



PURPOSE & DESIRED OUTCOMES:

Well-written goals are short, concise, measurable statements of desired achievements or activities that are aligned with university priorities. Employees should use the following guidelines when working with their supervisors to write meaningful goals.

- Select 3-5 goals that represent the most important activities or action items for the year
- Goals should be easy to read, easy to track, easy to rate
- Goals should be discussed periodically throughout the year and updated as needed
- It is okay for a supervisor to specify content for goals, or to provide pre-written goals for employees

PROCESS:

STEP 1: Gather information on university and department priorities

- Talk with your supervisor about top priorities for the university, your planning unit and/or your department in the coming year.
- Review information from department meetings, written communications from leadership, and operating plans.

STEP 2: Identify what you can do to help achieve these priorities

- *Line of Sight* - Identify job duties, tasks, projects, or actions that help your department and/or the university achieve priorities.
- *Clarify intended results* – Identify why these tasks, projects, or actions are important. What does success look like?
- *Prioritize* - Narrow down the list of things you can do, and focus on activities or actions that will have the most impact.

STEP 3: Create 3-5 SMART goals to clarify what you want to accomplish

- **Specific** - Be specific about the task, project or action that is to be done. What results will be achieved?
- **Measureable** - Identify some way of measuring success. How will you know if things are going well?
- **Attainable** – Make sure your goal is realistic and that you have the skills, time and resources to achieve it.
- **Relevant** - Ensure alignment with department, planning unit, and/or university goals. Are you working on the right things?
- **Time-based** - Identify a target timeframe or completion date. When should progress be noticeable?

Not a well-written goal:	➔	Improved goal:
<p>“Do a good job delivering the mail.”</p> <p>Is not Specific, Measureable, or Time-based</p>		<p>“Ensure accurate delivery of mail to assigned drop-off locations, and complete all mail delivery routes within the allotted time period every day.”</p> <p>Has all SMART components</p>
<p>“Keep track of incoming internal and external customer inquiries on a daily log sheet, form #1234, and make sure they receive a written or verbal response by end of the next business day so that 99% of customers do not need to call back for follow-up or to complain about not getting a response”</p> <p>Has SMART components, but is too wordy</p>		<p>“Respond to all customer inquiries and requests within one (1) business day, resulting in less than 1% customer callbacks.”</p> <p>Has all SMART components and is concise</p>

STEP 4: Review and finalize goals with your supervisor

- *Clarify and prioritize expectations* - Discuss what’s most important and what needs to be done by when.
- *Confirm “line of sight”* - Understand how personal actions impact your department’s most important priorities
- *Ensure goals are challenging but realistic* - Make sure goals are attainable, not too easy, not too hard
- *Discuss measurement* - Make sure desired results are clear and that success can be easily measured and evaluated
- *Record and discuss periodically* – Enter goals on performance evaluation form and discuss progress throughout the year



Performance Planning Tips Writing Performance Goals - Worksheet

STEP 1: Gather information on university and departmental priorities

What university or department priorities are most related to your job?

STEP 2: Identify what you can do to help the university and your department succeed

Review your job description. Which responsibilities, key activities or accountabilities are most related to department/university priorities?

What can you do to help your department and the university achieve these priorities?

What impact will your actions have – what are the desired results?

STEP 3: Create a SMART goal for one of the activities identified in Step 2

Specific - With as few words as possible, identify what you will do and what you want to accomplish.

Measurable - How will you know if your efforts are making a difference? How will you measure success?

Attainable - Identify skills, time and resources required to achieve the goal. Do you have what you need?

Relevant – Which university or department goals are related to your goal? How will achievement of your goal help with these goals?

Time-based - When will things be done?

Written Goal Statement - Review your notes for each of the **SMART** components above and write a goal here:

STEP 4: Repeat Step 3 to create 3-5 Goals. Review goals with your supervisor and modify as needed

Discuss priorities, expectations, and how goals are written. Are they easy to understand, easy to track, and easy to rate?