Performance Review: Goal Setting

Goal setting is a key component of the performance review process. This guide is intended for both Employees and Managers and provides information on adding, editing, submitting and approving goals. To help manage the end-to-end goal process we also provide best practices on organizing and archiving after the review is completed.

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1. Creating an effective goal

An individual goal is made up of the fields below. Below are guidelines for completing this form. Fields marked with a “*” are required. For optional fields consult with your manager or human resources department.

<table>
<thead>
<tr>
<th>Field</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal*</td>
<td>This should be a brief title of the goal.</td>
</tr>
<tr>
<td>Description*</td>
<td>The main content for your goal - your objectives, timelines, success criteria and other important details.</td>
</tr>
<tr>
<td>Category</td>
<td>(Optional) Categorize the goal into a common goal theme.</td>
</tr>
<tr>
<td>Status*</td>
<td>Select Not Yet Started or In Progress.</td>
</tr>
<tr>
<td>Supports</td>
<td>(Optional) If your department has created organization goals, you can associate your individual goals by selecting that organizational goal here. (Note: you will only see choices if your department has created organization goals.)</td>
</tr>
<tr>
<td>Due date*</td>
<td>Indicate the date that the goal is due. This date also determines when this goal will be evaluated during a year-end performance review. (Note: you will be able to modify this date later if you need to.)</td>
</tr>
</tbody>
</table>

For more information on creating goals visit:

- PRO: 402 Performance Communication at NYU. This course, available in iLearn, includes a section on S.M.A.R.T characteristics which make up an effective goal.
- NYU’s Performance Communication web page
2. Goal setting at the start of the academic year

Employees

At the start of the academic year (typically in early September), you will receive an item in your PeopleSync inbox labeled “Goal Setting” or “Set Content”. This is the goal setting form in which you will draft and submit your goals to your manager for approval.

1. Login to NYU Home > Click Work Tab > Click PeopleSync
2. Access your inbox by clicking on the inbox icon in the top-right corner.
3. Click on the “Goal Setting” item in the list on the left-hand side to open the Goal Setting form.
4. You will add multiple goals on this page. Click the grey Add button to add your first goal. (Refer to the “Creating an effective goal” section of the tipsheet for guidance on how to enter your goal.)
5. Click the Checkmark button in the top right of your goal to save it.
6. Continue adding goals using the grey Add button.
7. When you have finished adding all goals, click the Next button at the bottom of the page.
8. Review the goals you have entered, making sure you have entered all goals for the upcoming year.
9. Click the Submit button to finalize and submit your goals for approval.
10. If your manager needs you to add or revise your goals, they may choose to Send Back the task to you – if they do, follow these same steps to update and resubmit.

Managers

PeopleSync will require Managers to approve goals submitted by their employees. You will receive an item in your PeopleSync inbox labeled “Goal Setting (Manager Approval)” or “Set Content” followed by the employee’s name. This is the goal setting form that the employee submitted for your approval.

1. Login to NYU Home > Click Work Tab > Click PeopleSync
2. Access your inbox by clicking on the inbox icon in the top-right corner.
3. Click on the “Goal Setting (Manager Approval)” item in the list on the left-hand side to open the Goal Setting form.
4. Review the goals submitted for completeness and quality.
5. You have the ability to Edit goals by clicking into the goal.
6. You can also use the grey Add button to add new goals for the employee.
7. When you’re satisfied with the content, click the Next button at the bottom of the page.
8. At this point, you may choose to either Approve or Send Back using the buttons at the bottom of the page.
9. If you are satisfied with the content, click Approve and the process is finished!
10. If you need to Send Back the form to the employee for revision, click the Send Back button and provide a reason for why you are sending it back. Only send back if there are significant revisions necessary, otherwise we recommend resolving any issues offline, or update later using the Self-Service tasks.

Note: If you manage multiple people, make sure you’re aware of whose form you are reviewing – note that the employee’s name is displayed at the top of the task’s screen.
3. Updates to goals at any time using self-service

Throughout the year, you may need to update, revise, mark as completed, or remove goals. You can do this by using the self-service tasks described in sections A to F below.

A) Add, Edit, Submit (Employee)

Login to NYU Home > Click Work Tab > Click PeopleSync. To add, edit, or submit goals, click on the Talent and Performance application. Click on the Goals button.

Add
1. Click Edit button at the bottom of the screen.
2. Click Add button at the top of the screen.
3. Complete the goal form referring to the guidelines on page 2.
4. To add more goals repeat steps 2 to 3.*

*Important: If you add more than one goal, they are submitted in one transaction. This is an efficient way of sending all of your new goals to your manager. Note for Managers: Because the goals are submitted as one transaction you will not be able to action on each goal individually. (See Approve, Send Back, Deny section on page 6.)

Delete – Click the trash icon to delete a goal. You can only delete goals in “Add Goal” process. (Another way to remove a goal is to archive, see Best Practices for Archiving on page 9)

5. When you are ready to submit your goals click Submit and Done. The goals route to your Manager for review and approval.

