
ANNUAL GOALS & DEVELOPMENT PLANNING EMPLOYEE TOOLKIT

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Guiding Principles

- To engage all members in candid, respectful coaching conversations about how to continue improving individual and collective performance
- To learn to value and effectively use feedback as a powerful learning tool for personal and professional development and growth
- To build high-trust working relationships at individual and team levels across the organization
- To align individual goals with the strategic goals and mission of the University

Employee Responsibilities

- Ensure your efforts are aligned with cascading goals of the department and organization shared by manager
- When establishing goals follow the SMART criteria and review and confirm with manager
- Openly and willingly communicate throughout the year with respect to progress toward goals and development activities
- Monitor and track your progress noting successes and taking necessary action to adjust or correct efforts
- Review and share what you need to support your success with your manager e.g. tools, resources and training and development
- Identify any anticipated challenges or barriers along the way and prepare for strategic solutions
- Keep your manager informed through either planned meetings, on-the-spot check-ins, phone calls or emailing

Employee Preparation Essentials

- When manager schedules meetings with you, ask what the focus is and prepare for the conversation
- When initiating a meeting with your manager book a mutually convenient time and tell your manager what the focus of the meeting will be to help your manager prepare
- It's important to regularly conduct self-reviews, openly share your progress (successes and challenges) with your manager
- Monitor progress against the established annual goals and track milestones and measureable outcomes – if something changes discuss these changes with your manager and revise goals no later than the mid-year follow-up
- Consider your role and accountabilities, how you can contribute to department goals and the organization
- Solicit feedback from you manager and others to get a true sense of your efforts and capabilities along the way

The Annual Goals & Individual Development Cycle – Roles & Conversation Guidelines

STAGE	EMPLOYEE	MANAGER
<p>MAY – JUNE Year End Annual Goals & IDP Discussions</p>	<ul style="list-style-type: none"> • Conduct a self-review for year-end meeting share prior to meeting with manager • Acknowledge successes, provide specifics on impact and added value, on learning opportunities • Be open about unmet goals and challenges • Be receptive to managers feedback; discuss underlying cause(s) and preventative actions going forward • If disagreement occurs do so respectfully and focus on the facts 	<ul style="list-style-type: none"> • Refer to Past Annual Goals documents and any additional progress notes that have been recorded • Review and prefer specific feedback highlighting past year • Offer feedback on employee's self-review • Recognize successes and describe the positive impact and contribution – be specific • Provide specific examples of the above while remaining supportive • Thank employee for contribution and efforts
<p>JUNE Annual Goals Discussions For Coming Year</p>	<ul style="list-style-type: none"> • Draft annual goals for coming year • Ensure alignment with unit / department priorities and organizational strategy • Review goals against SMART criteria • Review available support and resources • Consider strengths, interests, motivators • Link development plan to goals • Discuss ideas for learning opportunities with manager • Consider the various resources available 	<ul style="list-style-type: none"> • Invite employee to draft annual goals for coming year • Review for alignment with unit / department priorities and organizational strategy • Consider how goals relate to individual workload, interests and capabilities – is there sufficient stretch? • Assess strengths and areas of development with each employee • Ask what support you can provide employee • Encourage employee to explore development options
<p>JUNE – JULY Review IDP Plans & Hold Discussions</p>	<ul style="list-style-type: none"> • Actively explore learning opportunities and share with manager – take ownership of your learning • Consider your learning preferences, aptitudes • Explore multiple ways to support development • Track learning progress 	<ul style="list-style-type: none"> • Review employee development plan and offer suggestions if applicable and finalize • Coordinate any resources to support development • Offer encouragement and support along the way
<p>Ongoing Touch Point Meetings & On-the-Spot Coaching</p>	<ul style="list-style-type: none"> • Seek out coaching and informal updates • Apply new learning along the way • Self-monitor progress and development activities • Note any changes to unit/department priorities and impact on goals • Share any challenges along the way and resolve • Brief touch points in-person, by phone or email 	<ul style="list-style-type: none"> • Encourage staff member input • Listen and respond realistically • Acknowledge good performance through feedback • Coach in the moment by offering feedback, recognition, Improvement, problem solving • Brief touch points in-person, by phone or email

