Strategies for Success…

Prepared for

NC-IPMA

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# Session Objectives

At the end of this session, you will be able to:

* Begin using the HR 2020 Framework
* Distinguish between “be” goals vs. “do” goals
* Classify types of goals – competency, project, assignment, and professional/career development
* Develop and implement SMAART goals – focus on competency and professional
* Write SMAART meaningful performance goals

# How to Set Meaningful Goals: Be Goals, Do Goals

Are you a finisher? Do you love the feel of completing a task and checking it off your list? Goal completion is a strong human motivator. Yet, writing significant goals that have a positive impact on the work environment can be tough. Here’s a framework to consider the next time you begin to draft performance goals for yourself or an employee.

Goals fall into two categories: **“be” goals** and **“do” goals**.

“Be” goals are goals that define an expectation for how the employee is to act. Goals that describe how we want the employee to “be” are behavioral. Examples of “be” goals include:

* Provide helpful customer service to each citizen who comes to the counter.
* Arrive to work by 8:00 a.m. each morning.
* Wear your personal protective equipment at all times on the jobsite.

Because “be” goals describe how you want the person to behave, they are on-going and often very difficult to measure. When you describe how you expect an employee to perform the work, the outcome is often a general description of your expectations. “Be” goals usually are expressed in your policies, procedures, and other documentation. Generally, “be” goals apply to anyone in the job, rather than to a specific individual. As a result, they are usually not very exciting.

**Instead of developing “be” goals, focus on writing “do” goals.** “Do” goals define specific outcomes and are easily measured. “Do” goals can be observed and establish a clear path for the employee to follow. Examples of “do” goals are:

* Conduct all required preventive maintenance activities on the ABC pump each month and document the completion of the work in the monthly log.
* Research available electronic payment systems and write a report on your findings, including recommendations for moving forward by April 30.
* Write a procedure manual for the establishment of new clients and present it to the team for approval by August 15.

While “be” goals can be developed as specific, measurable, and time-focused, they are often so general that they do not challenge the employee to complete something tangible. To more fully motivate employees with your goal-setting process, focus on drafting “do” goals that challenge them to produce a concrete result.

**SMAART Goal Guidelines**

**S**

**M**

**A**

**A**

**R**

**T**

# Types of Performance Goals

***If you don’t set goals, you can’t regret not reaching them*.**

—Yogi Berra

Performance goals may fall into four categories:

### Competency Goals

Goals that clearly describe core functions, can be linked to strategic goals.

*Examples:* Essential job functions related to individuals’ positions and their job description.

### Project Goals

Goals that define activities the employee will pursue having a beginning and an end, and that may be above and beyond the employee’s routine duties.

*Examples:* Create three design options for new trade show displays and present your ideas to the Board by June 15.

Develop a training program on the new database and present it at a staff meeting before May 10.

### Assignment Goals

Goals that clearly describe the tasks that are required on the job.

*Examples:* Complete the analysis and update the staff report to the Board for the new medical rates to take effect on Jan. 1, 2018. Assist in the preparation of the Board agenda items, including preparation of Board resolutions, employee communications, and system updates.

Support labor relations by providing technical and administrative support on the MOA contract renewal process and survey data collection process.

### Professional/ Career Development Goals

Goals that specify what the employee will learn in the coming year.

*Examples:* Improve your punctuality to work and meetings by reducing your tardies to no more than one occurrence over the next 90 days.

Cross train with Amy at least one hour per week so that you can assume her duties as a backup by March 15.

Within 30 days complete training and exam in order to achieve certification.

# Goal Examples

### Non-SMAART Goals

The following examples are not **SMAART**. They are not specific, measurable, or timely. Avoid writing this type of goal:

* Evaluate Employee Survey results.
* Support the development of unit staff.
* Train staff on skills to make the best engineering decisions.
* Assist colleagues in the improvement of individual performance evaluations.
* Support team efforts to enhance services.
* Evaluate work processes to promote continuous improvement.
* Provide leadership to section employees.
* Continue learning of skills in budget management.
* Encourage safety and good work practices.
* Recognize high performing employees.
* Continue to keep customer service focused.

### SMAART Goals

The following are examples of performance goals that represent the **SMAART** formula. These are examples of effectively written goals.

* Complete 80% of this year’s projects within the 35-day goal completion date.
* Serve on the process improvement committee as an active member and report the committee’s progress at our department staff meetings when requested.
* Complete development of ABC enhancement and submit it to QA for testing by September 30.
* Evaluate employee feedback submitted on the annual survey to assess training needs. Recommend next year's training calendar based on the results by March 1.
* Develop ten-minute presentation about the AHIP Institute and deliver at the all employee meeting on August 8.
* Once per quarter conduct one safety-related training program for staff.
* By October 1, develop and implement a customer survey to be distributed through customer mailers.

# Goal Practice

**Goal Practice**

**Instructions:** Write at least two goals focused on what you’d like to accomplish – personally or professionally in the coming year. Ensure that you are writing different kinds of goals (Competency, project, assignment, and professional/career development). Be prepared to share your goals with others in the group.

***While many of our work goals are important, only a few qualify as “wildly important.” Wildly important goals bring the biggest payback.***

—Stephen R. Covey

**Notes:**