Edit
1. Click Edit button at the bottom of the screen.
2. Select the goal that you want to edit. The fields will activate and you can modify them.
3. When you are ready to submit your goal click Submit and Done. The goal now routes to your Manager.

Note: There are two scenarios where a goal cannot be edited:

Pending. A goal is marked pending if it has been submitted to the Manager for review. You will see “(pending approval)” at the top of the goal.

Uneditable. A Manager can add a goal to an employee or department. This goal can be marked as uneditable. If you try to edit the goal you will see that the fields are not actionable.

Submit
1. When you are ready to submit, click Submit and then Done.  
   • Note: Only goals that are new (added) or edited are submitted in this process.
2. On the next screen you will see “Up Next Review Goal” and the Manager’s name.
3. After submitting you can find the goal in the Individual Goal tab. The goal now displays: “(pending approval)”.
4. The Manager will now review the transaction and approve or send back.
• If the goal is approved it will appear in your Self-Evaluation Form when the review process launches. Note: The goal does not disappear from your Individual Goals tab. It remains under the In Progress section.
• If the goal is sent back it will appear in your Inbox as a Revise Goals task. See section 4. PeopleSync Inbox Actions and Archive: Finding goal tasks and checking on status of transaction (page 8).

Additional Save for Later button on the Add, Edit and Submit Screen. If you want to work on the goal later, select the Save For Later button. The goal is saved to the top of the Individual Goals tab. To continue editing and submit the goals you’ve drafted, you can find them in the PeopleSync Inbox > Actions tab (see page 8).

**B) Add a Goal to Employee (Manager)**

Managers can add a goal to the Employee’s Individual Goals tab. To add goals to employee(s), login to NYU Home > Click on the Work Tab > Click PeopleSync. Click on the Team Performance worklet. Click on the Add Goals to Employee button.

1. Select Create New Goal or Copy Existing Goal. If you select Copy Existing Goals you can select the menu icon and choose among:
   - My Goals: A list of your goals
   - My Organization’s Individual Goals: A list of goals for each employee.
   - My Organization Goals: A list of goals for the department or division.
   - Goals by Category: A list of goals by Operational, Performance, Personal Development or Strategic categories.

2. Next complete the Employees or Organization field. Do not complete both fields.
   - Employees: Enter one or more employees
   - Organizations: Enter in a supervisory organization or select the menu icon to choose an organization. Select My Organizations to view a list of departments/supervisory orgs that you have been given access to or manage.

3. Click Okay.

4. On the next page you will see the Goals form. At the top of the page you will see Assign To and a number. Click the number to view the recipient(s) of the goal.

5. Next, complete or edit the Goal fields. If you selected Create New Goal, the goals fields are blank. If you selected Copy Existing Goal, these fields are prepopulated.

   The form includes an Editable checkbox which is preselected. When checked, the employee can edit the goal. To make the goal uneditable, deselect.

   Notice the Status field (refer to goal form overview on page 2) is missing. This will appear in the version of goal which the employee sees.

6. Click Add to add more goals.

7. To finalize and add the goal to the employee’s Individual Goals Tab, click Submit and Done.

For Employees: The goal appears in the Individual Goal tab. It is under the In Progress section. Follow the steps on page 4 for editing and submitting. You will notice that the Status field is blank. Make sure to update this field.
C) Review, Approve, or Send Back Goal (Manager)

To review and approve a goal login to NYU Home > Click Work Tab > Click PeopleSync. Click on the inbox icon in the top right corner. This opens to the Actions Tab.

1. From the list of items on the left side, find and select the task: Manage Goals: [Employee Name]
2. On the right screen, Review Goal appears at the top and the goal(s) are listed below.
3. Select a goal(s) to review and edit the fields if needed.
4. Next, click one of the following:
   - Approve. Click to approve the goal.
   - Send Back. Click Send Back to send the transaction back to the Employee. You will need to include a reason.
   - Deny. Deny terminates the transaction. You will need to include a Reason. Note: Deny is used in rare occasions—this stops the transaction and a record of the Denial is saved in the Worker History. Instead of Deny, consider Sending Back the goal or contacting PeopleLink and having the transaction canceled.

Note: As mentioned in the Add Goals section on page 4, if an Employee has added more than one new goal to a transaction you will not be able to action on each goal individually. New goals sent to the Manager as one transaction can be approved or sent back only as a group.

When the Performance Review process is launched the Employee will see a “Self Evaluation: NYU WSQ Performance Communication Form” in the Inbox. Goals meeting the criteria below will appear in the form:

- Goals that were entered and approved in the Goal Setting form
- “Any time” Goals that were approved
- “Any time” Goals with a due date falling within the current performance review period
- “Any time” Goals that are not associated with a previous review

Employee: In the Individual Goal tab this goal is now marked with an “Associated Review”. Navigate to the Individual Goal tab. Find the goal. You will see for example: “Associated Reviews: NYU WSQ AY2019-20 Performance Communication Form…”

D) Add Goals in Self-Evaluation Form (Employee)

To create goals in the self-evaluation form, login to NYU Home > Click Work Tab > Click PeopleSync. Click on the inbox icon in the top right corner. This opens to the Actions Tab.

