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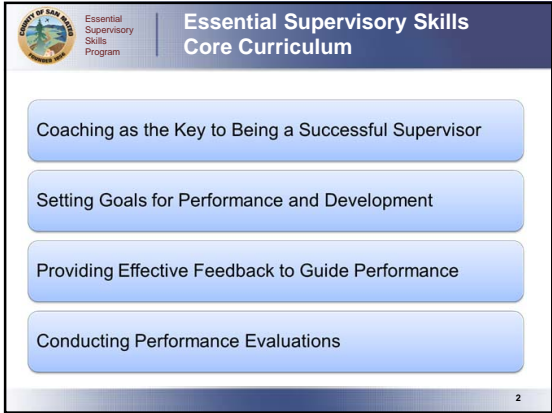
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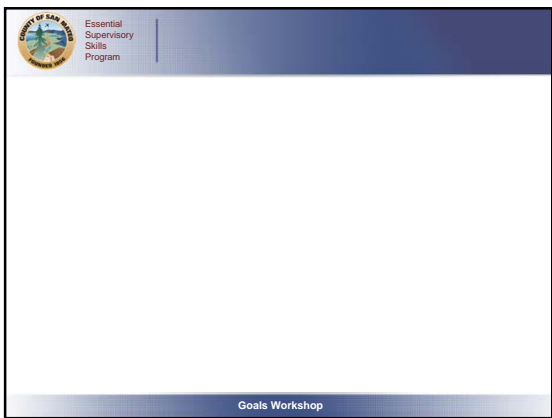
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Setting SMART Goals to Achieve  
Performance and Development  
Essential Supervisory Skills

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Essential Supervisory Skills Program

### Introductions



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Essential Supervisory Skills Program

### Training Topics: Setting Goals to Achieve Performance & Development

How does setting goals help you be a better supervisor?

What steps and information will you use to set your own goals so you can achieve your mission?

How do you prioritize your goals and develop an Action Plan?

Once you've set goals, what happens next?

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### What is the Difference Between Performance and Development Goals?

**Performance Goals**

- Define job responsibilities and expected results
- Are aligned to unit, division, department and/or County goals

**Development Goals**

- Are learning-oriented
- Support career development and enhanced skills to stay current and effective

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### Goals Drive Performance and Engagement

- Goals add focus and clarity which improves **performance**
- Goals connect us to a higher **purpose** which inspires greater levels of **engagement**
- This, in turn, leads to:
  - Higher productivity
  - Increased innovation
  - Lower absenteeism
  - Improved worker safety
  - Better retention of high performing employees
  - Other important organizational outcomes



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### GROUP EXERCISE

#### SETTING EXPECTATIONS

- Your boss walks into your office and says "I need you to go to the East coast for a meeting." With just this to go on:
  - Where will you go?
  - When will you get there?
  - How will you get there?



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**Discussion: Assignment Debrief**

What happened during the conversation with your manager?



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**Discussion: Group**

Consider one of your direct reports. What is one of their primary responsibilities?



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Steps for Setting Your Own Performance Goals

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### Video: Demonstration of Goal Setting Process



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### Steps for Setting Your Own Performance Goals

1. Understand your supervisor's expectations
2. Identify the major areas of responsibility/expected results for your job
  - These will be the focus for your goals!
3. Use the SMART method to write a goal statement for each area
4. Think about how your work contributes to higher level goals (supervisor, unit, etc.)
5. Write an Action Plan for each goal statement
6. Review and finalize the goals with your supervisor



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Step 2: Identifying Your Major Areas of Responsibility

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### Step 2 Tips: Identifying Ongoing Responsibilities

✓ **Ongoing responsibilities** are your day-to-day duties that don't usually change much over time; they might include things like:

- Managing the budget
- Coaching and supervising staff
- Overseeing a program
- Managing contracts
- Providing customer service



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 Essential Supervisory Skills Program

### Step 2 Tips: Special Project Responsibilities

✓ **Special projects** tend to be time-limited and might include things like:

- Developing a new program
- Implementing a new technology
- Revising a set of policies or operating procedures



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### Exercise: Identify Major Areas of Responsibility

- Work on your own to list your major responsibilities:
  - Ongoing
  - Special projects
- Report out to the full group



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### Step 2 Tips: Focus on Results, Not Tasks

