

3.16 Supervisor's/Manager's Checklist for Setting Performance Objectives

DO

- Tie individual objectives to the objectives of the organizational unit, of the department, and of the company.
- Set the objectives jointly and let the appraisee know that objectives can be revised if the situation changes.
- Gather information so you can set the objectives at the appropriate developmental level.
- Develop specific, measurable objectives that are challenging yet realistic.
- Set a manageable number of objectives; discuss the importance of each objective and prioritize importance.
- Discuss the competencies the individual will need in order to demonstrate or achieve performance objectives.
- Ask individuals to suggest Action Plans for achieving complex objectives.
- Set checkpoints to review progress on objectives.
- Agree up front on the criteria for successful achievement of objectives.
- Use a process for periodic Progress Reviews: keep a written record of objectives, Action Plans, and progress discussions.
- Set objectives to improve future performance.
- Keep developmental needs in mind when you set objectives.
- Gain the appraisee's understanding and acceptance on each performance objective and competency.

DON'T

- Don't set objectives without looking at the big picture.
- Don't hand an individual a copy of his/her objectives without discussing them.
- Don't set objectives that are too easy or too difficult under the circumstances.
- Don't develop general or vague objectives.
- Don't set too many objectives or set trivial objectives.
- Don't set complex performance objectives without discussing how the individual plans to achieve the objectives.
- Don't ignore the "how" of achieving performance objectives.
- Don't assume that objectives can be set and then forgotten until the Summary and Development discussions at the end of the appraisal cycle.
- Don't assume that the appraisee can read their supervisor's mind or know what's important to the company.
- Don't rely on memory.
- Don't be overly critical of the individual appraisee's past performance when setting objectives.
- Don't forget that continuous employee development is an important outcome of the Janus performance and development system.
- Don't accept performance objectives that will not lead to continuous improvement or that will not meet the performance objectives to which the individual is held accountable.