performance
Management
Sample Goal Repository

These goals should solely be used as examples and starting points for crafting your own specific goals, through dialogue with your manager and team.
# SMART Goal Categories and Idea Starters

*For UVA Academic Employees & Supervisors*

## Contents

**SMART Goal Categories**

- Professional Development ................................................................. 3
- Organizational/Departmental Outcomes (Manager Cascaded for Alignment) ................................................................. 3

**SMART Goal Idea Starters**

- Professional Development ................................................................. 3
  - Individual Contributor/Employee Roles........................................... 3
  - Leadership Roles ............................................................................. 4

**Organizational/Departmental Outcomes (Manager Cascaded for Alignment)**

- Individual Contributor/Employee Roles........................................... 4
- Leadership Roles ............................................................................. 5
SMART Goal Categories and Idea Starters
For UVA Academic Employees & Supervisors

SMART Goal Categories

Professional Development
- Focus on learning - learning is key to performance (individual and organization)
- Relevant for everyone, regardless of responsibility, tenure or career aspirations
- Help stay current, hone skill sets and re-ignite passion within existing responsibilities
- Help develop a new set of skills and knowledge base in order to grow

Organizational/Departmental Outcomes (Manager Cascaded for Alignment)
- Not limited to the things you take on as extra credit or above and beyond.
- Think about your whole job and the broad areas (“buckets”) of responsibility or results.
- Be specific and clear enough to measure success.
- Include ongoing responsibilities and new projects, assignments, priorities, or initiatives.
- Focus on what is important to support a healthy work environment
- Consider team’s action planning from Employee Engagement results
- Help with recognition, teamwork, communication or area culture
- Consider what is meaningful within area’s Shared Governance

SMART Goal Idea Starters

Professional Development
(1 highly recommended for each employee)

Individual Contributor/Employee Roles

1. By November 15, 2020, I will obtain my certification in (relevant certification field) and share one key learning with my supervisor and/or team.
   (Highly Effective = by October 15, 2020; Exceptional = achieved by October 15, 2020 and results in specific behavior / outcome that adds value to the team such as providing an in-service or proposing new standard work).

2. Complete a literature review to see what other universities/schools have successfully done to improve (area of interest, such as resilience, diversity, etc.) and compile leading practices to share with the team by November 15, 2020.
   (Highly Effective = 1 leading practice shared; Exceptional = present recommendations to department or school leadership and/or scale successful initiatives to other departments.)

3. By May 01, 2020, I will join (insert professional organization) and provide two updates at monthly staff meetings on current work and publications.
   (Highly Effective = 3 to 4 updates; Exceptional = 3 to 4 updates and creation of a quarterly newsletter)
4. During this performance year, increase my knowledge in *(topic directly related to my job role)* by attending a training, rotating through another department, obtaining a certification, etc.  
*(Highly Effective* = at least one activity is completed by October 31, 2020 and at least one key learning is shared with my supervisor and/or team before November 15, 2020.  *Exceptional* = two or more activities were completed by September 30, 2020 and at least three key learnings are shared with my peers and/or entire team before November 15, 2020.)*

**Leadership Roles**

1. Establish at least one 15-minute goal progress touchpoint per month with each direct report for three consecutive months by July 01, 2020.  
*(Highly Effective* = 15 minutes per employee per month over three consecutive months and debrief resulting goal progress with my leader;  *Exceptional* = 15-minute goal touchpoint conversations per employee per month for six consecutive months and progress documented in Workday via the Give Feedback tool.)*

2. In 2020, I will join the *(insert relevant professional organization’s name)* committee, and actively participate by voting monthly and attend 75% of the quarterly live meetings.  
*(Highly Effective* = voting/meeting attendance and sharing key meeting information with my peers at least twice per year;  *Exceptional* = serve on the board of the committee in addition to Meets requirements)*

3. In 2020, I will participate in a 360 evaluation and incorporate the results into my behaviors and actions.  
*(Highly Effective* = incorporate 2 new behavior changes;  *Exceptional* = incorporate 4 + behavior changes)*

**Organizational/Departmental Outcomes (Manager Cascaded for Alignment)**

*(1 highly recommended via manager cascade for all Academic employees and supervisors)*

**Individual Contributor/Employee Roles**

**Area of Customer Experience**

1. For every customer/student interaction, I will use “smile, introduce myself and explain my role” to meet area goals by November 30, 2020.  
*(Highly Effective* = create a qualitative metric to determine impact on customer satisfaction and meet targeted department goal metric;  *Exceeds* = meet the stretch department goal metric and suggest a way to implement customer service improvement techniques across the entire department or school)*

2. For incoming customer/student inquiries, I will respond within a timely manner, at least by the next business day.  
*(Highly Effective* = acknowledgement of inquiry receipt for at least 90% of all inquiries within 6 hours and detailed response by next business day;  *Exceptional* = acknowledgement of receipt for 100% of inquiries within 2 hours and satisfactory resolution of 75% of inquiries within same day)*

