

# ***Goal Setting and Employee Motivation***



## ***Getting the Best out of People***

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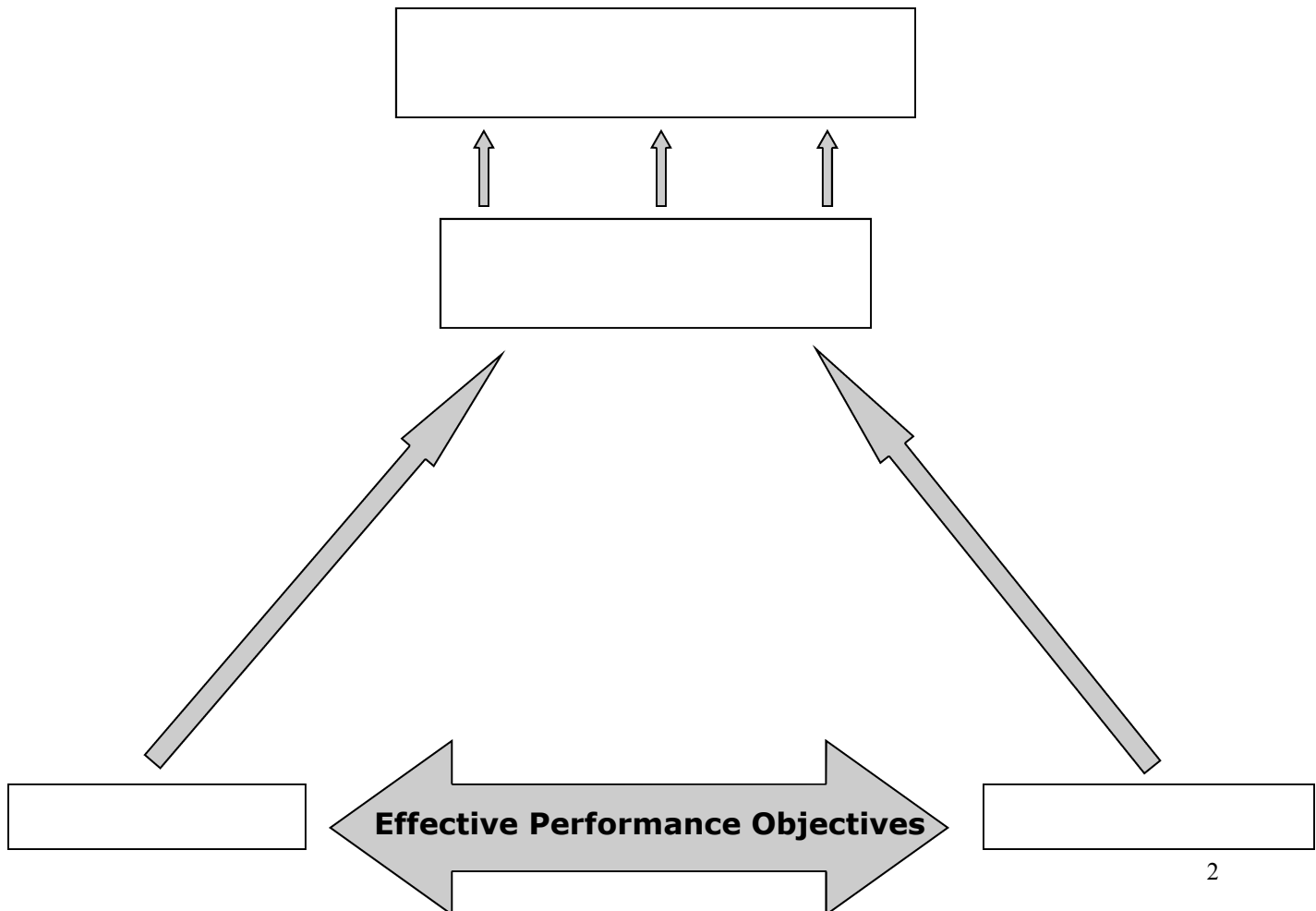
December 8, 2011

# Why Performance Objectives?



## Locke and Latham's Goal Setting Theory

- Employees who were given feedback during performance appraisals performed no better than those who received no feedback. However, when goal setting took place as a part of the feedback, performance improved significantly
- Employees who were given specific, challenging goals outperformed employees who were “trying to do their best” or surpassed their own previous performance when they had been “trying their best”
- Employees who were given feedback on five different dimensions of their performance but had goals assigned with respect to only one, significantly improved their performance for that one dimension



# ***The Beekeepers and Their Bees***

<http://www.opm.gov/perform/wppdf/2002/>



Work Activities	The actions employees take when performing their jobs
Accomplishments	Specifies the end result of a successful work activity
Outcomes	Refers to the “final results” of an agency’s products and services

In the “The Beekeepers and Their Bees” what are the primary differences in goal setting approaches between the two hives? What are the results of these different approaches?

