

Fermilab Management Practices Seminar

QUICK GUIDE

to

GOAL SETTING



**Fermi National Accelerator Laboratory
Professional and Organization Development
Department**

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to

GOAL SETTING

Objectives

The purpose of this guide is to enable you to:

- Understand and use the performance management process to manage your performance and your career
- Write performance goals using SMART criteria
- Actively participate with your supervisor in the goal setting process.

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The Performance Management Process and Goal Setting

Performance Management is a process that begins when you and your supervisor identify your goals for the upcoming year. Setting goals is your performance blueprint for the upcoming year.

As you progress through the rating period, schedule periodic meetings with your supervisor to discuss how you are progressing on your goals.

The performance cycle concludes with your annual Accomplishment Report that summarizes your goal achievements. The Performance Review Discussion and Documentation is the final step in the Performance Management Process.



Objectives of the goal setting process



Goal setting is the foundation of the performance management process because it:

- helps plan your work for the next twelve months based on the Laboratory's goals and your skills and abilities.
- establishes a mutual understanding and agreement of job responsibilities and priorities between you and your supervisor.
- provides the basis for feedback on your job performance, i.e., a clear understanding of accomplishments, progress and improvement needs.
- provides you with an opportunity to give and seek suggestions for your development.

By setting goals you begin the performance cycle effectively. Both you and your supervisor will have the same expectations and a mutual understanding of what you are expected to do and how your performance will be evaluated.

Defining Performance Goals

A performance goal is a statement of results to be achieved in a given performance cycle. There are two types of goals: goals that are derived from ongoing job responsibilities and goals that are project-based.

Ongoing Job Responsibilities

An ongoing job responsibility is a major job requirement or activity identified in your job description that must be met on a continuous basis. These goals include routine tasks or tasks that remain relatively constant.

Example: Have no more than a .05% error ratio on all xyz data entries for each month throughout the performance review period.

Projects or Other Specialized Tasks

Goals can also take the form of special projects or other tasks unique to the current performance cycle. These goals change from year to year.

Example: By 11/1/XX update the department's safety evacuation procedure to reflect our new location.

Your final performance goals may be a mix of ongoing job responsibilities and projects, or you may have goals that are based solely on your ongoing job responsibilities.

Writing SMART Goals

How do you write goals so that both you and your supervisor understand what is expected? One way to establish mutual understanding is to write goals using SMART criteria.

S-M-A-R-T Goals

Smart goals are specific, measurable, action-oriented, realistic and time-oriented.



- **Specific**
Specific goals identify *what* is to be done and *why* and state the *final outcome or expected result*.
For example: *As a cost saving measure, I will reduce the number of repeat repair jobs on HVAC units by 35% during the next twelve months.*
- **Measurable**
Measurable goals are stated in terms that are observable or verifiable; two or more individuals can agree that the goal has been reached or completed. In writing goals, avoid vague measures such as “some,” “many” or “most.”
For example: *I will reduce scrap by 20%.*

- **Action-oriented**

When writing goals, you must define what action is required to achieve the goal. Do this by using action words. (See Appendix B on page 9 for a list of action words.)

For example: *I will conduct department meetings once a month with a published agenda so that employees will come prepared to offer their input on the meeting topics.*

- **Realistic**

Goals should be challenging, but not impossible to reach. They should include some “stretch” and should be tied to Laboratory, Division/Section/Center, Department or Group goals.

For example: *I will submit all domestic travel vouchers to Accounting within five work days of receipt.*

- **Time-oriented**

Time-oriented goals include expected completion dates and may include sub-goals.

For example:

Overall Goal: *I will develop a final outline for the ABC project by July 15.*

Sub-Goal: *I will research the acquisition-related aspects of the ABC project by June 15.*

Sample Goal	Meets SMART Criteria?
<p>A. Reduce department expenses by 5%.</p> <p><i>Better: Reduce department expenses by 5% for each of the next 12 months.</i></p>	<p>A. This goal is specific and measurable and appears both action-oriented and realistic. However, this goal is not time-oriented.</p>
<p>B. Outline standard operating procedures for making major purchases within our department.</p> <p><i>Better: Create a 2-3 page outline of standard operating procedures for all purchases over \$1,000 within our department by 11/1/XX.</i></p>	<p>B. This goal appears both action-oriented and realistic, but is not specific, measurable, and time-oriented.</p>

Steps to Writing SMART Goals

1. Identify the key responsibilities of your job.
2. Identify what specific ongoing tasks and/or projects must be accomplished this year.
3. Write performance goals for ongoing tasks and for projects by answering these questions:
 - What has to be achieved (specific/action-oriented)?
 - How will you know you have achieved it (measurable)?
 - Under what conditions will you achieve it (time-oriented/realistic)?



