How to create great SMART Goals

Directional HR

Appraisal Language

- Goals
- KPI's
- Competencies
- Accountabilities
- 121's or one on one's
- Reviews
- Coaching and Mentoring
- Training and Development

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Use appropriate language

- Goal = a business metric used to evaluate factors that are crucial to the success of an organization
- Objective = A specific result that a person aims to achieve within a time frame and with available resources. In general, objectives are more specific and easier to measure than goals.
- Competencies = Competence is the ability of an individual to do a job properly. A competency is a set of defined behaviours that provide a structured guide enabling the identification, evaluation and development of the behaviours in individual employees.

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Use appropriate language cont:

- **Accountabilities** = The obligation of an individual to account for his/her activities, accept responsibility for them, and to disclose the results in a transparent manner.
- **Examples Of Key Accountabilities:**
- **Position Accountabilities: National Sales Manager**
- Increase total annual corporate sales by a minimum of 15% (40%)
- Consistently achieve a minimum of 3% monthly regional sales increases (30%)
- Demonstrate sales leadership, measured by favourable staff feedback (15%)
- Recruit, retain and develop top sales talent while maintaining an average annual employee turnover rate of less than 10% (15%)
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- **Position Accountabilities: Operations Manager**
- Assure reliable operational systems 24×5 with 99% availability (30%)
- Administer the operations budget to no more than 100% of allotted funds (25%)
- Establish and maintain quality vendor services within allotted budget (15%)
- Proactively recommend and implement quality enhancements to operational systems, measured by a continued decrease in time, manpower and costs needed to process client orders and product shipping (15%)
- Demonstrate leadership in managing operations staff, measured by favourable staff feedback (15%)

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Use Appropriate Language cont:

- 121 or one on one's = 121 meeting should be divided into **3** sections and conducted weekly or monthly worst case.
- **Section 1)** the employee is given time to discuss current activity, obstacles and progress.
- **Section 2)** the manager to pass on information or guidance that may assist and be of value to the employee achieving the desired goals/skill sets
- **Section 3)** assisting the employee with targeted development/training opportunities

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Reviews

- Performance evaluations can serve as effective tools for improving employee performance and productivity as well as determining employee developmental needs. Implemented properly, **regular** performance reviews can raise individual self-esteem and deepen the relationship between Manager and employee. People often perform better when they have an idea how their manager views their work, knowledge and skill. They are more likely to initiate honest conversation regarding goals and job-related issues as well.

Coaching and Mentoring

- Coaching and Mentoring = use the same skills and approach however coaching is short term task-based and mentoring is a longer term relationship.

- Coaching = Business coaching is the practice of providing support and occasional advice to an individual or group in order to help them recognise ways in which they can improve the effectiveness of their business through employee awareness.

- Mentoring = A mentor may share with a mentee information about his or her own career path, as well as provide guidance, motivation, emotional support, and role modelling.

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Training and Development

- Training & Development is **any** attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude, behaviour or by increasing his or her skills and knowledge to perform better in current or future position.

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Smart Goals

- Smart goals provide a valuable formula in which to set and measure individual performance.
- (**S**)pecific
- (**M**)easurable
- (**A**)chievable
- (**R**)ealistic
- (**T**)imebound

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SMART (defined)

- **Specific** – what is the task to be done? What are the details? Is this a key area of the role?

- **Measurable** – what evidence could be used to show if and how well the task has been done? What will be different if the task is complete? Does this contribute to achieving the outcomes and objectives?

- **Achievable** – is the task fair? taking into account the current demands on the employee. What will successful completion look like?

- **Realistic** – Why is the goal important? How key is this task to the role being appraised? Is the goal moving forward and improving the service?

- **Timebound** – When should the task be completed by? How often should it be done? If the task is longer term/ongoing have you built in review dates to check progress and mitigate any obstacles?

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Why have SMART Goals?

- The performance review supports performance and identifies achievement for both the individual and the team.

- Smart goals provide a clear outline of what needs to done and how the outcome will be assessed/measured

- Smart goals linked to evidence, helps ensure that everyone is appraised in a fair, consistent and transparent manner, with subjectivity reduced

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Unclear words to avoid

- Using unclear words can mean goals become subjective and not evidence based.

- Some examples of words to avoid using in the development of goals are:- **Regularly, More, Appropriate, Improve, Aim to, timely, effectively, successfully, efficiently, improve** and **complete.**

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Why are they unclear words?

- **More** – what does this mean 10 x more 25 x more? Be specific, Increase by 15% last years sales intake figure. Secure 25 new name accounts.

- **Improve** – unless this is specified what improve looks like it is a matter of opinion. Be specific, reduce by 50% the number of rejected orders due to information missing on sales order forms.

- **Regularly** – is once a quarter often enough? Be specific, review new leads from marketing channels on the last Friday of every month and advise the weakest channel the following Monday that they are on notice.

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The job description is a great place to start

- A job description is a great place to start developing goals

- Goals can be built from the key responsibilities for the role

- Ensure the job description is updated regularly and clearly reflects the role being undertaken as the company develops so should the employees roles.

- Make a list of the functions and responsibilities which are critical to the employees role.

- Decide which can be measured whether in numbers, percentages or yes/no

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Why have goals?

- What gets measured gets done
- If you don't measure results, you cannot tell success from failure
- If you cant measure success you cannot reward or acknowledge it
- If you cannot reward success, you may be rewarding failure
- If you cannot identify failure, you cannot fix it
- Be mindful this is an evolutionary process not a quick fix.

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All employees expect to have goals and be accountable to and for them………don't disappoint them !