



Nova Southeastern University GUIDELINES FOR WRITING EFFECTIVE GOALS

The goal-setting portion of the performance review process can be very rewarding for employee and supervisor alike, if the following guidelines are kept in mind during the process:

- Goals are discussed and agreed upon jointly by employee and supervisor.
- Resources (if necessary to achievement of goal) are negotiated in advance.
- Progress is monitored on a regular basis.

Use the SMART goal model, as outlined on the SMART Goal Worksheet, to write more effective goals:

| | | |
|----------|--------------|--|
| S | Specific - | desired outcome or result is clearly defined |
| M | Measurable - | accomplishment of the outcome can be charted and/or behavioral elements observed |
| A | Achievable - | goal is challenging but realistic |
| R | Relevant - | goal is in line with team/dept/division/university objectives and direction |
| T | Time-bound - | deadlines are set for accomplishment |

Goals can be identified from the following sources:

- routine job functions (use employee's position description)
- problem-solving issues (address problems already identified in organization)
- new innovative ideas (can be motivational for some high achievers)
- individual professional development needs (skills, knowledge, experience)
- organizational goals (linking individual to organization goals)

SMART GOAL WORKSHEET

Name:

Position:

Review Period:

PERFORMANCE MANAGEMENT AND GOAL SETTING

| S - SPECIFIC GOAL | M - MEASURABLE | A - ACHIEVABLE | R - RELEVANT | T - TIME BOUND |
|--|---|--|--|--|
| Departmental/ Organizational goal- Helping out co-workers during down time | Co-worker feedback/ comments | Through initiative and awareness | Helps with departmental goals/controls cost | Will follow up in two months on (date) |
| Routine job function- Answering telephones within 4 rings | Monitoring via call system | Call average in department matches this standard | Good customer service/student centered | Will follow up in two weeks on (date) |
| Individual professional development need- Become more skilled at creating Excel Spreadsheets | User feedback on ease of use of spreadsheets produced | Training available on campus to be set up on (date) | Primary job function requires the use of Excel for 40% of work | Follow up one month from completion of training (date) |
| Problem solving issues- Update policy/procedure manual | Completion of manual | Allocate 5 hours a week to work on project with team | Has not been updated for 5 years | Will follow up in 3 months (date) |