Goal Setting and Development Plans

Agenda

- Warm Up!
- Goal Setting and Alignment
- SMART Goals
- Professional Development Plans

We as a people, as a state, and as a community, have too much promise, too much potential, and too much at stake to go any other way than forward. We are too strong in our hearts, too innovative in our minds, and too firm in our beliefs to retreat from our goals
-Bill Richardson

Goal Setting

- Is not a transactional exercise!

- Goal setting can boost individual achievement and improve institutional performance.
  - Helping, providing, challenging, motivating yourself and others by:
    - understanding the connection between what they do and what the organization is trying to achieve.
    - allocating as much of their time, effort and personal resources as possible to high priority areas.
    - Providing a sense of achievement once people achieve a goal which fuels their motivation.
    - Challenging people and providing them with new experiences which helps them learn.
    - Motivating people to deliver desired outcomes.
    - Letting people know what is expected of them.
    - Pinpointing issues and empowering others to resolve/solve them.

Resources Available to You

- Champlain Mission / Vision Statement
- Champlain 2020 Strategic Plan
- Champlain's Staff Professional Competencies
- SMART Goals document on People Center's Website
- Performance Evaluation
- Your leader, Your team

Champlain Aligned

Champlain Mission & Vision

Mission

Champlain College endeavors to be a leader in educating today's students to become skilled practitioners, effective professionals and engaged global citizens. Champlain's agile and entrepreneurial approach to higher education uniquely blends technology leadership, market savvy, innovation and fiscal responsibility with a commitment to liberal learning, community involvement and "the human touch." This distinctive approach permeates the delivery of relevant, rigorous student-centered programs in business, arts, applied technology and public service.

Vision

By 2020, Champlain College will be the finest small, professionally and globally focused college in the United States.

Achieve Distinctive Academic Excellence

Enrich Student Life and Career Opportunities

Excite, Engage, and Empower Faculty & Staff

Fostering an Inclusive & Diverse Community

Enhance Financial Stability

Champlain Staff Competencies

Achievement Orientation

Adaptability

Client Focus

Continuous Learning

Critical Judgment

Diversity and Intercultural Understanding

Teamwork and Inclusion

Student Retention Goals

Research for retention shows that the following groups need to be focused on for retention:

- Male Students (in general)
- Pell Eligible Students
- Students who do not have a campus job

- Think about your interactions with students, in what ways can you enhance their experience?

- If you manage programs for students, in what ways can you enhance the program to bring more focus to these students?

- How can you reach out to students or respond when you see something concerning to help ensure their success?

Diversity and Inclusion

Fostering a Diverse and Inclusive Community

Recognizing that diversity is both a reflection of our world and a source of rich education, Champlain will be diverse in ways that reflect the world in which we live and work. All members of the Champlain community will have a sense of being a valued member of the College community.

As you think about your goals:

In what areas can you contribute to fostering a diverse and inclusive community?

How can you contribute to learning and improvement within yourself, department and the college community?

Enhance Financial Stability

Champlain College will operate from a position of financial strength. It is only through the careful management of resources that the College will have the resources needed for continuous improvement.

As you think about your goals:

In what areas can you contribute to effectively managing resources?

- Are you thinking both at an institution and department level?
- Are you a good steward of the student's tuition dollar?
- Are you communicating/repurposing available resources in an effective way and containing costs when able?

As you think about your personal development plan:

Do you know and understand your budget? What resources/technology would help you manage your budget more effectively?

In general an employee has 4-6 goals per year.