<p style="text-align: center;">JANUARY Mid-Year Annual Goals & IDP Discussions</p>	<ul style="list-style-type: none"> • Review and share accomplishments to date • Share any challenges or issues being experienced • Explain what may be causing the problem • Think about how to resolve the issue, and share your ideas about resources and assistance that you identified • Share changes pertaining to goals and be adaptive. Your willingness to revise goals demonstrates your support in contributing toward department priorities. Review revised goals against SMART criteria and confirm • Report updates on your development plan: accomplishments to date, changes, application of new learning, any revisions • Solicit feedback from manager to reset goals accordingly 	<ul style="list-style-type: none"> • Schedule meeting in advance to prepare • Set a positive tone for discussion • Provide a brief update on organizational and team progress; share any changes that may affect individual goals • Ask employee to share his/her perspective • Provide direction and feedback • Listen to employee suggestions and discuss and verify against SMART criteria, and confirm goal revisions • Ask about development plan accomplishments and offer feedback; adjust and identify f/up steps • Recognize successful milestones and continue to encourage and support
<p style="text-align: center;">Ongoing Touch Point Meetings and On-the-Spot Coaching</p>	<ul style="list-style-type: none"> • Seek out coaching and informal update opportunities • Apply new learning along the way • Self-monitor progress and development activities • Note any changes to unit/department priorities and impact on goals • Share any challenges along the way and resolve • Brief touch points in-person, by phone or email 	<ul style="list-style-type: none"> • Encourage staff member input • Listen and respond • Acknowledge good performance through feedback • Coach in the moment by offering feedback, recognition, improvement. problem solving • Brief touch points in-person, by phone or email

Goals May Change & Need to Be Revised During the 12-month Cycle

Unforeseen circumstances can occur and these challenges may directly impact whether or not you can achieve your goals. Some of these circumstances may include: a change in the University's strategic plan or direction, shifting priorities for the department, a change in job responsibilities and duties, resources are no longer available or you are unable to complete goals due to impact on others. Should any of these or other changes occur take a proactive approach to scheduling a meeting with your manager and review and revise goals accordingly to ensure that you are progressing toward achieving your goals and objectives with success.

SET SMART GOALS

Well-constructed annual goals clearly define the desired end results of an employee's work and how success will be measured. They build a foundation for effective coaching conversations; mid and year-end reviews development planning. The year-end review is based on the contribution to the achievement of these strategies. Those efforts are assessed by the impact on the department objectives.

Specific (and Strategic):

- Does the goal clearly define expectations in terms of actions and outcomes?
- Does the goal avoid generalities and use action verbs?

Measurable:

- Is the goal results-based?
- Does the goal define specific metrics (quantity, quality, timeliness, cost, etc.) that can be objectively measured?

Achievable:

- Is the goal challenging, but within reason?
- Does the employee have the skills and experiences necessary to achieve the goal?
- Is achievement of the goal within the employee's control?
- Can the employee reasonably be expected to successfully complete the number of goals assigned to him/her?

Relevant:

- Is the scope of the goals appropriate given the employee's job responsibilities and level?
- Does the goal clearly connect to departmental and / or organizational goals?
- Does the employee understand how his / her goal contributes to the unit / department and organization's objectives?

Time Frame:

- Does the goal specify a date or elapsed amount of time by when each goal needs to be completed?

Creating Goals That Are Challenging, Yet Achievable

The general guideline for developing goals is to do so within the scope of an employee's job description and skill level, with enough of a stretch to challenge and further develop the individual. Keep it attainable within the time frame given.

ESTABLISHING MUTUAL TRUST & RESPECT IN WORK RELATIONSHIPS

Mutual trust and respect strengthens every relationship. Both develop as a result of many small actions over time. We can build trust one step at a time through consistently demonstrated traits, communication and actions. To achieve mutual trust and respect, we need to hold ourselves and others accountable to the following:

- Bringing the best of oneself into the relationship – demonstrating integrity, open-mindedness, and honesty
- Conveying respect in every interaction regardless of the person or situation
- Taking responsibility for our words and actions – honouring commitments to others
- Recognizing and appreciating others' efforts
- Giving more than taking, while still keeping our own interests in view
- Helping others achieve their goals, or personal best
- Respecting where others are coming from – their knowledge, experience, thoughts, values, beliefs and needs

When we enter into new relationships or need to rebuild existing relationships, we can easily begin by establishing rapport. Rapport ensures the relationship gets off to a good start and the following suggestions can help you do this:

Find Common Ground – Ask open-ended questions to learn about others' interests, hobbies, or similar beliefs and values.

