Goal setting is an integral part of the annual performance review process
Research shows that when employees understand how their contributions impact unit success, both individual and unit performance increases. In addition to driving higher employee engagement, setting goals that connect employee work to unit needs may:

- Help move from strategy and planning to concretely getting the work done;
- Enable managers to more effectively assign employees to various projects;
-Expose duplicate and/or redundant work; and
- Provide the foundation to guide the employee to most important work and thus pave the way for great performance.
Setting SMART goals provides clarity of the what, how and when. Goals may be about the work (desired results) or about the how (competencies, what the employee needs to learn and grow on the job).

You can attain most any goal you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps. Goals that may have seemed far away and out of reach eventually move closer and become attainable, not because your goals shrink, but because you grow and expand to match them.
A specific goal has a much greater chance of being accomplished than a general goal.

- Who: Who is involved?
- What: What do I want to accomplish?
- Where: Identify the context, a location, a program or a project.
Specific

**Goal Needs Work**
- Improve communication about our programs.

**Goal is Much Better**
- Update our reward and recognition website and announce its completion on our customer listserve.
Establish concrete criteria for measuring progress towards the goal.

To determine if your goal is measurable ask...
  – How much?
  – How many?
  – How will I know when it’s accomplished?
Measurable

Goal Needs Work

• I want to do well in my classes.

Goal is Much Better

• I want to earn a 3.00 GPA this year with no grade below B.
When you identify goals that are most important to you, you begin to figure out ways to make them come true through your:

- Financial Capacity
- Attitudes
- Skills
- Abilities

When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You already have or can plan to develop the attitudes, abilities, skills, (competency) and/or resources to reach them.
Attainable

**Goal Needs Work**

- I want to earn my law degree within one year of graduation.

**Goal is Much Better**

- I want to earn my law degree within 3 years of graduation.
Engagement comes from meaningful work. Employees want to know how they are contributing to the overall good. Measurable work that doesn’t align with the goals of the unit isn’t worth doing.
### Relevant

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<thead>
<tr>
<th>Goal Needs Work</th>
<th>Goal is Much Better</th>
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<td>• I will meet with 5 students every day.</td>
<td>• I will utilize our unit’s core communication standards to ensure that each student’s needs are met.</td>
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A goal must have a target date. If you desire to make a million dollars, but don't set the timeline for it, it won't be motivating. A deadline too far in the future is too easily put off. A goal that's set too close is not only unrealistic, it's discouraging.

Long Term Goals: Long term goals are simply a description of what you want for yourself in the future -- say about 3 to 5 years out. The best way to define them is to give examples: graduate college, get a good job, find a life partner. To meet long term goals, you need a plan and that's where annual goals can help.

What can I do 6 months from now?
What can I do 6 weeks from now?
What can I do today?
Time Bound

**Goal Needs Work**

- I will graduate.

**Goal is Much Better**

- I will graduate in four years by taking 15 hours a semester
Turn into a SMART Goal

Develop a SMART Goal:

- Hire more staff to improve workload
Develop a SMART goal:

• Help out the staff who are involved in the On Iowa activities next fall

Turn into a SMART Goal
Questions can be directed to:

• your Human Resources Unit Rep,
• your Senior Human Resources leader
• Organizational Effectiveness at 335-2687
• University of Iowa Health Care Learning and Organizational Development at 356-7542