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# ***S.M.A.R.T.***

## ***Goals***



Performance Objectives are most effective when written to the S.M.A.R.T. standard.

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**Specific** - The performance objective needs to specify clear expectations and results

**Measurable** - The objective must identify how the accomplishment will be measured, observed, or verified.

**Achievable** - The objective should be within the employee's control but should also be challenging.

**Relevant** - The objective should be relevant to the goals of the team and/or agency. It helps if they are relevant to the employee as well.

**Time-specific** - There should always be a timeframe associated with each objective, even recurring work.

### General Measures

**Qualitative** - How well the work is performed (accuracy, effectiveness, style)

**Quantitative** - Amount produced (raw numbers produced, percentages, or level of productivity)

**Timeliness** - How quickly the work is performed (deadlines or time frames)

Many managers and supervisors become disillusioned when they can't attach a number to a measurement. However, there are many tasks our employees perform that qualitative measures work best for. When a performance objective can only be observed or verified:

- Identify who is in the best position to evaluate the work
- List specific factors the evaluator is looking for
- Determine what he or she would see or report that verifies that successful performance has occurred.

# Types of Goals / Objectives

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**Recurring /Routine Tasks** – A routine action an employee performs that may vary in terms of volume and timing and is challenging to write a performance objective for.

Use the “Customer-Focused Method.” Two key questions must be asked:

- Who are the employee’s customers?
- What products or services do the customers expect?

Therefore, a recurring task performance objective would identify the *activity* the *customer*, and the *accomplishment* of performing the recurring task.

**Projects** – The primary tasks assigned to the employee, including specific projects.

- Goals related to the duties assigned in a job description/job analysis
- Projects that may be standing or that may be short-term

**Behavior /compliance** – This refers to the constant expectations you have of the employee in terms of how they conduct themselves and how they relate to other people. Generally, these expectations can be written as a single objective.

- How employees work with, and report to, their supervisor
- How employees relate to colleagues and other departments
- How employees supervise subordinates
- The employee’s personal work habits and procedural compliance

**Professional Development Goals** – Goals that specify what the employee will learn or skills they will develop.

- Conference attendance
- Classes or training enrollment
- Professional certifications

**Other** –

# Goals / Objectives Examples



## **Recurring Work:** Secretary

Messages are received by appropriate persons usually within three working hours of receipt or when the person returns to the office. Written messages contain the caller's name, organization, phone number, date, time, and subject of the call.

## **Projects:** Contract Coordinator

- 1) All agreements and contracts are written and processed accurately and in accordance with procurement regulations and backup documents.
- 2) Contract awards are monitored being sure required award letter is obtained prior to expiration of bids and when an award letter is required, it is obtained prior to expiration of the bids.
- 3) Contracts and agreements are prepared within three working days after receipt of approved request and bids and all legal requirements have been met.
- 4) Notices to Proceeds are issued within two working days – being aware of any unusual time requirements.

## **Behavior/Compliance:** Employee at the Department of Health

Employee will conduct themselves, in all their work related activities, in accordance with agency standards of professionalism, courtesy, and the code of conduct. This is to include communicating with co-workers, customers, and supervisors in an amicable and professional way. This objective will be measured through supervisor observation.

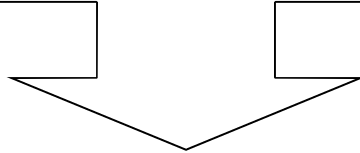
## **Professional Development Goals:** Supervisor

The employee will attend "The Art & Science of Supervision" training by June 30th. After attending training the employee will conduct 15-20 minute "mini-trainings" on all the training modules in weekly team meetings. These "mini-trainings" should be concise and demonstrate retention of materials trained on. The employee's supervisor will be present to measure this objective.