- ✓ Tasks describe how you will achieve the goal
  - They focus on activities and are action-oriented
  - Tasks are listed in your Action Plan
- ✓ Results describe what you are trying to accomplish
  - They tend to be broader and outcome-oriented
- ✓ Even if results can't be precisely measured, they help you focus your efforts and communicate the importance and purpose of the goal



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### Step 2 Tips: Examples of Results

Results might include things like:

Responsibility	Result
Managing the budget	Expenditures are within budgeted limits
Coaching and supervising staff	Staff report they understand expectations and receive meaningful ongoing feedback and year-end evaluations; Staff accomplish their goals
Developing a new program	Program is on time and on budget and meets established objectives
Revising policies/procedures	Staff are aware of and understand the changes and why they are necessary



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**Step 3: Using the SMART Goal Method to Write Goals for Each of Your Responsibility Areas**

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### Step 3: Why the SMART Method is Important

- Makes clear what the focus will be during the year
- Makes it easier to monitor progress, provide support, make adjustments and stay on track
- Makes year-end performance evaluation more relevant, meaningful and objective



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### SMART Method for Setting Individual Goals

S	Specific
M	Measurable
A	Achievable
R	Relevant
T	Time-Based

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### Formula for a SMART Goal Statement

Goal Statement	What makes it SMART
Do _____ . . .	<b>Specific</b> action taken
in order to _____ . . . or such that _____ . . .	to accomplish <b>Measurable, Relevant</b> result
by _____.	Within certain <b>Time</b> frame

**And make sure it's Achievable!**  
(realistic time frame, sufficient resources, feasible target, clear action plan)

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Essential Supervisory Skills Program

Sam's Goal from the Video

Goal Statement	What makes it SMART
Oversee the maintenance of the department's computer servers	<b>Specific</b> action taken
such that the system is at 99% availability ensuring continual access to information and computer functions	to accomplish <b>Measurable, Relevant</b> result
on an ongoing basis.	Within certain <b>Time</b> frame

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Essential Supervisory Skills Program

Child Support SMART Goal

Goal Statement	What makes it SMART
Oversee and manage my caseload	<b>Specific</b> action taken
such that I increase the percentage of current support collected from 62% to 63.5%; increase the total dollar amount collected on my caseload by 3%; increase the percentage of cases paying down the overdue support from 66.4% to 68%	to accomplish <b>Measurable, Relevant</b> result
by September 30, 2013.	Within certain <b>Time</b> frame

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Essential Supervisory Skills Program

Information Services SMART Goal

Goal Statement	What makes it SMART
Process purchase orders and contracts	<b>Specific</b> action taken
within County established timelines 90% of the time in order to ensure seamless vendor support required to maintain County applications and infrastructure	to accomplish <b>Measurable, Relevant</b> result
on an ongoing basis.	Within certain <b>Time</b> frame

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### Step 3 Tips: Writing a SMART Goal

- ✓ Don't forget **R** the "so what" part -- is anyone better off?
- ✓ For the **S**, think about the action verbs associated with your role and responsibility, for example:
  - \* Oversee      \* Develop      \* Process
  - \* Coordinate    \* Update      \* Maintain
- ✓ The **M** can be either a quantitative or qualitative outcome, for example:
  - Dollars, days, percent
  - Satisfaction, awareness, ease of use
- ✓ The **T** can be either a specific deadline or ongoing
- ✓ Writing an action plan can help you see if your **T** is achievable



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 Essential Supervisory Skills Program

### Exercise: Write a SMART Goal

- **Read the weak (not so SMART) goal assigned to your table**
- **Talk with the people at your table about how to make the goal stronger**
  - What element(s) of the SMART formula are missing or weak?
  - How would you rewrite it?
- **Report out to the full group**



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 Essential Supervisory Skills Program

### Exercise: Write a SMART Goal

- **Working on your own, write 2 SMART Goals for your job:**
  - 1 Performance Goal (describing either an ongoing responsibilities or a special project)
  - 1 Development Goal (describing something you want to learn or get better at)
- **Discuss with the people at your table**
- **Report out to the full group**



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Step 4: Aligning Your Responsibilities To Higher Level Goals

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Shared Vision 2025



Our Shared Vision for 2025 is for a healthy and safe, prosperous, livable, environmentally conscious, and collaborative community.