Sample Goal for an Ongoing Job Responsibility

What has to be achieved? (Specific/Action-oriented)	Under what conditions will you achieve it? (Time-oriented/Realistic)	How will you know you have achieved it? (Measurable)
Review the inventory of all equipment and replace equipment on a three-year cycle that does not meet minimal requirements.	Annually	Equipment that is due to be replaced will be purchased and installed.

Sample Goal for a Project

What has to be achieved? (Specific/Action-oriented)	Under what conditions will you achieve it? (Time-oriented/Realistic)	How will you know you have achieved it? (Measurable)
Develop and teach a goal setting class for employees.	During FY03 offer class as many times as needed to accommodate all employee requests for training.	All employees requesting training will be trained by the end of the fiscal year.

How many goals should you have?

The number of goals is a matter of judgment. Your total number of performance goals should define performance expectations in the upcoming year and allow your supervisor to review your performance for the entire year.



What's next?

Meet with your supervisor to discuss goals and how they will be measured. Complete the *Performance Goals and/or Job Responsibilities Section* of the Performance Review Form with input received from your supervisor. Ensure that you have a clear understanding of the expectations by reviewing your final goals with your supervisor.



Also, remember that goal setting is an ongoing process. Take responsibility for ensuring that your goals are up-to-date. They may change during the year due to one of the following:

- Your job description may change.
- New job responsibilities or projects may be added.
- Projects may be cancelled or postponed.
- You may transfer to another group or be assigned a new supervisor.

Managing Your Performance

Feedback and communication are very important to your job performance and your career development. Manage your career effectively by scheduling periodic meetings with your supervisor to discuss the progress you are making toward completing your goals:

- Outline the purpose of the meeting
- Update your supervisor on your goal progress
- Ask for input
- Listen actively
- Be open to receiving feedback
- Discuss your development
- Take notes on feedback from your supervisor (and others who have input to your performance)
- Develop a follow-up action plan and implement it
- If necessary, request another meeting.

Summary

Goals are useful because they:

- Focus your work.
- Create common expectations and a basis for performance review.
- Foster two-way communication with you and your supervisor.
- Are flexible and allow for a changing work environment.

Appendix A

Action Verbs to Use for Writing Goals

Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
Count	Associate	Calculate	Group	Arrange	Appraise
Define	Contrast	Practice	Summarize	Design	Determine
Draw	Distinguish	Complete	Analyze	Construct	Judge
Identify	Interpret	Examine	Investigate	Plan	Rate
Read	Compare	Solve	Relate	Produce	Assess
Trace	Describe	Use	Construct	Combine	Evaluate
List	Estimate	Order	Separate	Formulate	Measure
Name	Classify	Illustrate	Divide	Integrate	Specify
Point	Compute	Utilize	Transform	Prepare	Select
Quote	Differentiate	Employ	Detect	Propose	Critique
State	Extrapolate		Explain	Create	Grade
Write				Generalize	Rank
Recall				Organize	Estimate
Recognize				Prescribe	Test
Record					
Repeat					
Tabulate					

Appendix B

Worksheet for Writing SMART Goals

1. Identify the key responsibilities of your job.

2. For these key responsibilities, list specific ongoing tasks, projects or other specialized tasks that must be completed in the review period.

Ongoing Job Responsibilities	Projects/Other Specialized Tasks

3. Using the SMART criteria, write one goal for each ongoing job responsibility.

What has to be achieved? (Specific/Action-oriented)	How will you know you have achieved it? (Measurable)	Under what conditions will you achieve it? (Time-oriented/Realistic)

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4. Using the SMART criteria, write one goal for each project or specialized task.

What has to be achieved? (Specific/Action-oriented)	How will you know you have achieved it? (Measurable)	Under what conditions will you achieve it? (Time-oriented/Realistic)

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