART goals are:
- **S**pecific when identifying exactly what the employee hopes to accomplish;
- **M**easurable when they can be evaluated to determine if they have been met;
- **A**ttainable when they are not overly lofty, but within reach of the employee;
- **R**esults-based on accomplishment and align with organizational, departmental and job specific objectives;
- and have **T**imelines (deadlines) to be measured against

Example SMART goal:
By June 1, 2015, implement a new performance management system for appointed staff using a clearly defined process and guidelines so employees and managers can more competently evaluate performance and develop skills for their current jobs and careers.

What is a goal as it relates to my job at DU?

See the list of sample SMART goals on the Leading and Learning page of the HR website.

How many goals do I need to have?
The minimum number of goals is four. Every employee, at all levels, must set at least two goals for themselves and will be given at least two goals from their supervisor. The total number of goals an individual has should not exceed eight. The number is prescribed to help create realistic expectations for managers and employees to focus their efforts toward their unit goals and objectives.

I am a supervisor, how many goals do I need to give my direct reports?
The minimum number of goals a supervisor should cascade down to each of their direct reports is two. Many goals you create for your employees may be goals that will be shared by several people on your team.

What is the difference between suggested and prescribed goals?
Suggested goals are a proposed by the manager to be decided upon jointly between them. Prescribed goals are determined by the University, a division or department or the specific employee's manager.

Can we modify prescribed goals?
Prescribed goals generally are not modified unless changing division/department requirements necessitate a change. Changes to an employees' goals will be communicated by the employee's manager, and can be tracked in the notes section of the goal.

What are cascaded goals?
Cascaded goals are goals that a supervisor creates and "cascades" down to their direct reports. They can be either suggested or prescribed.

What is the difference between departmental goals and individual goals?
Departmental goals are set by senior leadership for the entire department to include in their goal plan. Individual goals are set by the individual employee and discussed with their manager to include on their goal plan.

What is an organizational goal?
This would be a goal shared by the whole DU community or in support of the University's priorities. These are typically set organization wide by senior leadership.

What is a measurement description?
A measurement description is a sentence or two explaining how the goal will be achieved or measured to know that achievement was met. The use of SMART goal methodology will help with this description. The measurement may be defined in the general description and could be repeated in the measurement section of the goal details page.

Who determines when the goals are met? If you complete all your goals early what is the next step?
You and your manager will specify in the goal detail the specific criteria that signify goal completion. If you have questions, please discuss them with your manager so that the two of you have the same expectations. Throughout the plan year you can mark progress or completion by using the sliding progress bar in the goal detail section of each goal.
Final goal review will occur during the annual appraisal and we will provide instructions for these tasks then. Your manager will assign new goals for 2016 following the completion of this year's annual appraisal in the fall.

When are these goals to be assessed?
Goal progress can be marked and assessed throughout the year, and we suggest quarterly check-ins with your manager. The planned schedule for these check-in meetings, once the complete system is in operation will be March and June. More can be scheduled based on departmental needs and preferences of the manager and employee. Overall performance will be assessed during your annual appraisal this fall. The plan this year is to launch the goal process and incorporate it into the annual appraisal.

Will we be getting goals assigned over the course of the year or just now?
Each year there will be a period in the beginning of the performance plan year (typically November – December) to set new or continue with existing goals. Goals can be added throughout the year if department priorities or job duties change.

I don't know how to use Performance.
The Leading & Learning contains job aids for the goal setting process of the Performance application including: step by step instructions with screen shots and videos, these FAQs, and sample goals. Please review these materials. Additionally, you can send an email to employeeservices@du.edu to request assistance from the Performance support team.

I'm in Performance and I want more details about what I'm seeing on the page, can I see a deeper explanation?
Look for the blue i icon at the top of the page for deeper details, definitions and tips.

My direct reports aren't correct/my manager has changed, what do I do?
Please email employeeservices@du.edu the name, position number, and 87 number for the employees that should be reporting to you, or to show who should be your manager. Updates will be made in the system weekly.

What is my username and password?
Your username is your preferred DU email address, click reset password and follow the instructions on the login page to generate a new password.

What is my preferred DU email address?
You can check and change your preferred email address in My Web on the Personal Info tab in Pioneer Web. There is a view and update email addresses option, the preferred email is marked with a check.

Key Terms

Goal (SMART):
Is what is to be accomplished in a job. Goals should be specific, measurable, achievable, results-focused and time-bound.

Job duties:
The required tasks and responsibilities to be completed in a job.   A job description summarizes the most important features of the job including job duties. For example, an auto mechanic would repair and paint cars.

Competencies:
Are the required knowledge, skills and abilities (KSA's) and other personal characteristics that work together to enable an employee perform their required job duties.