**Area of Outcomes/Improvement**

1. Implement standard work to decrease *(insert opportunity for improvement)* by *(applicable metric)* by October 31, 2020.  
*(Highly Effective* = meet applicable metric by August 30, 2020 and provide summary impact report to supervisor and/or team;  *Exceptional* = meet applicable stretch metric and provide summary impact report to school leadership)
2. By November 15, 2020, I will improve my written communication by demonstrating a ____% decrease in errors. ** Measure amount of errors in the 1st quarter of the year, then measure errors in the third and/or fourth quarter of the year.
   (Highly Effective = decrease greater than meets %; Exceptional = 7% higher than above or 100% accuracy)

3. By December 01, 2020, I will have viewed a minimum of 4 training videos or job aids to assist me in the management of data for the new audit reports.
   (Highly Effective - By October 31st, I will have completed the training above and created two useful report that is incorporated in our weekly reports submissions; Exceptional - I will have completed the two items above by October 31st and have provided two training sessions for the team on advanced data management by November 15th.)

4. By November 01, 2020, attend one cross training session each month with 2 coworkers who perform different duties than me or each other. A minimum of 10 sessions per person is required.
   (Highly Effective - By the 7th cross training session, be able to perform at least 50% of the duties provided in the training; Exceptional - By December 15, 2020, be able to perform all the duties of each coworker without assistance.

Area of Team Development

1. By June 15, 2020, I will lead/participate in a review of (insert standard process for your area) and report findings at staff meeting in August 2020.
   (Highly Effective = report out to department leadership; Exceptional = report out and begin action plan to address findings)

2. By May 31, 2020 I will create and post a display to track outcomes for (insert major project) to improve team understanding of progress and milestones to promote continued engagement.
   (Highly Effective = April 30, 2020; Exceptional = March 31, 2020 with quarterly summary report to supervisor)

3. To improve my comfort and skill giving feedback, I will request coaching from my manager, and provide face-to-face feedback sessions to 2 colleagues by November 15, 2020. I will meet with my manager pre and post feedback events for continued coaching.
   (Highly Effective = post feedback session, will use the Get Feedback on Self Workday tool to document our feedback sessions with each of the 2 colleagues; Exceptional = 3+ colleague feedback sessions along with documentation in Workday OR quarterly feedback sessions with the same 2 colleagues, followed by documentation in Workday)

4. Participate in team professional development by attending 3 LEAN training sessions by December 01, 2020.
   (Highly Effective - Participate in 10 of 12 team process improvement sessions, documenting contributions I have made to the improvement planning; Exceptional - Lead a minimum of 4 process improvement sessions after completing at least 2 training sessions.

Leadership Roles

Area of Customer Experience

1. I will specifically observe my team members twice a week as they interact with customers/students to ensure their consistent use of “smile, introduce myself and explain my role” to meet area goals by December 01, 2020. (Highly Effective = meet targeted goal metric and conduct 1:1 feedback sessions related to
SMART Goal Categories and Idea Starters
For UVA Academic Employees & Supervisors

observed customer interactions and will document observations in Give Feedback tool in Workday; 
Exceptional = meet stretch goal metric and elements of ‘highly effective’ performance and will provide summary report of the initiative and results to leadership by November 01, 2020)

2. By May 31, 2020, identify and implement 3 metrics that will define success for our customer/student experience.
 (Highly Effective = 3 metrics successfully implemented; Exceptional = more than 3 implemented)

Area of Outcomes/Improvement
1. By April 15, 2020, I will meet with a Workforce Planning professional to learn about the 9-box tool. By June 30, 2020, I’ll meet with each of my ‘Ready for Advancement’ employees to discuss career opportunities and leadership skills.
 (Highly Effective = will meet with all ‘green box’ employees by July 31, 2020; Exceptional = starting May 01, 2020, will schedule 1:1 meetings per month with each employee reaching a life milestone in that month, holding a discussion based upon their 9-box placement.)

2. By November 01, 2020, help develop and participate in cross-training for the department team to learn procedures across all areas so that all critical functions are covered during absences.
 (Highly Effective = training developed and 33% of employees are trained by September 30, 2020; Exceptional = 66% are trained.)

Area of Team Development
1. Lead 3 behavioral competency activities with employees by October 31, 2020 about how to identify, recognize and reward the demonstration of these competencies in the work environment.
 (Highly Effective = 4 activities by September 30, 2020; Exceptional = 5 activities OR by July 01, 2020)

2. I will plan 2 team building events between March 01, 2020 and October 31, 2020 for my employees to socialize and get to know each other to promote team building and stronger relationships.
 (Highly Effective = 4 events; Exceptional = 5 or more)

Area of Continuous Improvement
1. Implement standard work by November 30, 2020 to decrease/increase employee or team’s (area of opportunity) by (applicable metric).
 (Highly Effective = 5% better than meets metric by October 01, 2020; Exceptional: 10% better than meets metric by August 31, 2020)

2. To improve my comfort and skill giving feedback, will request coaching from my manager and provide in-depth feedback to 2 colleagues by November 1, 2020. Meet with my manager pre and post feedback episodes.
 (Highly Effective = after each face-to-face feedback session, document in Workday via the Get Feedback on Self tool; Exceeds = conduct a quarterly feedback session with the same 2 colleagues, including documentation in Workday)