Writing SMARTer Goals
Workshop Outcomes

- Write 1-3 Goals that meet SMART criteria.
- Create one Development Activity and Plan.
- Determine what data to collect to confirm achievement (and where to document it!).
GOAL: What & Why?

WHAT?
A written statement that clearly describes tasks or actions with measurable results.

WHY?
Goals get things done.

BENEFITS?
- 
- 
- 
-
WHERE to Start?!?

Top
Down?

Bottom
Up?
University Goals

- Ensure that our Catholic Character informs all our endeavors.

- Offer an unsurpassed undergraduate education that nurtures the formation of mind, body and spirit.

- Advance human understanding through scholarship, research, and post-baccalaureate programs that seek to heal, unify, and enlighten.

- Foster the University’s mission through superb stewardship of its human, physical, and financial resources.

- Engage in external collaborations that extend and deepen Notre Dame’s impact.
Vision, Mission and Goal Alignment

University Goals and Values

Goal 1
Goal 2
Goal 3
Goal 4
Goal 5

Division Goals

Departmental Goals

Individual Goals & Development Plan

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Goal
Dev Pl
Dev Pl

OPAC Goals

Measures

Goal

Vision, Mission and Goal Alignment

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Dev Pl
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WHERE/HOW to begin!??

University Goals

Department Goals

Top
Down

Bottom
Up

Key Areas of Responsibility (Position Description)
Sources of Goals

- Department Goals
  - Your role’s contribution

- Key Areas of Responsibility
  - New project, problem, process
  - Routine/maintenance activities

SMART GOALS
STEPS to Setting Goals

- Confirm Priorities
- Review, Revise, Prioritize
- SMART Goal

• Pre-Step: KARs/Department Goals
Key Areas of Responsibility

1. Review **Position Description** OR list your three to five (3-5) primary areas of responsibility.

2. For each **KAR**, identify:
   a) Additional task(s)
   b) Problem to solve
   c) Process to improve
   d) Routine/maintenance activity(s)

3. For each **Department Goal**, determine how your work contributes to it. Identify:
   a) actions you should take to contribute to its attainment.

**Development Needs/Interests**
- Additional skills or knowledge needed to perform KARs?
- Certification or education goals
S-M-A-R-T

**Specific**  
Descriptive verb & specific result.

**Measurable**  
Quantity, Quality, Yes/No.

**Actionable**  
Actions within scope of job.

**Realistic**  
Reasonably challenging & achievable.

**Time Bound**  
Deadline, milestones or frequency.
Specific: Descriptive Verbs

- Administer
- Analyze
- Attain
- Calculate
- Create
- Decrease
- Design
- Develop
- Distribute
- Establish
- File
- Improve
- Increase
- Maintain
- Monitor
- Organize
- Participate
- Prepare
- Process
- Propose
- Reduce
- Research
- Schedule
- Solve
- Submit
- Train
- Write
Measureable:  
- Freshman retention rate  
- Cost per issue  
- Percentage increase/decrease  
- Words per minute  
- Pieces per hour  
- Supervisor/employee ratio  
- Participation rate  
- Number of complaints  

Results:  
- Time to hire  
- Geographic territory  
- Number of clients served/repeat business  
- Response time  
- Satisfaction scores  
- Dollars raised  
- Increase in test scores  
- Quality metric/error rate

Worksheet
**Actionable**

- Does this make sense within the scope of your job?
- Should this be a focus area for action?
- Is it an important priority?
Realistic

The greater danger for most of us is not that our aim is too high and we miss it, but that it is too low and we hit it.”

- Michelangelo Buonarroti, Renaissance artist
Writing a Goal

**Purpose of a Goal**
To clearly communicate the nature of the work to be performed AND guidelines for determining if its performance is satisfactory. Requires a:
- Verb-noun component
- Standards component

-Fred Nichols
Distance Consulting, LLC

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**SMART Formula:**

*(Action Verb) (Key Result) by (Target Date) by (How).*
Sample Work Goals

- Send responses to all subscription requests within 48 hours of contact and report compliance monthly. (Routine)

- Reduce response time for subscription requests from one week to 48 hours by creating electronic packet by May 1, 2013. (Problem)

- Assist six campus departments develop strategic communications plans aligned with University’s strategic messaging philosophy by 12/31/12. (Project)
How SMART?!?

**Smart:**
Improve the quality of the performance review process by April 30, 2013.

**Smarter:**
Increase to 50% the number of staff who have entered Step 1 Goals/Expectations and Development Plans; increase to 70% the number who have entered comments for Mid-Year and Year-End reviews by 4/30/2013.
Work Goals vs. Development Plans

WORK GOALS
Achieve completion of Endeavor Talent Profile for 50% of all salaried, non-faculty staff by 4/30/2013.

DEVELOPMENT PLANS
- Increase teamwork efforts by collaborating with each HR Business Partner to co-facilitate client events/retreats by May 15, 2013.
- Learn how to complete all Talent Profile screens, upload and download information by 2/28/2013. (Technical or Behavioral)

Complete Worksheet: Development Needs & Action Plan section
Monitor Progress

eNDeavor is your best friend when it comes to documenting your progress!

“Notes” function

https://endeavor.nd.edu
“Notes” Function

Endeavor tip MANAGER NAME:

About Me, which is located on the Home Dashboard, includes your manager name. Call the askHR Customer Service Center at 631-5900 or email them at askHR@nd.edu if this information has changed.
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