Action

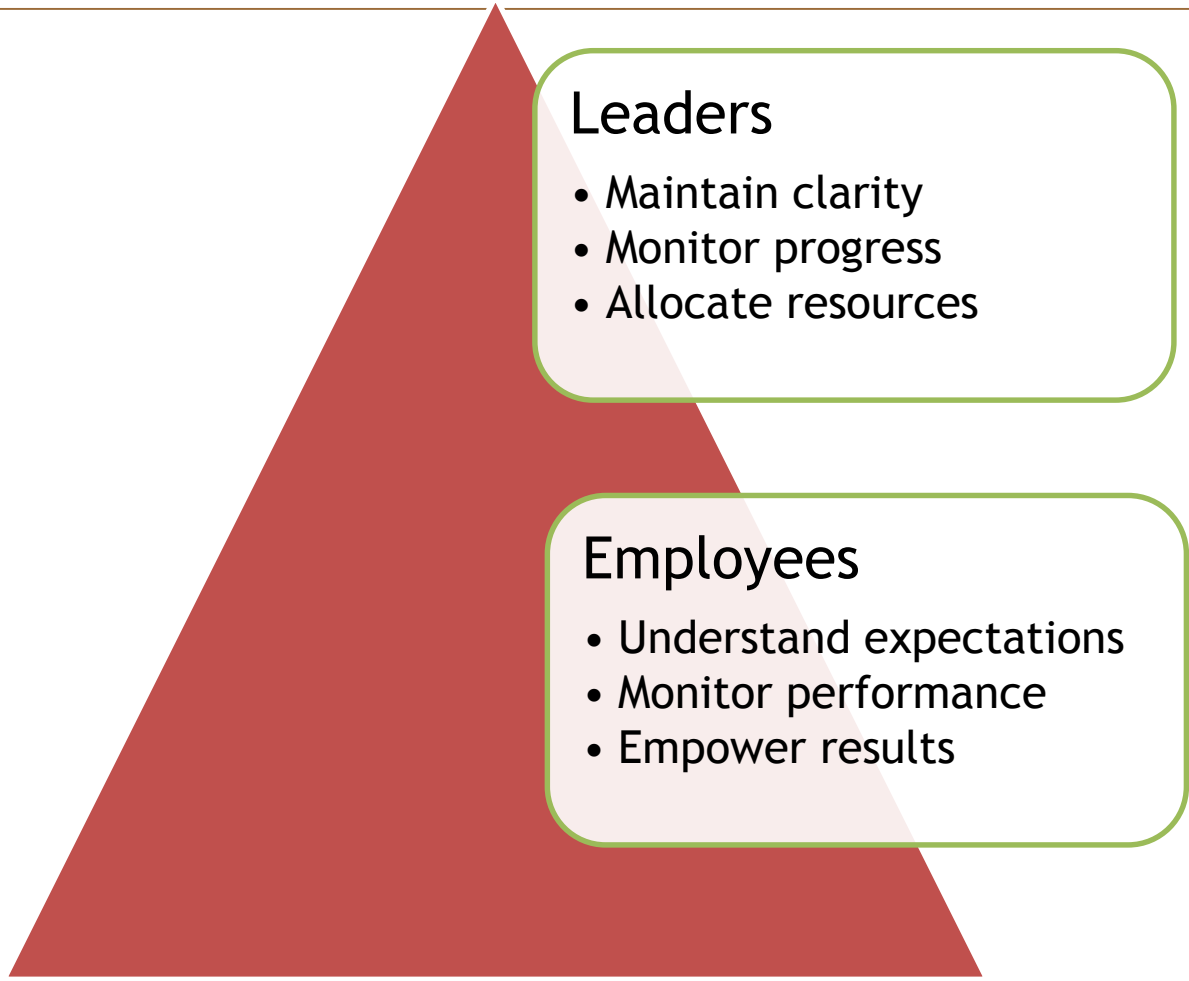
- First Pass Goals:
  - Describe two organizational, department, team, or individual goals that you/your team/your division are working on or that they need to work on in the next year?

- For example:

  - Develop new and innovative ways to retain students
  - Create an inclusive work environment
  - Collect data on best practices for staff and student retention

S	M	A	R	T
Specific	Measurable	Achievable / Attainable	Relevant	Time Bound

Benefits of SMART Goals



Leaders

- Maintain clarity
- Monitor progress
- Allocate resources

Employees

- Understand expectations
- Monitor performance
- Empower results

SMART Goals: A Quick Tutorial

https://www.youtube.com/watch?v=yA53yhiOe04

Is the goal **S** Specific **?**

Is it clear exactly what is needed to achieve this goal?

