
Performance and Talent Management

June 2016

2015 SMART Expectations Survey: Key Responses and Results

In the fall of 2015, all supervisors and 15,923 randomly selected employees within the State Personnel System were asked to participate in a survey on the new SMART expectation performance management approach that was implemented in July 2013. More than 11,000 supervisors and employees responded to the survey. The responses to the survey questions and participants' written comments highlighted both the positive aspects of the performance evaluation process and areas in which opportunities for improvement exist. A few examples of the findings are as follows:

- A majority of supervisors and employees feel that the expectations they received accurately captured the key elements of their work and were easily measured;
- Most employees indicated that the expectations and corresponding metrics set for them provided clear direction on the performance needed to achieve a 3, 4 or 5 performance score;
- The majority of employees and supervisors expressed their understanding of the benefits achieved by implementing the SMART performance approach to assist in managing employee performance;
- Employees who participated in the setting of their performance expectations had a better understanding of what their supervisors expected them to accomplish and of the connection between their assigned duties and the goals of the unit;
- Employees and supervisors want to incorporate more subjective work components and softer skills such as teamwork, quality and customer service into existing performance expectations; and
- The second-level reviewer in the performance evaluation process has a key role in assuring the accuracy of the performance ratings and ensuring consistency between supervisors in how employees are being rated.

Participants' input provided valuable information that will help in improving the performance management process. As a result of the feedback received, Department of Management Services' Division of Human Resource Management staff, in coordination with representatives from agency human resource offices, have developed tools that will assist supervisors and employees in refining the performance management process. These tools will provide additional guidance and reminders concerning the various components of an effective performance evaluation.