

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?

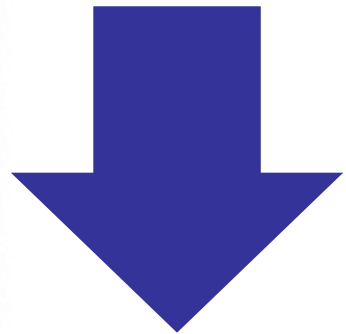
Goals get things done.

BENEFITS?

-
-
-
-
-



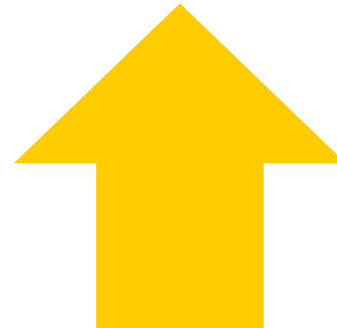
WHERE to Start?!?



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

Goal

Goal

Goal

Goal

Goal

Goal

Goal

Goal

Departmental Goals

Goal

Goal

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Individual Goals & Development Plan

Goal

Goal

Goal

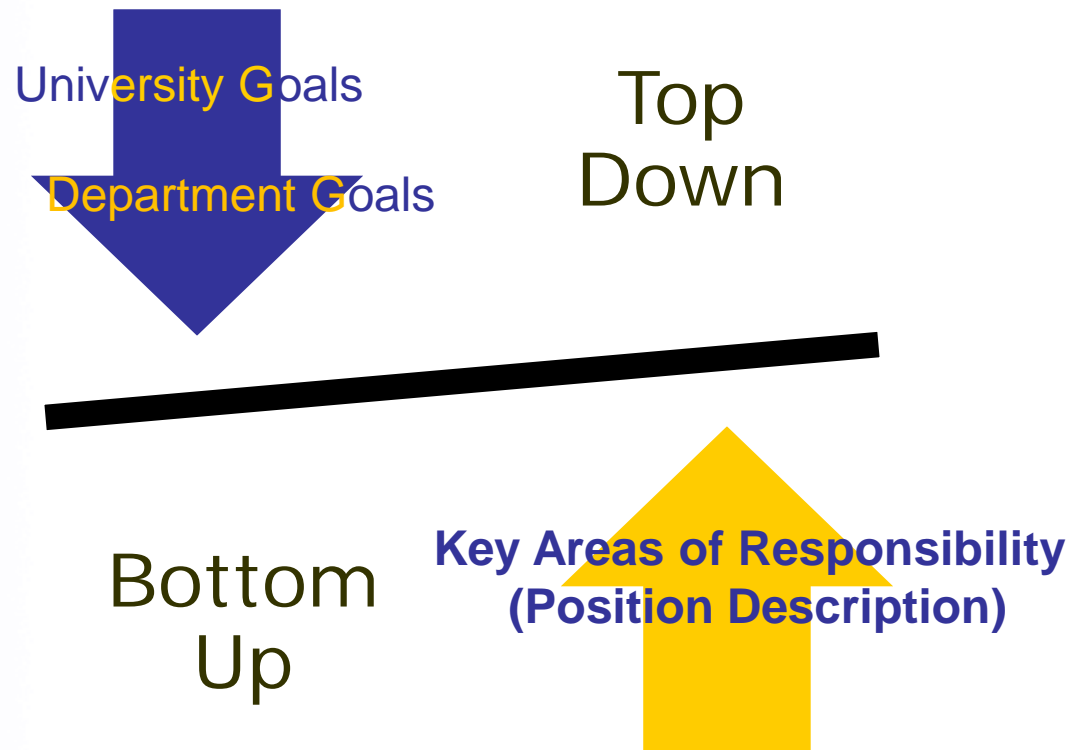
Goal

Goal

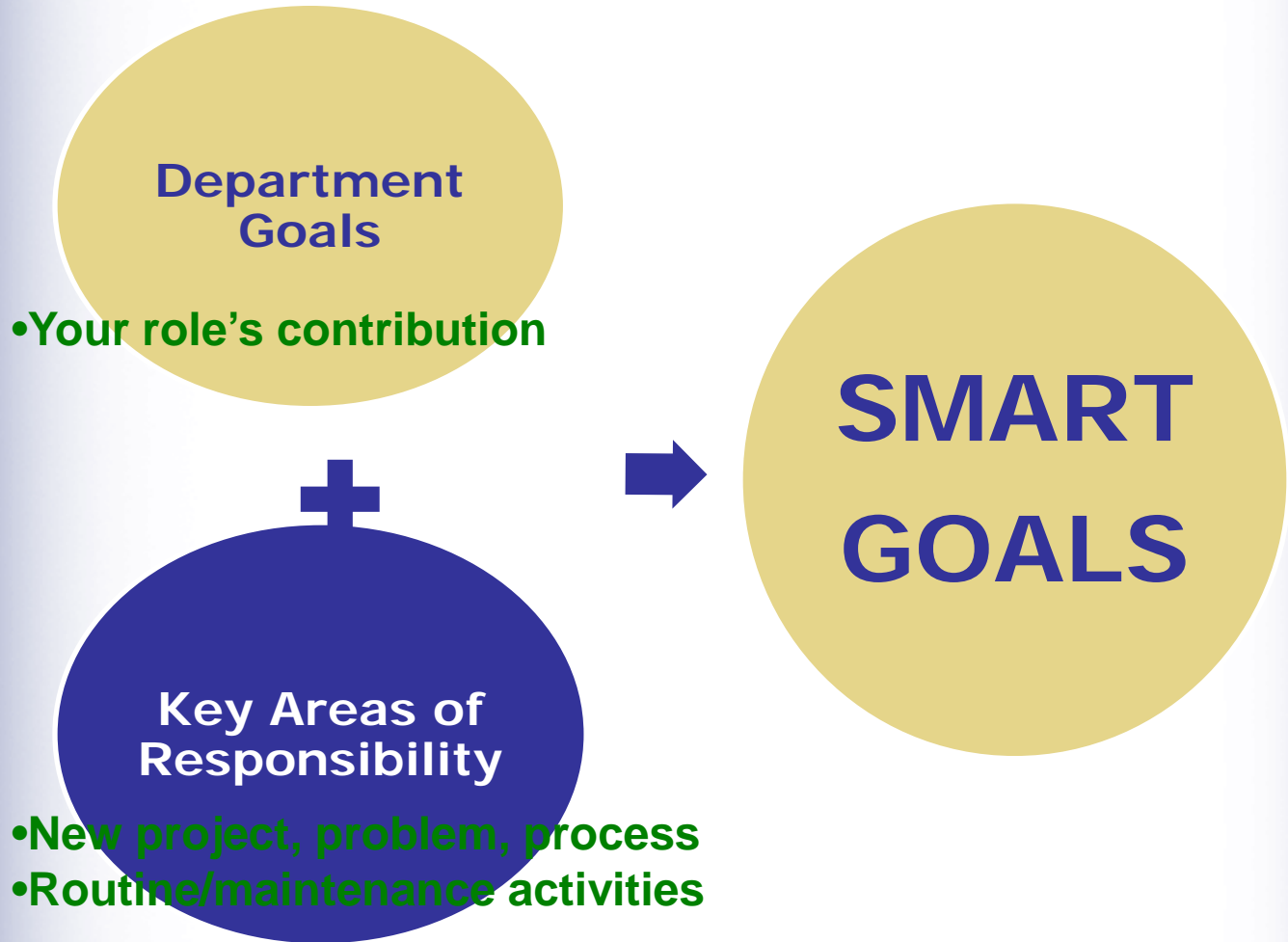
Dev PI

Dev PI

WHERE/HOW to begin!?!



Sources of Goals



STEPS to Setting 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.

Worksheet

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

Measurable:

- 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

NOT activities!!!

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

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.

Worksheet

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.

Complete **Worksheet:**
Development Needs & Action Plan section

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.

