

## Individual Goals

This section taps into “**WHAT**” (individual goals) gets accomplished.

In the Goals section we discuss:

- Sources of Goals
- Writing goals
- Aligning cascading goals

## Introduction to Goals

**Goals** are measurable outcomes or results. Goals should be written so that the individual can see how his or her goals are related to the agency’s goals.

Goals are the heart of a good performance plan and should be written so you can identify:

- The result of the behavior being measured
- The measurement criteria
- The level of performance being described

***All goals should be written and measured at the “successful performer” level.***

### **Sources of Goals**

- **College’s Goals:** These are goals that are aligned with the vision, mission, and goals of the College.. The goals are “cascaded” throughout the campus departments and translated to be relevant to each level.
- **Individual Goals.** Individual goals come from responsibilities specific to a position and can include special projects or activities that are assigned to the individual. Individual goals should be aligned to department and college goals.
- **Job Responsibilities.** Goals can be written based upon specific job responsibilities that are the most important to the requirements of the position and the individual. This involves translating the job responsibility into a measurable goal.
- **Competencies.** Competencies describe “HOW” goals are accomplished – they are necessary in order to achieve a goal. Sometimes demonstration of the competency is in and of itself a goal. In this situation, specific performance expectations can be developed into a measurable goal. For example, for a financial aid, customer service is a top priority. By developing performance expectations that describe what exactly is expected in measurable terms to meet customer service goals.

**Note.** Character traits, personality tests, or other non work-related judgments should not be used in developing and evaluating goals.

Wherever the goal comes from, a linkage between individual and organizational success is needed.

### **Goal Alignment / Cascading Goals**

## COLLEGE OF COASTAL GEORGIA PERFORMANCE REVIEWS – GOAL SETTING

The goal of each department is to ensure College's goals are met. Individual success is critical for organizational success. Creating a linkage or "direct line of sight" between the individual's and the College's goal is important for success.

The purpose of cascading goals is to link individual performance expectations to the success of the College. For some jobs, a direct linkage will be clear, for others, it may not be immediately clear.

Whenever goals are written, they should try to be aligned with the vision, mission, and goals of the department and College.

### ***Optimal Number of Goals***

Generally, it is recommended that there are approximately three individual performance goals. Often, a written goal will have inherent in its success several of the job responsibilities for the job. Having a laundry list of items makes it difficult for employees and managers to identify what is most important for successful job performance.

The objective is to keep the number of performance expectations manageable and realistic.

## **Writing Goals**

### **Goals:**

- Should focus on “what is performed” and on a result or specific outcome.
- Should be written in clear language.
- Should be written in the active voice and free of jargon, subjective terms, and confusing sentence constructions.
- The employee, the manager, and the manager’s manager should be able to understand what is expected from the employee and how the employee’s work will be evaluated.

## **Guidelines for Writing S.M.A.R.T. Goals**

Goals should be written using “SMART” criteria:

**S**pecific  
**M**easurable  
**A**ttainable  
**R**elevant  
**T**ime-bound

### **Specific**

What will be accomplished?

The goal must state in clear terms what action, result or behavior will be demonstrated or achieved.

### **Measurable**

How will you know if you have achieved the goal?

The goal must include how much and/or how well that action, result, or behavior is to be demonstrated or achieved.

If the goal is not measurable, you will have no way to know whether or not you have succeeded in reaching it. To be measurable, state the goal in action terms.

### **Attainable**

Is it achievable?

Goals should be challenging, but not burdensome or impossible to achieve. They must be attainable, but still provide a stretch.

### **Relevant**

Is the goal important? Is it aligned with the agency’s needs?

Goals must be aligned with the agency’s strategies and goals. Their accomplishment must make a difference.

### **Time-bound**

When must it be done?

Goals must state a limit or deadline by which the goal is to be achieved.

The **SMART** model of goal setting will ensure that the goals you and your manager establish are effective and meaningful, to you and your agency.

### Example of a SMART Goal

Goal: On average, John will perform 12 engine tune-ups per month on state-owned vehicles following the steps in Technical Manual 001, Engine Tune-ups. John's progress will be reviewed toward this goal by reviewing the vehicle maintenance log on a quarterly basis, placing a particular emphasis on the review period on 3/31/09.

To determine if this goal is **SMART**, answer these questions:

- Is the goal **Specific**?
  - Yes, the goal specifies *WHAT* is to be accomplished (on average, perform 12 engine tune-ups per month on state-owned vehicles following the steps in the Technical Manual 001, Engine Tune-ups).
- Is the goal **Measurable**?
  - Yes, the goal explains *HOW MANY* and *WHEN* progress is to be measured (12 tune-ups per month; measured by a quarterly review of vehicle maintenance log).
- Is the goal **Attainable**?
  - Yes, based on experience, the number of tune-ups per month is reasonable.
- Is the goal **Relevant**?
  - Yes, the accomplishment of this goal supports the agency's goals and mission.
- Is the goal **Time-Bound**?
  - Yes, the goal specifies *WHEN* the results must be achieved (Review of progress on a quarterly basis).