Show Empathy – Understand and see things from others' perspectives, and recognize their emotions - get "on their level."

Use Mirroring - Adjust your own body language and spoken language so that you "reflect" that of the person you are talking to.

Apply Communication Basics – Face people and give eye contact, smile, be genuine, practice 2-way communication, be present.

When we approach relationships in this manner, we are all contributing to a workplace that fosters coaching conversations, team work and collaboration. Remember to check-in on your efforts – ask others how they perceive you and what impact you have on the relationship.

COACHING CONVERSATIONS

Coaching does not always need a formal structure to be effective, it does, however, need trust, patience, skilled questions and empathy.

COACHING IS A TWO-WAY PROCESS. Keep in mind the relationship between you and your manager will impact the coaching conversation.

- Listening without judgement
- Staying focused in the conversation and asking for clarification to understand
- Giving eye contact and full attention to the situation
- Responding to open-ended questions enabling you to share thoughts and make decisions
- Engaging in open dialogue for support to achieve your goals
- Tapping into your own knowledge and skills as you progress

Benefits You Get From Coaching Conversations

- An expanded use of your talents and potential
- Increased sense of contribution to the department and organization
- Higher motivation as you work toward meaningful goals
- Enhanced creativity, learning and knowledge
- Understanding what is expected of you in your job to be successful
- Obtaining direction, resources and support for personal and professional development
- Increased confidence obtained from challenges of new learning opportunities
- Opportunity to receive constructive feedback for insight
- Explore solutions to overcome any barriers and resolve issues



COACHING CONVERSATION GUIDELINES

EMPLOYEE GUIDELINE	MEANS		MANAGER GUIDELINE
Participate in the conversation	Speak up! Share your point of view.	Encourage the employee to participate in his/her Review. Ask questions that will draw the employee into dialogue.	Make it a Two-Way Conversation
Celebrate Success	Give attention to your positive performance.	Provide positive reinforcement for positive performance.	Celebrate Success
Be Honest about Improvement Areas	Don't avoid the areas where you need help.	Don't avoid the subject of improvement needs. Be direct.	Be Honest about Improvement Areas
Invest in Your Development	Look for opportunities to build your capabilities.	Focus on continuous learning, growing, and stretching for all employees.	Encourage and Support Development
Manage Disagreements with Respect	Maintain appropriate conduct. Ask questions and listen well.	Model appropriate conduct. Ask questions and listen well.	Manage Disagreements with Respect

The GROW Model - A Framework for Coaching Conversations

The model is a simple yet powerful framework for structuring a coaching conversation. It ensures conversations managers and employees engage in are purposeful and focused. Your manager will take a coach approach by asking open ended questions giving you the opportunity to share your thoughts, ideas or solutions and plan your actions. It also gives you a chance to ask for your manager's feedback. This framework supports 2-way dialogue. For more information on the GROW coaching go to the following website.

http://en.wikipedia.org/wiki/GROW_model

<p style="text-align: center;"> GOAL  REALITY  OPTIONS  WILL  </p>			
<p>Agree on the topic and specific objective of session; set long term aim if appropriate</p>	<p>Invite employee self-assessment; offer specific feedback with examples; AVOID or check any assumptions</p>	<p>Brainstorm options; invite suggestions from employee; offer suggestions carefully; ensure choices are made</p>	<p>Commit to action; identify any barriers and solutions; make steps specific with timelines; agree to support</p>
<p>Sample Questions What is the specific aim of this discussion? What would a milestone look like? What do you want to achieve by doing this? Is that positive, challenging, and attainable? How could you measure this as an outcome?</p>	<p>What is happening now? Who is involved? What is the effect on others? What have you done so far? What effect did this have? What do you feel is holding you back? What is really going on here? Is this a symptom or a cause?</p>	<p>What options do you have? What else could you do? What if....? (time, resources, influence) What are the costs and benefits of each option? What are the risks, if any, of doing this? What are the risks, if any, of doing nothing?</p>	<p>Which option do you choose? To what extent does this meet your objectives? What are your criteria for success? What support do you need and from whom? What precisely are you going to do - what steps? What could hinder you taking these steps?</p>
<p>Topic and specific objective for the conversation is clear.</p>	<p>Situation and experience reviewed and feedback provided.</p>	<p>Options are explored and options are selected.</p>	<p>Action plan and timeline is confirmed.</p>

RECEIVING ONGOING FEEDBACK & COACHING – IT’S ALL ABOUT THE CONVERSATION!