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SHARED VISION 2025  
Community Impact Goals

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**Align goals at all levels – create a clear line of sight**

**San Mateo County Community**

- Shared Vision for 2025 is for a healthy and safe, prosperous, livable, environmentally conscious and collaborative community

**County Organization**

- Community Impact Goals
- Mission/Outcome Statements
- Department/Program Goals
- Performance Measures

**Employees/Resources \***

- SMART Goals: Performance and Development Goals
- Action Plans

\* From Essential Supervisory Skills Program:  
**SMART Goals: Specific, Measurable, Achievable, Relevant, Time-Bound**

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**Step 4: Why Goal Alignment is Important**

**Brings the “power of purpose” to all County employees**

- By showing a clear line of sight between the individual’s role and the “big picture” (the department or County goals and mission)

**Ensures attention is focused on what matters most**

- By showing how responsibility for important goals is assigned and tracked

**Facilitates communication and coordination**

- By showing how employees across the department or County are working in different ways toward the same goal

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**Step 4 Tips: Examples of Alignment**

Your supervisor’s goal	Your goal
Develop and manage a balanced department or division budget	Identify ways to increase revenues or decrease expenses and manage the budget within your division or unit
Manage key vendor relationships and ensure overall compliance	Monitor contract expiration dates and manage RFP process for vendor selection
Achieve specific program results for entire department or division	Achieve the program results for the programs under your supervision
Achieve targeted levels of customer satisfaction for entire department or division	Achieve customer satisfaction for the programs under your supervision

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 Essential Supervisory Skills Program		Child Support Goal Alignment Example
Level	Goal	
Vision 2025: Prosperous Community	COMMUNITY IMPACT GOALS: Improve affordability Close achievement gaps	
Department	All children in the County of San Mateo receive financial support from their parents as ordered.	
Department Head	Plan and oversee the Department's programs such that the Department achieves 90% of annual performance targets.	
Division Manager	Lead and direct the Enforcement Unit such that annual performance and customer service targets are met or exceeded.	
Supervisor	Provide guidance, training and direction to Enforcement Team that supports continual improvements to collection of current and past due support.	
Case worker	Oversee and manage my caseload such that I increase the percentage of current support collected from 62% to 63.5% . . .	

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 Essential Supervisory Skills Program		Step 5: Why Action Plans Are Important
<p>Action plans help you:</p> <ul style="list-style-type: none"> <li>• Make sure your goals are SMART</li> <li>• Plan ahead, keep track of due dates, and manage your workload</li> <li>• Communicate with your supervisor about what you are doing, how things are going and any support you need</li> <li>• Make mid-course corrections if necessary in order to achieve your goals</li> </ul>		

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 Essential Supervisory Skills Program

### Step 5: Writing Action Plans for Each of Your Goals

1. Think through the milestones, key steps, resources and timing needed to accomplish the goal
2. List the actions you will take
3. Include a completion date for each action item
4. Fill out an Action Plan for each goal



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 Essential Supervisory Skills Program

### Exercise: Writing an Action Plan

- **Using your work from the prior steps, fill out an Action Plan for your:**
  - Performance Goal
  - Development Goal
- **Discuss with your table**
- **Report out to the full group**



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 Essential Supervisory Skills Program

### Step 5 Tips: Writing Your Action Plans

- ✓ Action plans should be created for both Performance and Development Goals
- ✓ Make your action plans as detailed or general as you find helpful to plan your work and keep track of your progress
- ✓ If there is an established workplan for a given project or responsibility, you can use it (as-is or with modifications) as your action plan
- ✓ Try out the LMS goal-setting tool



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 Essential Supervisory Skills Program

### Step 5 Tips: Writing Your Action Plans (Continued)

✓ Possible action items include:

- What implementation steps you will take
- What methods you will use
- What tasks are involved
- What "outputs" you will produce
- What milestones you will achieve
- How you will communicate with others about the goal
- How you will measure completion of the goal



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Helping Your Direct Reports Write SMART Goals

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 Essential Supervisory Skills Program

### Steps for Working With Your Direct Reports on Their Goals

1. Decide whether you will assign goals or ask your direct reports to write their own
2. Share **your** written goal statements with each direct report
3. Review relevant documents (employee's job description and last evaluation, department strategic plan, etc.)
4. Meet with the employee to communicate expectations, including which goals you will assign and the areas for which you want them to develop goals
5. Review, provide input and approve the goals



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 Essential Supervisory Skills Program

### Rules of Thumb When Deciding Who Leads in Setting Goals

- ✓ At a minimum, employees should:
  - Write their own Development Goals (at least the first draft)
  - Write the action items for all of their goals
  - Fully understand and have input into all goals
- ✓ Look for opportunities for employees with common or shared goals to work together to develop consistent goal statements



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 Essential Supervisory Skills Program

### Reviewing Your Direct Reports' Goals

- ✓ Are all elements of the SMART method covered?
- ✓ Do the goals reflect all major responsibilities (not just special projects)?
- ✓ Are the goals focused on results, not tasks?
- ✓ Do the goals align to yours or other higher level goals?



