

Goal Setting Guidelines

SMART criteria

Specific

The goal should provide a precise outcome or accomplishment.

Measurable

Establish concrete criteria for measuring progress toward the attainment of each goal you set.

Achievable

Ask, "With a reasonable amount of effort and application can the objective be achieved?" A goal can be both high and achievable.

Relevant

Is the goal relevant to the needs of the department? University?

Time Based

Goals should include, where possible, projected time-lines, dates of achievement and accomplishment.

"Evidence" test

Goals are not just activities. If a goal looks too much like just a description of an activity, ask, "What is the evidence that this goal is accomplished?" The evidence, or end result, is actually the goal – not the activity itself.

Example of an activity: Conduct service training for all staff.

Example of a Goal: Conduct service training for at least 100 staff by January 1, 2004, with 90% of attendees indicating that they will incorporate at least one principle learned in the training into their daily work at Drake University.

What about other routine duties?

Goals need not incorporate all of the routine duties of a position. The performance evaluation form also asks the evaluator to review the regular duties of the position at the end of the appraisal period. The focus on goals helps drive results in that it helps employees see how their position fits into the "big picture". It gives them a clear line of sight between their position and the overall goals of the university. Ultimately, this will also help the employee feel more engaged and involved in the mission, vision and strategic direction of the University. **To ensure appropriate communication of expectations, we recommend reviewing the job description of the employee at the beginning of the review period and noting that those duties will be evaluated at the end of the review period as well.**

Sample Goals

(Including explanatory notes)

1. Conduct service training for at staff by January 1, 2004 with the following results:
(a) attendance of 100 or more staff; and (b) 90% or more of attendees indicating that they will incorporate at least one principle learned in the training into their daily work at Drake University.

Note: #1 above requires the use of a survey. This survey will help gauge the quality and effectiveness of the program.

2. Enhance student service by responding appropriately to all student inquiries within one business day and delivering appropriate information to the inquiring student within three working days.

Note: #2 above does NOT mean a manager has to “count” or “monitor” every student interaction. Managers can learn about whether this goal is being met through other forms of due diligence: talking to students, fielding complaints and talking to the employee about response times. (“How are we doing with our goal responding to students?”)

3. Develop a departmental web page by December 1, 2004. Provide information to all departmental staff regarding the features of the web page by January 1, 2004.

Note: Goal #3 above could be expanded upon during the next review period with a goal that measures further the success of the web page. For example, “obtain 10,000 hits on the departmental web page by May 31” or through use of a survey “achieve 80% usage of departmental web page by surveyed students.”

4. On a monthly basis, obtain 100% of the receipt documentation from University credit card holders within the department and match the receipts to the cardholder statements within three days of receiving the statement. After matching, attach the receipt to the statement and maintain, organized by month, in office files for potential audit review.

Note: #4 above is a new operational procedure. As such, it is appropriate for this to be a goal. As this duty becomes routine, however, it may not rise to the level of significance to constitute one of the 2-6 key goals for the year ahead.

5. Develop monthly budget reports indicating total expenditures and remaining balance, and submit to Department Chair by the last business day of each month. Ensure expenditure requests are forwarded to chair within one business day of receipt.

Note: #5 above could be a goal in a year in which this process is new, or needs to be addressed because greater budget information is needed. While this is more like an “activity” the goal, or end result, is the receipt of a complete and accurate report each month.

6. Plan and implement diversity speakers program for the department, secure 90% participation rate by departmental faculty and staff in at least one program before May 31, 2004.

Note: #6 above is directly related to Goal IV in the strategic plan. By including the 90% participation rate, the employee now has a clear indicator of whether this initiative is successful. Additional qualitative factors could be added as well, see goal #1 above for an example.

7. Create community service award for alumni, secure funding for the award, announce the award and secure a minimum of 15 nominations for the first annual award.

Note: By placing the minimum number of nominations on this goal, the employee is driven to a particular result. This does not mean, however, that if 14 nominations are secured the employee would necessarily be rated “down” – a discussion between manager and employee about the goal and the ultimate result would determine appropriate end-of-the-year ratings.

8. Ensure all telephone calls are handled in a polite and engaging manner. By October 20, 2003, develop a list of possible responses and sources of information for incoming callers. Utilize the list as appropriate to ensure no founded complaints or issues with service.

Note: Goal #8 above addresses customer service type issues. In this area, exact measurement can be difficult. At the same time, good service is identified as an institutional goal. Accordingly, it is appropriate to try and develop ways to assess good service. The purpose of the assessment is to drive results and motivate performance. For examples, see note under #2 above.

9. Develop relationship with five (5) new community partners by April 1, 2004. Receive at least two (2) referrals from each new partner by the end of FY '04.

Note: The second sentence of Goal #9 above is the “evidence” that the goal is achieved. Without the second sentence, a manager and employee may not have a shared understanding of the meaning of the directive to “develop a relationship”.

10. Train staff in the use of Banner student system. Ensure that each staff member completes Banner input for at least 15 students, without error, by the end of the fiscal year.

Note: Goal #10 above is linked to developing other employees by having this employee provide training on a particular skill. The measure of accomplishment is the input of at least 15 students into the system. If the goal left out the 15 student input criteria, the employee may provide the training without any indication that the training successful.