1. From the list of items on the left side, find and select the task: Performance Evaluation form
2. Click Add*
3. Complete the goal form

*Use Existing Goal – Select this box and choose among a list of current goals. This will prepopulate the goal fields which you can then edit.

Note: If goals have not been created/approved by launch of the Performance Review form, the employee should skip the Goal Setting step and add goals directly in the form.
E) Archive Goals (Employee / Manager)

Archiving removes the goal from the Employee’s Individual Goals list. It is a way of storing goals that are no longer in use. The Archive page has two sections:

**Active.** In the Active section you will see a list of the In Progress and Completed goals which appear in your Individual Goals tab. All goals can be archived except for

- “Pending” goals (i.e. Pending Approval) will appear in the list but the check box is greyed out and can’t be selected.
- Save for Later goals can’t be archived and do not appear in the list.

**Archived.** Once a goal is archived it appears here. (This section does not display until at least one goal has been archived.)

**Employee.** Click on the Performance application. Click on the Archive button.

1. Check the Select All box or the box next to the individual goal that you would like to archive.
2. Select Okay.
3. The Goal routes to the Manager for review and approval. In the Individual Goal Tab, the goal is denoted as “(Pending Archival)”
4. Once approved, the goal is removed from Individual Goals and appears in the **Archived** section.

**Manager.** Click on the Team Performance application. Click on the Archive Goals button. Enter the employee name in the Worker field.

1. Check the Select All box or the box next to the individual goal that you would like to archive.
2. Select Okay. Note: When the Manager submits the goal, **the goal is automatically archived**

F) Restore Goals (Employee / Manager)

A goal that is **Archived** can be Restored. Restore brings the goal back to the Individual Goal Tab. Any archived goal (including completed goals. Goals associated with current or past reviews) can be restored. Both Employees and Managers can Restore goals.

**Employee.** Click on the Talent and Performance application. Click on the Archive button.

1. Under Archived section, select the box next to the Goal that you would like to Restore.
2. Select Submit.
3. The goal routes to the Manager for review and approval. In the Individual Goal tab the goal is marked “(Pending Restore)”.
4. Once approved the goal appears in the Employee’s Individual Goals tab.

**Manager.** Click on the Team Performance application. Click on the Archive Goals button. Enter the employee name in the Worker field.

1. Under Archived, select the box next to the goal that you would like to restore.
2. Select Submit.

The goal appears in the Employee’s Individual Goals tab.
4. PeopleSync Inbox: Finding goal tasks and checking the status of a transaction

Goal tasks (Review or Revise Goals) are located in your PeopleSync Inbox. Access your inbox by clicking on the inbox icon in the top-right corner of PeopleSync.

- **Manager.** When the employee submit goals for you to review you will find this task in your Inbox > Actions Tab. Find the task Manage Goals: [Employee’s Name] from the left side menu of items. Select this task. You will see **Review Goals**.
- **Employee.** If the Manager sends back a goal(s) to you for revision, you will find this task in your inbox > Actions Tab. Find the task Manage Goals: [Your Name] from the left side menu of items. Select this task. You will see **Revise Goals**.

If you selected **Saved for Later** when actioning on a transaction it is saved in your PeopleSync Inbox > Actions Tab. Find the item and select to continue working on the task.

To check on the status of a transaction, select the Inbox > Archive tab. Once you have actioned on a task, it appears on this tab. This saved copy shows the goal details, the transaction status (i.e. in progress, successfully completed) and the workflow.

- **Employee and Manager.**
  1. Find the Manage Goals task in the left side menu. Select this task.
  2. At the top you will see the **Overall Status**.
  3. Select **Process** tab. This shows the workflow of the transaction, i.e. when the Employee submitted the goal and when the goal was received, approved, and or sent back by the Manager.
5. Best Practices for Archiving Goals

At the start of the new academic year, the system will automatically mass archive any goal with a due date of 8/31 or earlier for the previous year. This process clears out goals from the Individual Goal tab in preparation for new goals to be created for the upcoming year. (If you need to you can always access an archived goal; see “Archived” section on page 7).

To keep the Individual Goal tab organized, we also recommend that the employee review this tab periodically or at the end of the performance review period. Follow the steps for Archiving (page 7); below are suggestions for types of goals to archive:

**Goal that is in the current year’s performance review form.** As mentioned on page 5, when a goal is approved it does not disappear from this section. When the performance review launches the goal is marked with “Associated Review”.

**Goals from past years that are now complete but are in this section. Important: First edit the status to Completed.** It will route to your Manager for review. Once approved it moves to the Completed section of the Individual Goal tab.

**Goals that are not in use.** You may have goals which were never submitted for review and are no longer needed.