Ongoing feedback is embedded into coaching conversations. It is important to be receptive to feedback since this information will add to your personal and professional development and support you in achieving your goals.

1. LISTEN RESPECTFULLY.

When your manager is trying to tell you something it is easy to take it negatively or personally. You might be tempted to jump into the conversation and respond defensively rather than wait to understand the intention of the message. It is best to listen and ask brief questions for clarity. Give your manager a chance to fully explain. Maintain a positive attitude by using appropriate facial expression and body language. Try to stay tuned into the entire message. Make a mental note of the point you will respond to when it is your turn to talk. Your manager will appreciate your willingness to listen.

Examples: “I appreciate getting your feedback on this matter. You made an important point when you said... “Your second comment about ----- is not clear to me. Can you explain this further.....”

2. BE SURE YOU UNDERSTAND.

After listening, ask questions or make comments to confirm your understanding of the situation being explained to you. Sometimes it can take a bit of going back and forth to ensure that both parties understand what is being shared. One helpful approach is to reword what you think has been said and then ask if it is correct. Try to focus on the main point being shared. This technique helps keep the speaker’s message clearer. Staying focused will help you to deal with a single issue rather than try to sort out a host of complexities.

Examples: “So you are concerned about -----?” “It sounds like I have been -----.”

3. ACKNOWLEDGE THE SPEAKER’S POINT OF VIEW.

As you listen, try to put yourself in your manager’s shoes. This can’t be easy either. Your manager may feel uncomfortable about telling you something that is potentially sensitive, and is likely counting on your ability to remain open-minded and understanding of the issue. Your manager is hoping that you are willing to talk through the issue and collaboratively find a way to resolve it. Respect the fact that your manager is bringing the issue to your attention, showing care for you.

Examples: "Thanks for bringing this to my attention. I didn't realize that my behaviour was perceived this way." Can we discuss this in more detail?" "What did you mean by -----?"

4. DON'T BECOME DEFENSIVE.

All of us want to be accepted and appreciated for who we are. We are embarrassed and sometimes feel guilty or ashamed when others notice a problem behavior or a mistake we have made. That's why it is sometimes difficult to be accepting of this type of feedback. But being open to learning and growing is a desirable characteristic in any job position or relationship. Don't feel that you have to "protect your turf" and go into defense mode just for the sake of appearing right—or even perfect. It helps to realize that you have a valuable opportunity to learn from a negative outcome and become a better person. Remember that this also gives you the opportunity to explain your actions. Try to maintain a humble but positive outlook that will make it easy for others to work with you.

Examples: "So what you are saying is I missed an important step in the process that our department set up." "I'd like to explain what contributed to this oversight. "I was so focused on the deadline and didn't realize at the time, that it would effect -----." "I will have to make sure I follow every step, regardless of time constraints." "This is really humbling, but I can also see why you have to address it with me."

5. AVOID ESCALATING TENSIONS.

When discussing setbacks or limitations in a person's actions, the potential for escalating tensions is created. When we feel overly criticized or misunderstood, it becomes natural to bring up past issues or current problems that might otherwise have been overlooked. This is not the time to put all cards on the table, though. It is better to focus on the issue at hand and reserve any exchange concerns for a later time, unless they are related to the current issue. Of course, accepting constructive feedback doesn't mean that you should let yourself be belittled, but someone who really is offering constructive feedback will not do those things. Look for the positive aspects of the feedback without trying to take the conflict to the next level.

Examples: "I'm really upset about hearing this, it's not easy to accept, however I realize the implications of my actions and take full responsibility." "What can I do to correct this?"

6. FOLLOW UP WITH POSITIVE ACTIONS.

After accepting criticism graciously, accept the responsibility for making changes that will help matters improve. Some people will pretend to accept criticism, but then fail to make the necessary adjustments. Following up with suitable action will show others that you know how to accept criticism and can actually put it to good use, which will enhance your professional image and potentially improve personal relationships. You might even want to keep a written record of any changes that you do make so if the situation is later revisited, you have demonstrated your willingness to follow helpful feedback.

