

Employee Q&A – Total Performance Goal Setting and Alignment

How do I set, submit, and/or change my performance goals?

- After discussing and finalizing your goals with your manager, enter your goals into your performance review in the Total Performance system.
- The green “Set your goals” link on the My HR Total Performance page will take you to your current performance review.
- Enter your goals in your performance review, ensuring the total of all goal weights add up to 100%. In the Behaviors section, select your job level and then click **Submit Goals/Behaviors** to let your manager know they are ready for approval. Once approved, you will receive a system-generated email and the Ongoing Feedback process will begin.
- If you need to make changes after you submit your goals, your manager can go into your performance review and click **Reopen Goals/Behaviors** in the Goal Summary section. Once you are done editing, resubmit your goals by clicking **Submit Goals**. Alternatively, your manager can make the changes in your goals. If you resubmit your previously approved goals, your manager will not need to reapprove them. **Please note:** After your manager reopens your goals, you will be able to access your performance review by using the green “Set your goals” action button located on the Total Performance My HR page.

What are SMART goals?

Kaiser Permanente employees and their managers will create SMART goals which are aligned with business priorities and values. Goals should be developed using the SMART model (**s**pecific, **m**easurable, **a**ttainable, **r**elevant/realistic and **t**ime-bound).

What is an example of a SMART goal?

Here is an example of a goal that contains SMART criteria:

By November 15, a written recommendation on best-practice communication approaches—based on an analysis of a minimum of 150 focus group interviews on physician/patient communication options—will be delivered to the manager for sign-off.

This performance goal meets SMART criteria for the following reasons:

- **Specific:** The goal specifies that a written recommendation is due, the due date, and the required data.
- **Measurable:** The written recommendation is due November 15 and the data used needs to be taken from the results of a minimum of 150 focus group interviews.
- **Attainable:** The task of collecting and analyzing data falls within the scope of the employee's responsibilities.
- **Relevant/realistic:** We are assuming that this task is relevant to the employee and his or her workgroup.
- **Time bound:** A specific due date is provided.

How do I translate organizational / departmental goals?

If a goal or goals are cascaded to you, answer these questions:

- Can you copy your supervisor's / the organization's goal exactly as it is written and directly impact the outcome? If yes, copy your supervisor's/the organization's goal. If no, then ...

- Can you rewrite your supervisor's/the organization's goal in a way that the outcome you create will indirectly impact the outcome? If yes, write the goal in that way. If no, then...
- Is there a goal which is in alignment with the goal category (Service, Quality, etc.) but not directly related to your supervisor's or the organization's goal? If yes, write that goal. If no, then there is probably no need to create a goal for that goal category. If that's the case, then have a discussion with your manager to confirm.

What are outcome-based goals vs. project or task goals?

Goals should be written as outcomes instead of tasks or projects. Outcome measures and goals strengthen the overall impact of your contribution on organizational outcomes and help you focus on the outcome rather than on the task itself. Outcome goals usually begin with the words "increase, decrease or maintain" for a measure and contain all of the elements of SMART. For more information, see the [Setting effective goals](#) document.

How do I set goal measurement in the Total Performance scale?

Goal measurement should be written in the same way that they will be evaluated, using a 1-5 rating scale. Discuss and agree with your manager what result would get each of the five ratings at the time you establish the goal. See the [Setting effective goals](#) document for additional information about writing goals with common definitions of likelihood.

What is my manager's role in the goal setting process?

Your manager will translate organizational and department goals into individual goals, and will collaborate with you on setting these expectations. Through ongoing dialogue, you will work together to finalize your goals for the coming year. Your manager approves your goals once you enter them to the Total Performance System, formally completing goal setting for the year. If your manager hasn't shared departmental or team goal information with you, feel free to ask them about it.

What is the deadline for setting goals for this performance cycle?

Check the calendar on the My HR Performance Management page to review performance management dates for your region. Your manager may, however, communicate earlier deadlines for you to follow.

Where can I get additional training or job aids to help me in the goal setting process?

Detailed information about the goal setting process can be found in several places on the Performance Management page.

- Click the set your performance goals “Learn more” link for detailed process information.
- Click the green “Set your 20__ goals” link to find the Help tab on the right of your screen for various resources, training courses, job aids, just-in-time learning through short videos, and support materials.
- Click the “Contact Us | Help” link on the top right of the My HR page, expand the Performance Management topic, and then review the Goal Setting employee and manager questions and answers.

You may also check with your local HR representative to determine if additional training or guidance is available in your region or function.

What are the pre-loaded behaviors and can I change them?

- There are seven core behavioral expectations for all Kaiser Permanente employees and these cannot be changed or removed.
- Additionally, you or your manager may add up to four of the twelve menu behaviors to supplement the core behaviors. The definitions of the behaviors remain the same for every employee in the organization, and may not be changed. However, you or your manager may add a “job-level description” for each behavior that clarifies the precise behavioral expectations that are relevant for your specific role / level.

What is an individual Development Plan (IDP)?

- The Individual Development Plan (IDP) is a roadmap for professional and personal development that promotes skills and behaviors needed for success in a current or future role.
- IDPs are employee-driven. Kaiser Permanente employees can easily create their own plans for development. Employees should consult with their managers to identify the behaviors, skills, technical knowledge, and experiences which are critical to their current role or future career growth. Performance feedback is a great place to look to identify development or improvement areas.
- The IDP offers a structured method for helping employees develop skills and capabilities. The IDP is not a performance improvement plan, nor is it a work plan or a performance document to be rated by the manager during the mid-year or year-end performance reviews. The IDP plays no part in an employee’s performance rating.