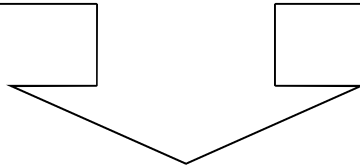
# Goal Cascading

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Agency Goal/objective



Work-Unit Goal/objective



Employee Performance Objective



- The purpose of cascading goals is to ensure that employees' objectives are aligned with higher level goals. It's providing employees with a clear "line of sight." Employees will be able to see how what they are being asked to do contributes to team/work unit and agency goals. Remember, if the objective is not adding value to the work unit or the agency the employee shouldn't be doing it.
- In the boxes provided identify how agency goals cascade down to your employee's performance objective.

# ***Customer-Focused Method***

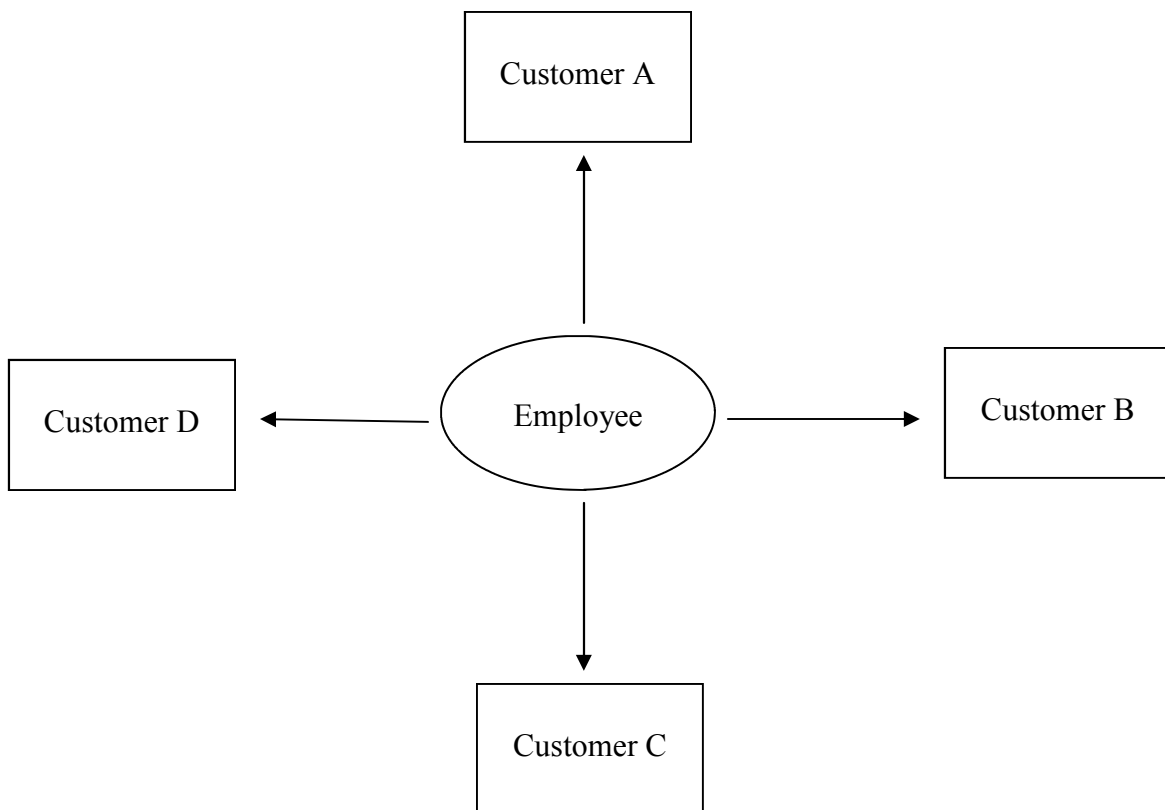
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The Customer-Focused Method may be especially useful for employees whose days are filled with “recurring tasks” or activities that are difficult to write accomplishments for.

Two key questions must be asked:

- Who are the employee’s customers?
- What services or products do the customers expect?



In this example, the employee has four customer groups and the arrows represent the customers expectations in terms of service or products.

# ***Customer-Focused Method***

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Two key questions must be asked:

- Who are the employee’s customers?
- What services or products do the customers expect?

Below, draw your own “Customer-Focused Method” for one of your employees.



