About G.O.A.L.

G.O.A.L. (Generating Ongoing Achievement & Learning) is the University of Guelph's tailored program for performance planning, assessment and development. The program incorporates three critical elements:

- Performance Planning,
- Performance Assessment, and,
- Staff Development.

Managers and staff work together to incorporate all of the elements by working through the steps outlined in the G.O.A.L. cycle.

**Performance Planning** ensures that staff have a clear understanding of what's expected from them in terms of job responsibilities, outcomes, standards and competence. Managers can get valuable information from staff about what they require to be successful in their jobs and what they expect from their Manager.

**Performance Assessment** provides an opportunity for the staff to do a self-assessment and gather feedback and perspectives from their Manager and when possible, from a broader base of stakeholders, to examine how they are performing against set criteria and others’ expectations.

**Staff Development** provides the opportunity for staff and Managers to identify strategies for enhancing performance in areas where strengths or interests already exist and can be further leveraged and/or areas identified as needing improvement.

Avoiding performance issues and the opportunity to recognize and reinforce what employees are doing well decreases morale and the organization's overall effectiveness. Following the G.O.A.L. cycle and effectively incorporating the values, principles and practices outlined below will go a long way in creating a positive experience for all.

Learn more about G.O.A.L.:

- **Values of G.O.A.L.**
- **Principles of G.O.A.L.**
- **Vision for Performance at the University of Guelph**

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### 6 Fundamental Values of G.O.A.L.

- Accountability
- Partnership
- Agreed Upon Outcomes
- Self-Management
- Learning
- Recognition

### 10 Principles of G.O.A.L.
1. Staff want feedback about their performance.
2. It is important to the relationship between staff and the organization to have a complete history of the staff member's time at the University of Guelph.
3. Performance evaluations alone don’t do much to influence staff performance in a positive way.
4. Clear, up-to-date job fact sheets and performance objectives, followed up with regular constructive feedback conversations, greatly affect staff performance in a positive way.
5. It is important for effective succession planning and implementation to have up-to-date realistic workplace-focused job fact sheets for all staff. Learn more about job evaluation and updating job fact sheets.
6. The quality of performance plans and reviews is dependent on effective training for managers and their participation in the G.O.A.L. program.
7. Managing performance is about helping people to start doing some things, keep doing some things, and stop doing some things.
8. Performance objectives and expectations lead to effective self-management and show respect to all parties.
9. Communication of recognition and/or feedback should be on-going and not limited to the year-end review process.
10. The year-end review should contain no surprises.

A Vision for Performance at the University of Guelph

The vision for performance at the University of Guelph is inspiring leaders and engaging staff in the generation of ongoing achievement and learning through the skilful use of practices and resources.

What is inspiring leadership?

- Inspires a shared vision and builds commitment to mission and priorities of the unit and university
- Involves staff actively in planning and decision making and enables others to act
- Fosters a work environment characterized by mutual respect
- Provides direction and defining priorities
- Acts with integrity and models the way
- Challenges the process when required to ensure relevance and continuous improvement

What does it mean to engage staff in G.O.A.L.?

- Set clear expectations with staff
- Give feedback in a respectful, constructive way
- Encourage staff to seek feedback from multiple sources
- Promote self-development and responsiveness to feedback
- Use coaching skills effectively to develop staff
- Conduct effective and timely performance reviews
- Recognize excellent performance
- Encourage staff to engage in learning and development opportunities

What are the practices and resources?

- Performance Planning Dialogue
- Ongoing Communication, Support and Coaching
- Performance Reviews

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