



Performance Management – FY10 Goal Setting Overview

Division of Human Resources (DHR)
Organizational Talent Management and Development



**Department of
Education**

Joel I. Klein, Chancellor

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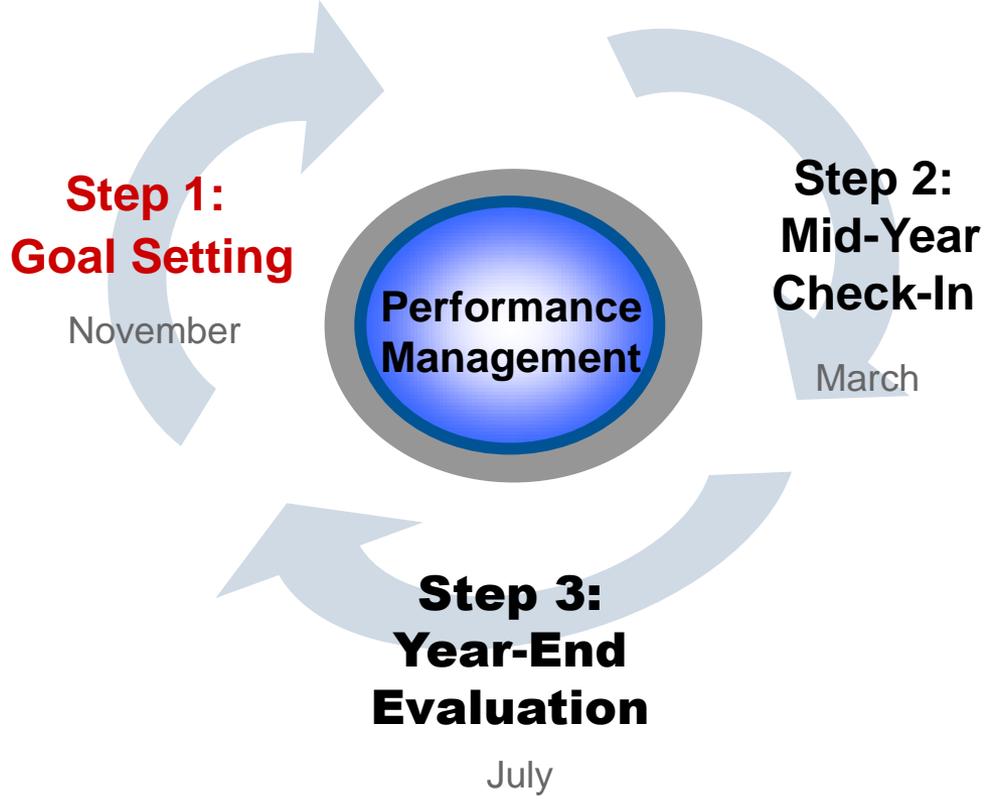
Confidential Draft

Today's Learning Objectives

- **Review the DOE's Annual Performance Management Cycle and Goal Setting Process**
- **Understand the DOE's Goal Categories and Steps to Establishing your Individual Operational Goals**
- **Review the FY10 Chancellor's Strategic School Year Priorities**
- **Team Discussion and Activities – SMART Goal Setting Practice**
- **NYCAPS Refresher**
- **Review FY10 Timeline, Tools and Resources, Customer Support and Next Steps**

Overview of the DOE Annual Performance Management Cycle

Goals are aligned with the overall mission of the division or department in support of the Chancellor's School Year Strategic Priorities.



Establishing Your Goals

Definition of a Goal

A goal is a specific result that is important to achieve for individual and organizational success.

Goals are based on the Chancellor's priorities:

- Define DOE School Year Priorities
- Key themes in FY10:
 - a) Leadership, Empowerment and Accountability
 - b) Expanded Student and Family Choice
 - c) Innovation

Three Categories of Goals for all DOE Managers

- Student Achievement
- Principal Satisfaction
- Operational (except School Support Organizations – SSOs)

Establishing Your Goals

Three Categories of Goals

Student Achievement

- City-wide Achievement targets apply to all Managers:
 - Four and six-year graduation rates plus math and ELA rates
- Additional Achievement targets apply to School Support Organizations (SSO's)

Principal Satisfaction

- City-wide Satisfaction targets apply to all Managers:
 - Based on Principal Satisfaction Survey results
 - “DOE Overall” (Survey Question #1) applies to all Managers
- Additional Principal Satisfaction Survey questions may also apply to Divisions

Operational

- Based on the Chancellor's FY10 Strategic Priorities
- Each Manager will have 4 - 6 individual goals
- Weights may assigned to each goal based on impact to the organization

