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Human Resources/EXEMPT PERFORMANCE APPRAISAL SYSTEM ANNUAL GOAL SETTING & ASSESSMENT FORM

Employee's name _____ Date of completion _____

Title _____ Supervisor _____

Review period from _____ to _____ Department/Division _____

PART I. ASSESSMENT OF LAST PERIOD'S GOALS, OBJECTIVES, PROJECTS AND ASSIGNMENTS

Listed below are the major goals and objectives that were assigned during the last evaluation period. Indicate the appropriate completion performance level using the following key.

PERFORMANCE LEVEL KEY

- Goal achieved:** The goal or project, as assigned, was completed in a way that met the expectations expressed in the goal statement when assigned.
- Goal not achieved, but due to circumstances beyond employee's control:** Due to mitigating circumstances beyond the employee's control, the goal as assigned was not completed in a way that met the expectations expressed in the assigned goal statement.
- Goal not achieved:** The goal or project, as assigned, was not completed in a way that met the expectations expressed in the assigned goal statement. There were no mitigating circumstances of note that influenced performance.

1. Goal/objective/project assigned: _____ Result achieved (insert key number)

Narrative: _____

(use additional pages if necessary)

2. Goal/objective/project assigned: _____ Result achieved (insert key number)

Narrative: _____

(use additional pages if necessary)

PART II. ASSIGNMENT OF NEXT PERIOD'S GOALS

Instructions: Draft two (2) goal statements that will be assigned to this employee for the next evaluation period. Follow the guidance provided on the reverse of this document ("Developing Specific, Attainable and Measurable Goals"). Review draft with employee and finalize for inclusion with the final evaluation packet.

Goal 1 _____

Goal 2 _____

PART III. CAREER DEVELOPMENT DISCUSSION

Opportunity was given to discuss employee's short-term and long-term career growth and development, and how CCS and supervisor could assist in that development.

Yes No

Employee's signature

Date

Supervisor's signature

Date

Developing Goals

Effective performance management includes setting specific, attainable and measurable goals. These goals become one standard that, when combined with other elements of our appraisal system, provide an effective method for evaluating exempt employee performance. The most powerful locomotive in the world cannot go where track is not laid. Setting goals helps to give direction, or “lay the track” toward excellent performance.

Goals are set so that it is clear in the minds of manager and employee what needs to be done so that everyone can identify whether it’s being done, can tell whether it’s being done at the required level and know when corrective action needs to take place. It eliminates the “I didn’t know” defense for bad performance and sets the stage for good performance.

Effective goal setting can be accomplished by following some basic guidelines.

Specific, Attainable and Measurable (SAM)

When writing goals, remember the rule of “SAM”, or write goals so that they are Specific, Attainable, and Measurable.

Specific means that the goal can be clearly understood by the employee and the supervisor. More importantly, the goal should be clearly understandable to someone who is not familiar with the employee or his/her duties. To insure that the goal is specific the following should be considered:

- Can a neutral third-party read the goal and clearly understand what is to be done, and by whom?
- Have generalized words like “often, sometimes, occasionally, etc.” been avoided?
- Does the goal statement reflect the language of the job (versus verbose or wordy language that is confusing or open to interpretation)?
- Are numbers, percentages, weights, days, etc. used?

Attainable means that the goal can be achieved by the employee. It requires that the goal statement not include any of (or a lot of) the following:

- dependence on the actions of other employees, work units, or outside parties;
- approval of a project, budget or anything else out of the control of the employee;
- the decision-making of more than one supervisor; and
- a constantly changing work environment (i.e. procedures, regulations, work flow).

Measurable means that the goal has a quantified, easy-to-determine accomplishment. The following quantity measures should be considered:

- The goal allows the employee to periodically self-measure his/her progress.
- The goal is stated as a percentage, number, time, quantity, etc.
- Achievement of the goal can be answered in “yes” or “no” terms.
- A neutral third-party can measure accomplishment after reading the goal statement.

SEVEN GUIDELINES

Making a goal statement “SAM” can be done by following the ***Seven Guidelines for Writing Effective Goals*** — which are:

1. Begin each goal statement with the word “To”.
2. Follow the word “To” with an action verb.
3. Identify what you want the employee to accomplish or the problem area to be corrected — the “what”.
4. Identify how the goal will be measured.
5. Set a target date for completion of the goal — the “when”.
6. Outline the consequences or benefits to be accrued.
7. Evaluate: does the goal statement specify the “what and when”, not the “why or how”.