Examples: *"Thanks for taking the time to help me identify, what I need to do, to improve the situation." "Starting tomorrow, this is what I will do..."*

7. TAKE THE INITIATIVE.

You don't have to wait for others to take the initiative in giving you constructive criticism. You can ask those whose opinion and expertise you trust for advice or suggestions to help you do a better job or avoid making the same mistake. Let others know if you need help or are struggling before problems become apparent. Most people are more than willing to provide assistance or answer questions to help you do a better job. Ask someone you trust for constructive feedback. Then be willing to act on that information, if applicable. Accepting the advice of others is the hallmark of an open mind and cooperative spirit. Accepting constructive feedback can make you a more effective team member and employee.

Examples: *"I would like you to give me honest feedback about today's presentation." "Don't be nice, please be helpful." "I got the feeling that my presentation lost the interest of the audience." "What can I do to be more effective in the future?"*

WORKSHEET #1: CREATING A GOAL STATEMENT

This worksheet will help you to create a list of annual goals.

Start by making a list of 3 to 5 of your key tasks and responsibilities:

1. _____
2. _____
3. _____
4. _____
5. _____

Now, write down your ideas for goals that correspond with your key tasks:

1. _____
2. _____
3. _____
4. _____
5. _____

Test your goal ideas by answering the following questions:

Will this goal challenge me, yet still be achievable? Yes No

Is this goal measurable? Yes No

Does this goal fall outside of my normal daily activities? Yes No

Will this goal help my department achieve its goals? Yes No

Can this goal be achieved with the resources I have available? Yes No

If you answered “No” to any of the questions, try revising your goal idea so that your answers for each goal are all “Yes”.

Action Plan

Goal #1:		
What needs to be done to achieve this goal? (List some specific action steps)	By when?	Additional Support, Accommodation and / or Resources?
Goal #2:		
What needs to be done to achieve this goal? (List some specific action steps)	By when?	Additional Support, Accommodation and / or Resources?
Goal #3:		
What needs to be done to achieve this goal? (List some specific action steps)	By when?	Additional Support, Accommodation and / or Resources?

WORKSHEET #2: INDIVIDUAL DEVELOPMENT PLANNING

This worksheet will assist you in creating a Development Plan for maintaining your skills sets, and setting future growth and / or career goals.

Your Goals & the Past Year

Think about challenges that you have faced in the past year, what factors do you feel would have helped you to achieve your goals? How will this inform your individual development plan for the coming year?

Goal	Skills & Abilities to Develop	Areas to Improve	Other Assistance Needed
Goal	Skills & Abilities to Develop	Areas to Improve	Other Assistance Needed

Your Goals & the Coming Year

What can I do to achieve my future goals?

What immediate resources are available to me? (trade, magazines, professional associations, tuition assistance)

What long-term resources can I use?

How can my manager support me?

Your Goals & Your Career

How will achieving the goals I have set for the coming year help me to accomplish my career goals?

What support and training do I need in order to reach my future goals and to maintain my current skill set?

What additional skills do I require to achieve my goals? How will I attain them?

What changes are occurring in my department that will require me to update my skills?

Are there any accommodation needs that I require to support my learning?

WORKSHEET #3: STATUS OF GOALS

This worksheet will help you track progress toward established goals and inform you of goals that may require revisions. It will also help you summarize achievements and challenges related to each goal. Duplicate this worksheet and use it for each of your goals.

Goal # ____:			
What needs to be done to achieve this goal? (List some specific action steps)	By when?	Action Step Completed	Challenges & Changes
		<input type="checkbox"/>	
		<input type="checkbox"/>	
		<input type="checkbox"/>	
		<input type="checkbox"/>	

Keep track of your goal related progress below.

Timeline	Completed	On-going	Incomplete	Goal Revised
3 months	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 months	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9 months	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 months	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Looking back on your goal, and some of the challenges you experienced in achieving it, consider the following questions:

1. What would I have done differently?
2. What did I do well when achieving this goal?
3. What did I learn as a result of this process?
4. What changes or improvements to my skills could assist me in accomplishing future goals?

5. What would have helped me accomplish this goal?
6. What caused me the most frustration?
7. What feedback did I receive this year from my manager and others? (co-workers, internal partners / stakeholders, customers)

The 2 or 3 things that keep me motivated are:

1. _____
2. _____
3. _____

Areas of my work that challenge me are:

1. _____
2. _____
3. _____

The areas that I would like to improve in are:

1. _____
2. _____
3. _____

Other comments: