



People Management Goals for Performance Evaluations

The Public Health Workforce Interests and Needs Survey (PH WINS), conducted in 2014, 2017, 2021, and 2024, supports the government public health workforce by measuring strengths and gaps to inform future investments in funding, training, recruitment, and retention.



Insights to Action is a suite of resources meant to help state and local public health agencies improve recruitment and retention by acting on their PH WINS data.

One way to improve supervisory skills within an agency is to encourage supervisors to incorporate key management skills into annual goal setting and performance evaluation. This resource provides examples of goals supervisors can set for themselves in these key areas and how to measure progress.

Area of Focus	Sample Goals	Evaluation Tactics	Success Measures
Mission-Driven Leadership: communicating how daily work connects to the mission and ensuring decisions reflect organizational priorities	<ul style="list-style-type: none">• Implement practices to help direct reports understand how the team’s work contributes to organizational mission	<ul style="list-style-type: none">• Explicitly connect work of team members with organizational mission in meetings, emails or other communications at least once/month• Help team members connect goals to organizational mission in performance evaluations• Drive work forward with the organizational mission in mind	<ul style="list-style-type: none">• Health impacts of team programs and projects• Employees indicate they understand how their daily work impacts the organization’s mission

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Goal Setting and Planning: planning strategically, setting team goals, and coaching direct reports to succeed in their assigned roles	<ul style="list-style-type: none"> • Create and execute strategic plan for work unit • Assist team members in setting goals that align with team and organizational aims • Ensure direct reports understand project goals, timelines, and rationale 	<ul style="list-style-type: none"> • Hold team strategic planning sessions • Set deadlines for individual and project-level goals • Discuss organizational goal alignment in individual and team meetings 	<ul style="list-style-type: none"> • Direct reports indicate an understanding of how their work aligns with organizational goals • Existence of strategic plan, including individual and team goals • Success of team in meeting individual and organizational goals
Change Management: helping teams stay resilient during transitions and encouraging creative solutions within resource constraints	<ul style="list-style-type: none"> • Foster innovation among team members within resource constraints • Implement tactics that foster resilience among team members 	<ul style="list-style-type: none"> • Create meeting spaces for brainstorming and collaboration • Recognize and reward innovation • Model and encourage boundaries 	<ul style="list-style-type: none"> • Team members report high levels of engagement and work satisfaction • Team goals are achieved despite resource constraints
Operational and Strategic Thinking: balancing program needs with available capacity, ensuring adherence to regulations and funding guidelines, and collaborating with stakeholders and partners	<ul style="list-style-type: none"> • Team members reach annual goals without exhibiting signs of burnout • Successfully meet funding guidelines abide by organizational policies • Elicit partner and stakeholder input on team's strategy and work 	<ul style="list-style-type: none"> • When necessary, adapt work levels to avoid staff burnout • Regularly review and communicate funding and organizational guidelines with team members • Regularly meet and develop relationships with community partners and stakeholders 	<ul style="list-style-type: none"> • Team members report high engagement and low signs of burnout • Partner and stakeholder input is incorporated into work • No funding guidelines or organizational policies are violated
Coaching: providing timely feedback, recognition, clarity, and support, and demonstrating a strong commitment to developing team members	<ul style="list-style-type: none"> • Provide regular, specific recognition and feedback to direct reports • Support direct reports in developing and achieving professional development goals 	<ul style="list-style-type: none"> • Set aside time during check-ins with direct reports to create goals, monitor progress, and provide feedback and recognition 	<ul style="list-style-type: none"> • Existence of direct reports' professional development goals • Direct reports indicate that they regularly receive recognition and constructive feedback