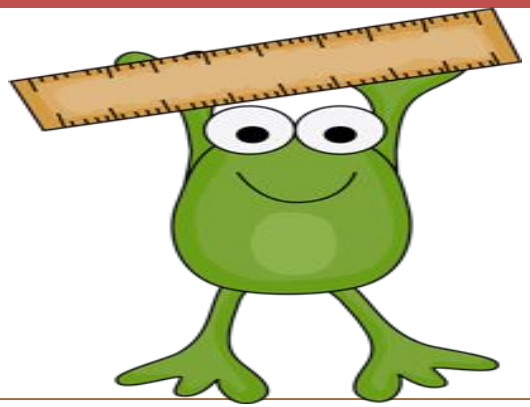
Six Ws:

- **Who?**
- **What?**
- **Where?**
- **When?**
- **Which?**
- **Why?**

Is the goal **M** Measurable **?**

- Quantity
- Magnitude
- Timelines
- Cost
- Quality

Does the goal indicate clear, measurable end points to track progress along the way and see how far it is to completion?



Is the goal **A** Achievable / Attainable **?**

- Practical
- Possible
- Attainable
- Can be conceptualized

Is the goal within reach? Is it achievable or attainable?

Is the goal R Relevant ?

- Aligned with the organization's strategic goals

How is the goal aligned with the overall organizational objectives?

How does the goal fit into the divisional goals?

Is the goal **T** Time Bound **?**

- Milestones and deadlines

Does the goal have a deadline?

Does it have interim time frames?

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SMART Criteria for Goals

S Specific	• Is the goal specific? (who, what, where, when, which, why) • Is it clear what is to be accomplished?
M Measurable	• What quantitative measures apply in this situation? • What qualitative measures apply in this situation? • Will the results be able to be measured? • How will I know that I have achieved the result?
A Achievable / Attainable	• Can I/we realistically achieve the result? • Do I/we have the knowledge, skill and resources necessary to achieve the result?
R Relevant	• Is the result aligned with the organization's objectives? • Does the result meet the needs of key stakeholders?
T Time Bound	• What is the target date for achieving the result? • What interim timeframes are there?

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Goal Action Words

Analyze	Communicate	Construct	Convert
Assess	Contract	Build	Alter
Compare	Disclose	Compile	Change
Contrast	Draft	Create	Combine
Estimate	Explain	Design	Decrease
Evaluate	Gain Commitment	Develop	Enhance
Forecast	Lead	Establish	Improve
Infer	Negotiate	Form	Increase
Judge	Outline	Frame	Promote
Select	Present	Generate	Reduce
Survey	Publish	Produce	Streamline
Track	Respond	Program	Transform
Value	Write	Replicate	Upgrade

Describe	Organize		Perform		Solve	
Define	Arrange	Systemize	Accomplish	Use	Add	Test
Delineate	Categorize	Tabulate	Achieve	Utilize	Compute	Validate
Determine	Classify		Administer		Connect	
Diagram	Designate		Delivery		Contract	
Identify	Group		Employ		Find	
Indicate	Hire		Execute		Integrate	
Outline	Itemize		Fulfill		Link	
Report	Manage		Implement		Prove	
Represent	Modify		Institute		Show	
Specify	Sort		Produce		Substantiate	
State	Supervise		Sell			

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Goal Practice Sheet

Start with your overall goal or objective here:		
Specific	❒ Is the goal specific? (who, what, where, when, which, why) ❒ Is it clear what is to be accomplished?	If not, how can the goal be more specific?
Measurable	❒ How will I know I have achieved the result? ❒ What quantitative and qualitative measures apply? ❒ Is the result measurable?	
Achievable	❒ Can we realistically achieve the result? ❒ Do we have the knowledge, skill and resources necessary to achieve the result?	If not, what do I need?
Relevant	❒ Is the result aligned with the organization's objectives? ❒ Does the result meet the needs of key stakeholders?	
Time Bound	❒ What is the target date for achieving the result? ❒ What interim time frames are there??	
Rewrite "SMART" goal here (use the goal action words to craft your goal):		

Owning the Goals

- Each employee and manager should discuss goals to be accomplished during this year.
- Each employee owns their own individual goals.
- Each employee is responsible for seeing that the goals that are set, get accomplished.
- Each employee is responsible for updating their manager as to progress of the goals.

Development Plans

Professional Development Plans

Working together on development plans…

- This is about you and your development!
- What are areas can you improve, what opportunities do you see?
- Where can you obtain those skills?

Professional Development Plans

Working together on Development Plans…

- Use focused questions, what competencies or skills do I need to master to:
  - Improve my contribution or expand my scope in my current role?
  - Progress toward my career aspirations?
  - How will I use these competencies or skills in my current role?
  - How will my growth contribute to better results to my team/division/institution
  - How will mastering these competencies or skills prepare me to for expanded responsibilities or a broader understanding and impact on the institution?
  - What steps will I take to get there?
  - What is my action plan?

Professional Development Plans

Working together on Development Plans…

- Where can they obtain those skills?
  - DareU programs
  - Conferences/workshops
  - Reading blogs, white papers, etc.
  - Job shadowing
  - On the job training
  - Enrolling in classes at Champlain College

By January 1, 2019, complete an advanced Excel training course to upgrade my skills so I can prepare budget reconciliation reports with an analysis of trends and variances to help keep expenditures within budgeted limits.

During this year, I will be chairing the planning team for my professional association's annual conference. This is to help increase my communication and team leadership skills to prepare myself for greater management responsibilities.

By June 30, 2019, help develop and participate in cross-training for the office assistant team to learn procedures across all units of our department so that critical functions are covered during absences.

…Goals and Development Plans are due by October!

Coming soon…well maybe!

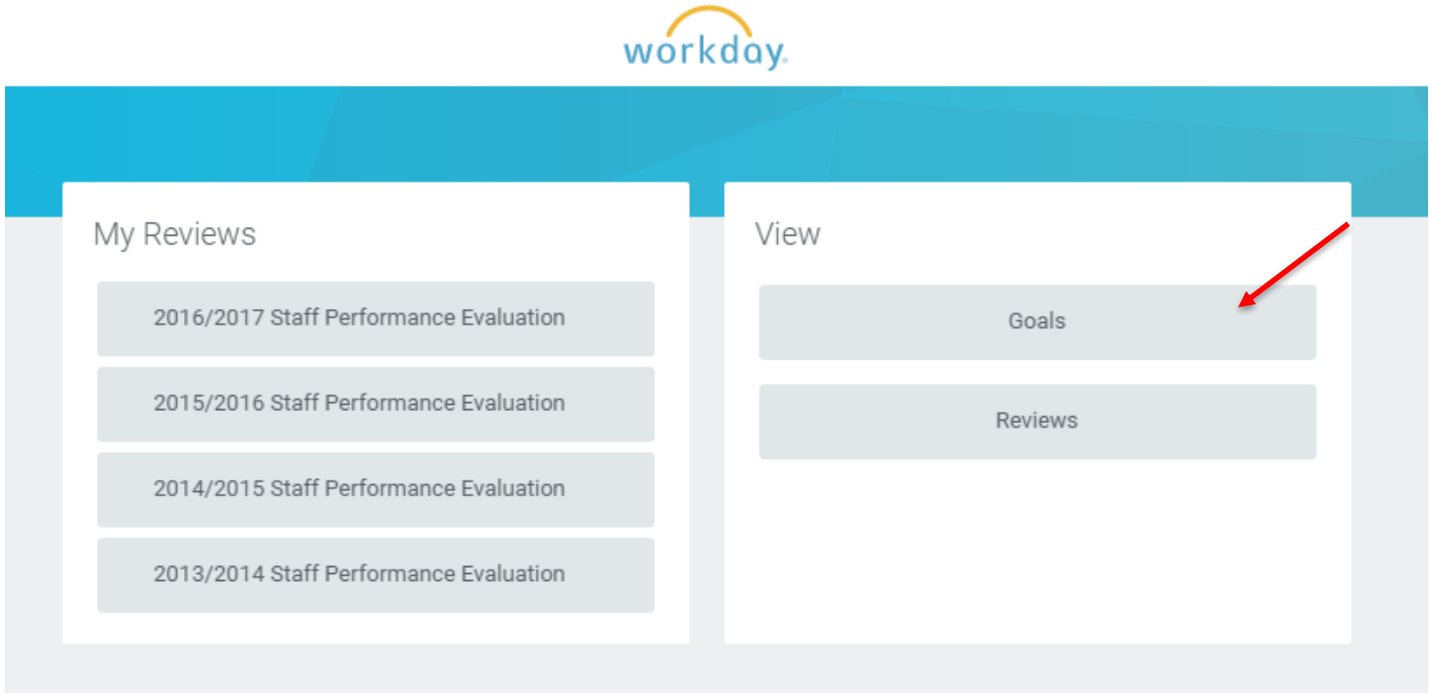
Clear Goals:

- Collaborative (Goals should encourage employees to work together collaboratively and in teams)
- Limited (Goals should be limited in both scope and duration)
- Emotional (Goals should make an emotional connection to employees, tapping into their energy and passion)
- Appreciable (Large goals should be broken down into smaller goals so they can be accomplished more quickly and easily for long-term gain)
- Refinable (Set goals with a headstrong and steadfast objective, but as new situations or information arise, give yourself permission to refine and modify your goals)

Questions

Adding Goals into Workday

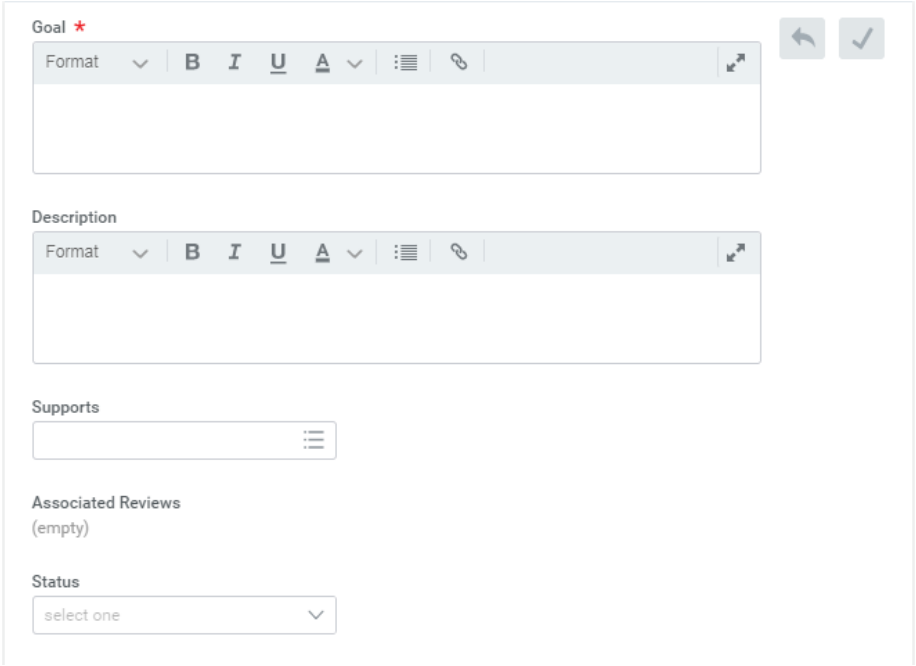
Click on the Performance 'Home' page in Workday and select Performance and then Goals.



Adding Goals into Workday

- Click the Add or Edit button first
- Scroll down to the bottom of the page to Add a new Goal
- Click into one of the current or previous goals to edit

You can then Add new Goals or Edit Current Goals

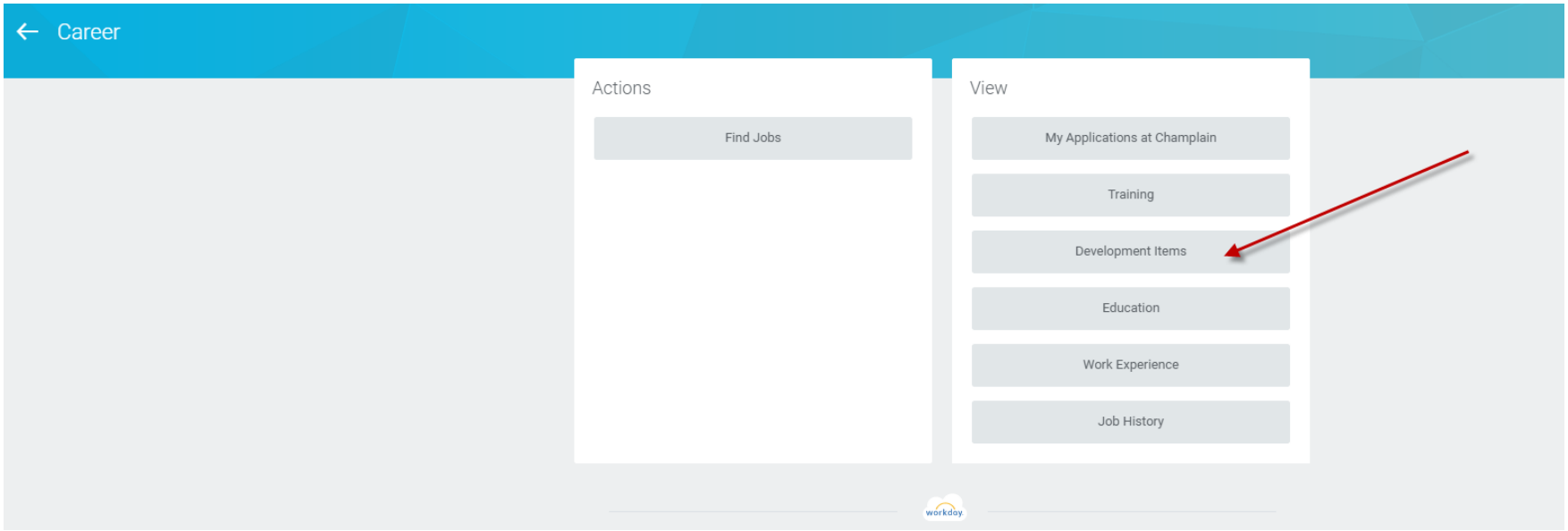


Workday Instructions for Goals

- To start click on the Add button. Please enter the below information for each goal you plan to work on through the 2018/2019 year:
- **Description** - Details of the goal using the SMART model (Specific, Measurable, Achievable, Relevant, and Time Bound)
- **Supports** - Select a goal from the 2020 Strategic Plan which your goal supports (if applicable).
- **Status** - Completion status (typically Not Started or In Progress)

Adding Development Items into Workday

Go to the Home page, click on the Career and select Development Items.



Workday Instructions for Development Items

- Click the plus sign (+) to add a development item at the (bottom of the page).
- **Development Item** - Name of development item
- **Additional Information** - Please include the below information:
  - Competency, Skills, Knowledge or Performance Gap
  - Expected Outcomes
  - Suggested Training and/or Development Activity
  - Suggested Time Frames
  - Support Person
- Make sure to click Done after each development item.
- **Relates To** - Select a specific competency otherwise leave blank (this does not need to be completed)
- **Status** - Completion status

You will be able to edit and make comments to these throughout the year.