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

WHERE/HOW to begin!?!?

- Top Down: University Goals, Department Goals, Key Areas of Responsibility (Position Description)
- Bottom Up: Department Goals, Key Areas of Responsibility

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

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

2. For each Key Area of Responsibility (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 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

SMART Goal

Confirm Priorities

Pre-Step: KARs/Department Goals

Review, Revise, Prioritize
Measureable: Results

- Freshman retention rate
- Cost per issue
- Percentage increase/decrease
- Words per minute
- Pieces per hour
- Supervisor/employee ratio
- Participation rate
- Number of complaints

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

The SMART Formula:

- Action Verb
- Key Result
- Target Date
- How

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

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**
- Achieve MBTI certification by **3/31/2013**.
- 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)

Monitor Progress

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

“Notes” function
https://endeavor.nd.edu
1. Enter subject

2. Enter progress notes or paste from other document