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Delegation: assessing individual employees' readiness, ability, and interest in engaging in tasks, and assigning projects and tasks accordingly with the required support	<ul style="list-style-type: none"> • Delegate tasks and projects equitably among team members • Provide team members with the level of support needed to successfully complete tasks 	<ul style="list-style-type: none"> • Track the tasks and projects on individual employees' plates • Check in with direct reports regularly about their capacity and the level of support they receive on various tasks 	<ul style="list-style-type: none"> • Direct reports are successful in completing tasks and managing projects on their plate • Direct reports are engaged, but not overwhelmed
Communication: clear, concise, and effective two-way communication with direct reports	<ul style="list-style-type: none"> • Proactively provide direct reports with regular updates on organizational and team developments • Create regular opportunities for staff to share updates, thoughts and input 	<ul style="list-style-type: none"> • Facilitate regular meetings that allow for updates, input, and sharing • Send regular emails with organizational and team updates 	<ul style="list-style-type: none"> • Direct reports understand what other team members are working on • Direct reports feel there is transparency within the organization and the team
Conflict Resolution: addressing conflicts and issues empathetically, directly, and promptly	<ul style="list-style-type: none"> • When conflicts with or between staff arise, quickly and effectively facilitate arriving at a solution, so that all parties are satisfied • Facilitate relationship building among staff to strengthen collaboration, building a foundation for navigating disagreement 	<ul style="list-style-type: none"> • Facilitate icebreakers and team building activities during team meetings • Participate in training or professional development on conflict resolution 	<ul style="list-style-type: none"> • Team members can resolve most disagreements before they progress into conflicts • Conflicts that do emerge within the team are resolved at the lowest possible level
Accountability: holding direct reports accountable for meeting the expectations of the position and organization and being accountable for your own work and missteps	<ul style="list-style-type: none"> • Provide regular constructive feedback to direct reports • When all other options have been exhausted, seek disciplinary action for direct reports when needed • Freely admit mistakes to direct reports on a regular basis, fostering a culture of transparency and communication 	<ul style="list-style-type: none"> • Periodically use 1:1 check-in to discuss employee performance • Utilize team meetings to share mistakes and what you learned from them, encouraging other team members to do the same 	<ul style="list-style-type: none"> • Overall performance of direct reports • Willingness among direct reports to engage in self-reflection, in both 1:1 and group settings

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Adaptability and Flexibility: accommodating your team by changing course and adapting to their needs	<ul style="list-style-type: none"> • Provide direct reports with flexibility as needed, both personally and professionally • Adjust individual or team goals to accommodate changes in circumstances or new information 	<ul style="list-style-type: none"> • Utilize 1:1 check-in to allow team members to share when they need to adjust their workloads • Proactively review and adjust, if necessary, individual or team goals on a regular cadence, such as quarterly 	<ul style="list-style-type: none"> • Overall performance of direct reports • Satisfaction of direct reports
Active Listening: listening to understand and making real changes based on your direct reports' feedback, thoughts, and ideas	<ul style="list-style-type: none"> • Build a "safe space" for employees so they feel comfortable bringing up a range of topics in conversation • Utilize active listening techniques when employees are speaking 	<ul style="list-style-type: none"> • Engage in professional development that focuses on active listening, such as a training, book, or article 	<ul style="list-style-type: none"> • Direct reports feel heard and supported by their supervisor
Empathy and Emotional Intelligence: understanding that your direct reports are complex human beings and working to understand their motivations	<ul style="list-style-type: none"> • Get to know direct reports personally and professionally 	<ul style="list-style-type: none"> • Plan conversations or social outings with team members where work is not the central topic • Conduct a workplace personality assessment among your team members, and facilitate the sharing of workstyles and personality types 	<ul style="list-style-type: none"> • Direct reports feel comfortable sharing details about their lives with their supervisor and teammates • Supervisor and direct reports have increased understanding and appreciation of one another's strengths and workstyles
Humility: being open to ideas and feedback from your team, and open to continuously improving as a supervisor	<ul style="list-style-type: none"> • Make changes based on input and recommendations from direct reports • Seek out professional development and learning opportunities 	<ul style="list-style-type: none"> • Incorporate self-reflection into work on a regular cadence such as quarterly • Elicit feedback from direct reports on supervisory style 	<ul style="list-style-type: none"> • Supervisors can readily produce a list of things that they learned and ways that they grew in the last year
Recognition and Motivation: encouraging desired behaviors through recognizing and celebrating achievements	<ul style="list-style-type: none"> • Develop and implement recognition practices to encourage desired behaviors among team 	<ul style="list-style-type: none"> • Weekly team email detailing accomplishments • Designate space to recognize accomplishment in 1:1 check-ins, team meetings 	<ul style="list-style-type: none"> • Team members report feeling valued and appreciated