

Frequently Asked Questions about Goal Setting and Performance Development

Q: In a cycle year, what are the time frames for the various components of the Performance Development Program?

A: Regular, ongoing performance-based communication between manager and employee is essential to the program's success. In addition to these regular discussions, there are three key times in each yearly Performance Development Cycle (fiscal year) when managers and employees are expected to meet and have a conversation about performance.

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| 1. July–September | Goal Setting |
| 2. November–January | Mid-Cycle Review |
| 3. April–May | Annual Performance Review |

Q: Where do I get a copy of my job description and how is it linked to Performance Development?

A: Human Resources is the central source for job descriptions. The job description documents the major responsibilities and required competencies for a position. It is used for posting an open or newly created position and for documenting changes in responsibilities or requirements of an existing position. The job description provides a foundation for Performance Development, which includes current-year goals and ongoing expectations.

Q: What's the difference between performance goals and competencies?

A: Performance goals specify WHAT is to be achieved and competencies specify HOW these goals are to be achieved.

Q: Why are the Annual Performance Review and the Merit-Pay Communication separate discussions?

A: Smith managers and employees observed that the Performance Review often focused too heavily on salary increase and not enough on performance. As a result, the Performance Review is now a time for manager and employee to discuss only performance for the past year and to determine if agreed-on goals have been met. The Merit-Pay Communication focuses strictly on explaining the employee's salary increase based on the past year's performance and development.

Q: What happens if an employee is transferred or promoted to a new position during the Annual Performance Review Cycle?

A: The current supervisor of the employee would be expected to reach out to the previous supervisor. The previous supervisor would be asked to contribute to the employee's evaluation, reflecting on their time in the previous position. Together, the supervisors would decide on an overall annual performance rating for the employee.