Monitor Progress

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

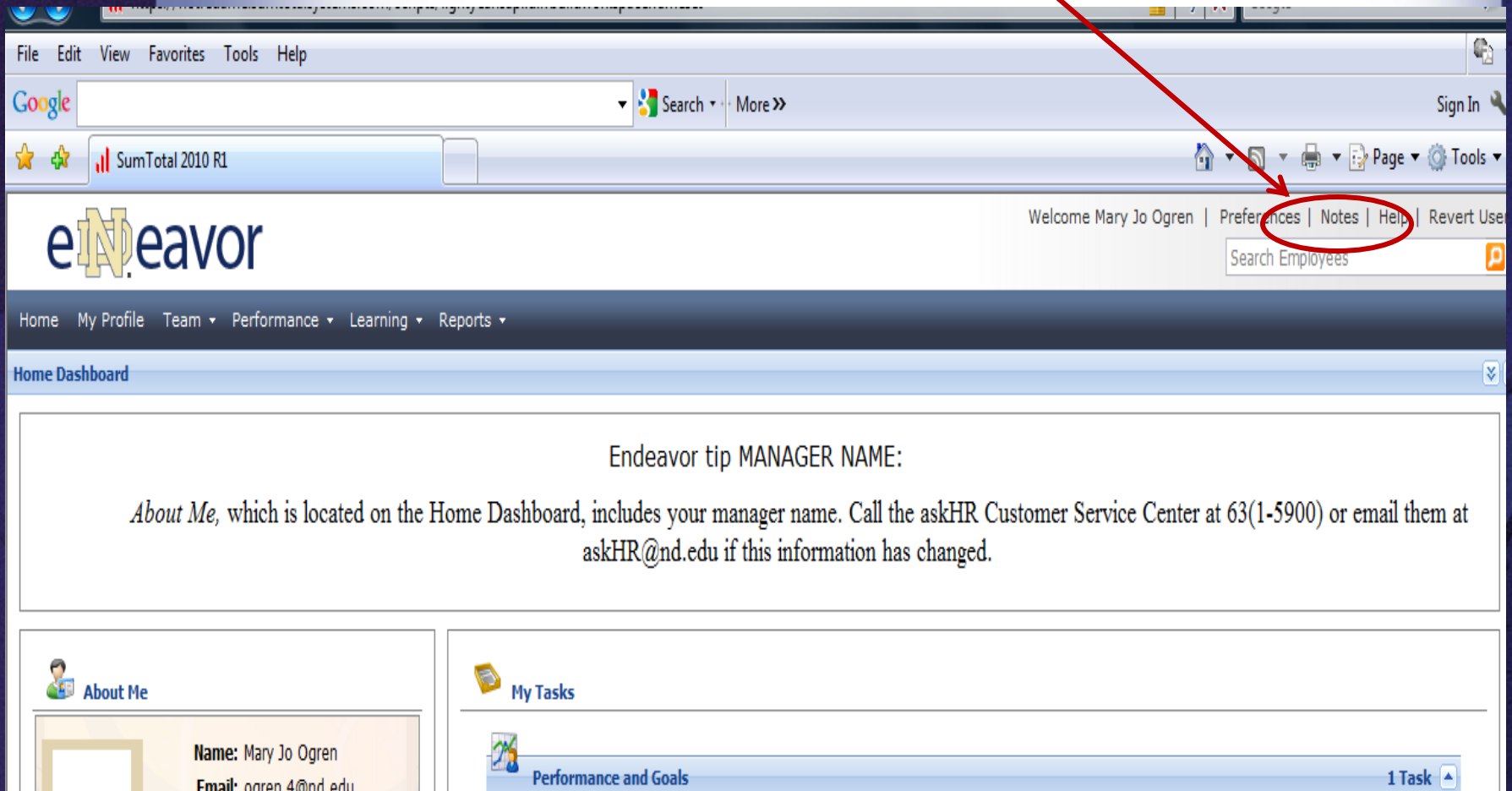
eNDeavor



“Notes” function

<https://endeavor.nd.edu>

"Notes" Function



The screenshot shows a web browser window displaying the Endeavor HR system. The browser's address bar shows the URL [http://www.endeavorhr.com/](#). The page header includes the Endeavor logo, a user greeting "Welcome Mary Jo Ogren", and navigation links for "Preferences", "Notes", "Help", and "Revert User". A red arrow points to the "Notes" link, which is circled in red. Below the header is a "Home Dashboard" section with a tip about the "MANAGER NAME" field in the "About Me" section. The "About Me" section shows the user's name as "Mary Jo Ogren" and email as "m.ogren.4@nd.edu". The "My Tasks" section shows a "Performance and Goals" task with a "1 Task" indicator.

File Edit View Favorites Tools Help

Google Search More >> Sign In

SumTotal 2010 R1

Home My Profile Team Performance Learning Reports

Welcome Mary Jo Ogren | Preferences | **Notes** | Help | Revert User

Search Employees

Home Dashboard

Endeavor tip **MANAGER NAME:**

About Me, which is located on the Home Dashboard, includes your manager name. Call the askHR Customer Service Center at 63(1-5900) or email them at askHR@nd.edu if this information has changed.

About Me

Name: Mary Jo Ogren
Email: m.ogren.4@nd.edu

My Tasks

Performance and Goals 1 Task

Notebook

 New

Entry Date	Employee	Subject	Action
07/23/2012	Mary Jo Ogren	Accountability	- Select -
06/15/2012	Mary Jo Ogren	Leadership	- Select -
07/07/2012	Mary Jo Ogren	Note from Fr. Jenkins	- Select -
07/23/2012	Mary Jo Ogren	leadership	- Select -
07/13/2013	Mary Jo Ogren	Video with JAG	- Select -



Note

Save Print Return Spell Check

Note Details

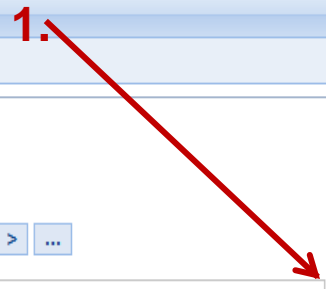
Fields marked with * are required.

Date of Entry 08/03/2012

Name Search Clear

Subject *

Notes



Select Employee to View

Myself My Team Search Recent

Last Name	First Name	Employee #	Email
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Page 1 of 1 No Items to Display



Note

Save Print Return Spell Check

Note Details

Fields marked with * are required.

Date of Entry < > ...

Name Search Clear

1. Enter subject



Subject *

Notes

**2. Enter progress notes
or paste from other
document**