Identify your employee’s customers and what services or products they expect.  
Remember we’re concerned with accomplishments, not activities.

# Employee Motivation



Hygiene Factors	Motivators
<ul style="list-style-type: none"><li>• Supervision</li><li>• Working Conditions</li><li>• Co-workers</li><li>• Pay</li><li>• Policies/Procedures</li><li>• Job Security</li></ul>	<ul style="list-style-type: none"><li>• Achievement</li><li>• Recognition</li><li>• The work itself</li><li>• Responsibility</li><li>• Advancement and Growth</li><li>• </li></ul>

Hygiene Factors are things that lead to dissatisfaction at work

Herzberg, Frederick. One More Time: How Do You Motivate Employees?  
Harvard Business Review: January, 2003

Motivators are factors that lead to satisfaction at work.

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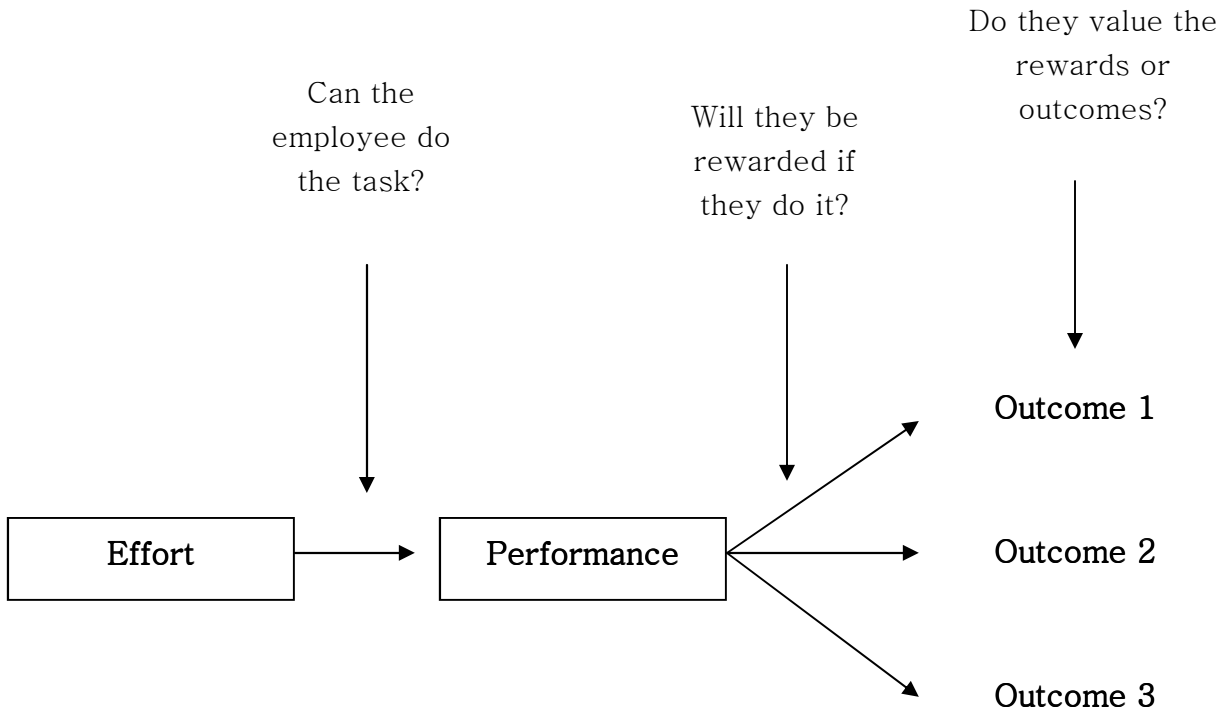
From the Motivators above, which ones do your employees value? Which ones are you currently utilizing? How?

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# Employee Motivation



## Expectancy Theory



Expectancy Theory says that people will be motivated to do a task if three conditions are met

1. They can do the task
2. They will be rewarded if they do it
3. They value the reward

Adapted from Mcshane and Von Glinow.  
Organizational Behavior: Emerging Realities for  
the Workplace Revolution.

From the elements of motivation above, which do you have control over?

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A. According to the video, what is the role of money in motivating employees?

M. What other points did you take away from the video?

P.

# ***Goal Setting and Employee Motivation***

Notes:

