



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.


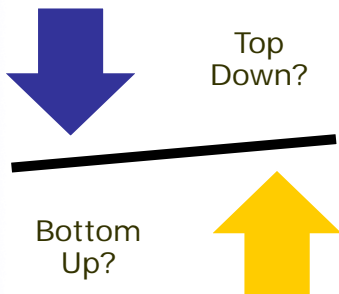
WHY?
Goals get things done.

BENEFITS?

-
-
-
-



WHERE to Start?!?



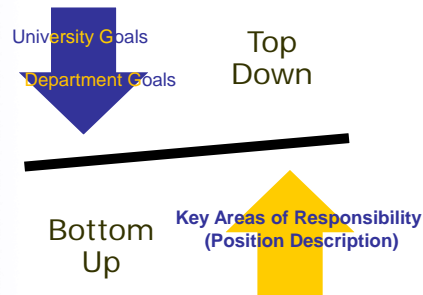
University Goals

- 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.

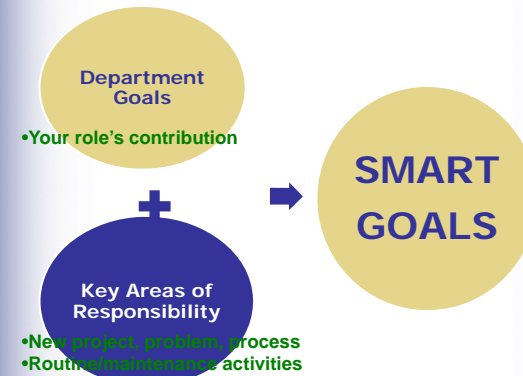
Vision, Mission and Goal Alignment



WHERE/HOW to begin!?!



Sources of 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

Worksheet

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	▪ Establish	• Process
▪ Analyze	▪ File	• Propose
▪ Attain	▪ Improve	• Reduce
▪ Calculate	▪ Increase	• Research
▪ Create	▪ Maintain	• Schedule
▪ Decrease	▪ Monitor	• Solve
▪ Design	▪ Organize	• Submit
▪ Develop	▪ Participate	• Train
▪ Distribute	▪ Prepare	• Write

Measurable: Results *NOT activities!!!*


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

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

<u>WORK GOALS</u>	<u>DEVELOPMENT PLANS</u>
Achieve completion of Endeavor Talent Profile for 50% of all salaried, non-faculty staff by 4/30/2013.	<ul style="list-style-type: none"> ▪ 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. <p><i>(Technical or Behavioral)</i></p>

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