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 Essential Supervisory Skills Program

### Reviewing Your Direct Reports' Goals (Continued)

- ✓ Are their action plans clear, complete and reasonable?
- ✓ Are the results and timelines achievable?
- ✓ What support, resources and coaching can you provide to help the employee be successful?



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Managing Goals Throughout the Year

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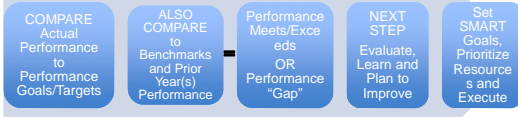
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Essential Supervisory Skills Program

### Setting SMART Performance Goals

It's important to learn why something worked or didn't work – take time to do this.



Challenge your team with "stretch" goals, provide a safe environment for risk-taking

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Essential Supervisory Skills Program

### CHILD SUPPORT SERVICES Performance Management in Practice

**ANNUAL PLANNING AGENDA**

- High Level Budget Overview
- Review of Prior Year Goals and Objectives
- Performance Trends
- Brief Presentation of Functional Areas
- Breakout Sessions
- Group presentation of performance projects identified
- Compile data
- Rank projects – H/M/L
- Meet, Monitor (REPEAT)



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 Essential Supervisory Skills Program

### Steps for Working With Your Own Goals Throughout the Year

- 1. Follow your action plans, manage your time and accomplish your goals**
  - Your goals are your job, so they reflect the work you do every day
- 2. Periodically document the progress and results on your action plans**
- 3. Meet regularly with your supervisor to discuss your goals, receive feedback and seek coaching and support**
- 4. Revise your goals as necessary to adjust timelines, modify expected results, address changing priorities, etc.**
- 5. Provide input for the evaluation of your goals**
  - During informal interim reviews
  - At the end of the year



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 Essential Supervisory Skills Program

### Tips for Updating Progress on Your Own Goals

- ✓ **Commit to reviewing and updating your goals and action plans**
  - For example, use your one-on-one meetings with your supervisor, to review goal progress
- ✓ **Make notes and gather supporting information**
- ✓ **Consider questions like:**
  - Which action items are completed, in progress or delayed?
  - What outputs have you produced?
  - What data do you have so far to measure results?
  - What successes are you proud of?
  - What obstacles have you encountered?
  - What lessons are you learning?



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 Essential Supervisory Skills Program

### Steps for Supporting Your Direct Reports' Goals

- 1. Dedicate time during your one-on-one meetings with your employee to talk about how things are going with his/her goals**
- 2. Provide frequent, real-time value-added feedback about what's going well and where improvement is needed**
- 3. Identify opportunities to coach your employee to develop his or her skills and abilities**
- 4. Provide resources to support progress and remove obstacles**



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 Essential Supervisory Skills Program

### Steps for Supporting Your Direct Reports' Goals (Continued)

5. Collect specific examples of the employee's performance during the year
6. Conduct informal interim reviews to assess progress and recognize key milestones and make/document revisions as needed
7. Conduct a year-end evaluation of the employee's goals



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 Essential Supervisory Skills Program

### Steps for Developing Next Year's Goals (For You and Your Direct Reports)

1. Review prior-year goals related to ongoing responsibilities and carry them forward, revising as necessary
2. Consider the prior-year evaluation to identify:
  - Which special project goals are incomplete and should be continued
  - What areas have been identified for growth, development or improvement
3. Determine whether changes in department priorities or initiatives will result in new responsibilities or special projects

**After the first year, setting goals is much easier!**



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**Wrap Up**

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 Essential Supervisory Skills Program

### Next Steps

- Write additional Performance and Development Goals to describe your major areas of focus for the next 12 months and review with your manager
  - Try entering your goals into LMS
- Meet with your manager to discuss the progress on your goals
- Complete the remaining ESS modules (required)
- Look for an opportunity to interact with other ESS participants to share your experience and get support

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 Essential Supervisory Skills Program

### Feedback

- What did you find most useful about today's workshop?
- What didn't work for you?
- What support would help you be successful in setting and using goals?
- Other comments?



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