FY10 Chancellor's Strategic School Year Priorities

A. STRENGTHEN AND ALIGN WORK TO-DATE:

- 1) **Strengthen accountability and achievement tools for principals and educators, by expanding inquiry approach and adoption of ARIS in all schools, including knowledge management, both vertical and horizontal.**
- 2) **Enhance teacher quality and address the inequitable distribution of talent by implementing strategies to attract, develop, reward, and responsibly evaluate teachers. Develop succession planning strategies together with principals, including identifying and training future leaders from within our current teacher ranks.**
- 3) **Better assist families in understanding their options by augmenting supports for ARIS Parent Link, developing a new cross-discipline parent training program, launching P311 and creating more comprehensive tools which link services and programs across grades.**
- 4) **Expand and diversify our portfolio of schools and programs through new options and appropriate closures in order to increase options for students and families.**
- 5) **Continue system-wide management transformation of fiscal controls based on transparency and equity.**
- 6) **Continue to improve execution and efficiency of planning and support systems to minimize burden on principals and enable them to focus on driving achievement.**
- 7) **Engage and inform the DOE community (including principals, teachers, families, local groups, and electeds) in order to build support for the Children First reforms.**

FY10 Chancellor's Strategic School Year Priorities

B. PURSUE A HIGHLY FOCUSED AGENDA OF NEW INNOVATIONS:

- 8) Launch technology-based innovations to enable individualized learning -- for all students as well as adults.**
- 9) Work in partnership with the State to secure federal funding through the Race to the Top fund; and also secure funds through our own What Works and Innovation fund proposal.**
- 10) Deepen collaboration with CUNY, SED and local partners to clearly define and communicate important determinants of postsecondary readiness and success.**
- 11) Develop and support Chief Achievement Office for students with disabilities and English Language Learners.**

Establishing Your Operational Goals

Setting SMART Performance Goals

	Less Effective	SMARTer Goals
<u>S</u>pecific	Support Principals in managing talent in their schools.	70% of Principals indicate on the survey that their HR Partner is “extremely valuable” in helping them to manage talent in their schools.
<u>M</u>easurable	Support schools in filling teacher vacancies.	Build a pool of at least 45,000 qualified candidates to fill next year’s teacher vacancies.
<u>A</u>chievable	Reduce teacher resignation by 25%.	Reduce teacher resignation by 5%.
<u>R</u>ealistic	Interview and screen all new teacher candidates.	Ensure 100% of new teacher candidates take Gallup New Teacher Perceiver as part of online application process.
<u>T</u>ime-specific	Launch new Principal selection process.	Launch Phase I of new Principal selection process (100 candidates identified) by December 31 and Phase II of the process (350 candidates identified) by 4/31.

Establishing Your Operational Goals

An Illustration

Chancellor's Strategic Priority

Improve effectiveness of operations

Division Operational Goal

Leverage data analysis to determine budget trends

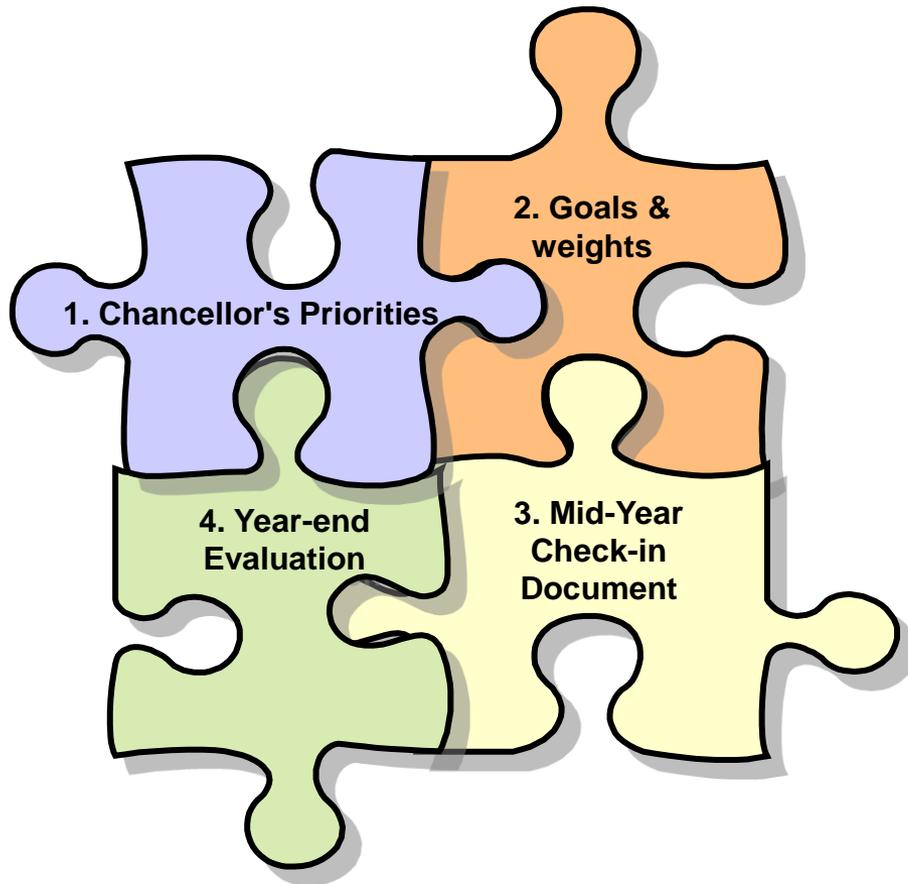
Desired Outcome

Continuously improve knowledge management capability so that budget history, trends, key data and answers to most common questions are readily available to team members to support client inquiries

Individual SMART Goal

Knowledge management capability of the Division team is improved through access to a shared online "Learning Repository." Build content for the repository by end of 1st Qtr '09 and "go live" by Oct. 30th. Provide staff training to maximize use of new tool by Nov. 30th.

NYCAPS ePerformance Features



NYCAPS ePerformance Features

- Captures individual goals and weightings
- Allows for alignment of each goal to one of the Chancellor's Priorities
- Online "document" to note progress on goals for mid-year "check-ins" with your Manager
- Includes year-end self-assessment and Manager's assessment based on progress toward goals
- Year-end evaluation based on "check-in" summary comments and assessments
- Accessible 24/7 to make real-time updates

Establishing Your Goals

Steps to Creating Your Operational Goals

1. Review the Chancellor's Strategic Priorities and the goals of your division and those of your manager; think about how those "cascade" to your work.
2. Develop 4-6 individual goals based on desired outcomes as a result of accomplishing the goal; each goal statement should include:
 - What is to be accomplished
 - The measurable outcome
 - When the activity will be completed
3. Apply the SMART method to each goal
4. Select the Chancellor's Strategic Priority that aligns to each goal.
5. Assign a percent weight to each goal based on the relative impact each will have to the organization's success.
6. Review your draft goals with your Manager.

Workflow - Goal Setting & Updating Goals Progress

Check-In document rotates between Employee and Manager throughout the year

Employees

Managers

1. Employee enters goals and weights and aligns each goal to one of the Chancellor's priorities.
2. Updates document with comments related to their established goals.
3. Employee notifies Manager by email that document has been updated.

**Employee's
Mid-Year
Check-In
Document**

Repeat the process quarterly

6. Manager and Employee discuss goals status and feedback.
5. Manager notifies Employee by email.
4. Manager reviews document.

Weighting Each Goal

- Determine the weighting of each goal based on the organizational impact
- Assign a percent weight to each Operational Goal.
- The total percent weight must equal 100%.
- Throughout the year, the weighting of individual goals may be adjusted based on changes in divisional priorities

The screenshot displays the NYCAPS web application interface. On the left is a navigation menu with options like 'Employee Self Service', 'Training and Development', and 'Performance Management'. The main content area is divided into three sections: 'Achievement Goals', 'Satisfaction Goals', and 'Operational Goals'. Each section has a 'Summary Weight' field highlighted with a red box: 33% for Achievement, 34% for Satisfaction, and 0% for Operational. The 'Operational Goals' section also shows a 'Description' for 'Enhance DOE's Internal Message', a 'Leadership Priority' of 4, a 'Rating' dropdown, and a 'Weight' field set to 0%. A large bracket on the right side of the screenshot encompasses the three goal sections and is labeled 'Overall section goal weights'.

How to Access NYCAPS

- Open an Internet Browser. If your Home Page does not default to Cityshare, type:
 - <http://cityshare.nycnet>
- Click on “**Working**” on the left hand side of the menu
- Click on “**NYCAPS**”
- Enter your **User ID** and **Password**
- **User ID:**
Your User ID is your Employee ID number, which is the 7-digit Reference number on your paycheck stub.
- **Password:**
If you have forgotten your password, call HR Connect at (718)-935-4001 to have a new temporary password assigned to you. Tell the CSR that you are a DOE performance management user.
- Your Password will be reset within 2 hours. Log into NYCAPS with your new temporary Password and the system will prompt you to change your password. NOTE: Passwords are case sensitive.

Changing Your Password In NYCAPS and Setting up 'Forgot your Password'

1. Navigate to: **Change My Password**
2. Enter your Current Password in the “**Current Password**” field.
3. Enter a New Password in the “**New Password**” field.
4. Enter the same password from step two again in the “**Confirm Password**” field.
5. Click “**Change Password**” to complete the process.
6. On the confirmation page click “**OK**” to accept your password change. (NOTE: Continue to step 7 for Setting up 'Forgot your Password')



7. Click on “**Change Password**” to proceed.
8. Answer 5 of the 10 Security Questions.
9. Click on “**OK**” to proceed.
10. The following message will appear: **Your password has successfully been changed.**
11. Click on “**OK**” to proceed.
12. Logout and login again using the new password to make sure you can login.

FY10 Performance Management Cycle Timeline

