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
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.
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Champlain 2020

Achieve Distinctive Academic Excellence

Enrich Student Life and Career Opportunities

Excite, Engage, and Empower Faculty & Staff

Fostering an Inclusive & Diverse Community

Enhance Financial Stability
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Champlain Staff Competencies

Achievement Orientation

Adaptability

Client Focus

Continuous Learning

Critical Judgment

Diversity and Intercultural Understanding

Teamwork and Inclusion
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?
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?
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
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S
Specific

M
Measurable

A
Achievable / Attainable

R
Relevant

T
Time Bound

LET US DARE

9/12/2018
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 **Specific**?

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

SixWs:

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

LET US DARE
Is the goal **Measurable**?

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

- Are the goals 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?
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Is the goal Time Bound?

Does the goal have a deadline?

Does it have interim time frames?

Milestones and deadlines
## SMART Criteria for Goals

<table>
<thead>
<tr>
<th>S</th>
<th>Specific</th>
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<tbody>
<tr>
<td>• Is the goal specific? (who, what, where, when, which, why)</td>
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<td>• Is it clear what is to be accomplished?</td>
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<table>
<thead>
<tr>
<th>M</th>
<th>Measurable</th>
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<tbody>
<tr>
<td>• What quantitative measures apply in this situation?</td>
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<tr>
<td>• What qualitative measures apply in this situation?</td>
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<tr>
<td>• Will the results be able to be measured?</td>
<td></td>
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<tr>
<td>• How will I know that I have achieved the result?</td>
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<table>
<thead>
<tr>
<th>A</th>
<th>Achievable / Attainable</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Can I/we realistically achieve the result?</td>
<td></td>
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<tr>
<td>• Do I/we have the knowledge, skill and resources necessary to achieve the result?</td>
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</table>

<table>
<thead>
<tr>
<th>R</th>
<th>Relevant</th>
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<tbody>
<tr>
<td>• Is the result aligned with the organization’s objectives?</td>
<td></td>
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<tr>
<td>• Does the result meet the needs of key stakeholders?</td>
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</table>

<table>
<thead>
<tr>
<th>T</th>
<th>Time Bound</th>
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</thead>
<tbody>
<tr>
<td>• What is the target date for achieving the result?</td>
<td></td>
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<tr>
<td>• What interim timeframes are there?</td>
<td></td>
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</table>
## Goal Action Words

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

<table>
<thead>
<tr>
<th>Describe</th>
<th>Organize</th>
<th>Perform</th>
<th>Solve</th>
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</thead>
<tbody>
<tr>
<td>Define</td>
<td>Arrange</td>
<td>Accomplish</td>
<td>Add</td>
</tr>
<tr>
<td>Delineate</td>
<td>Categorize</td>
<td>Achieve</td>
<td>Compute</td>
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<tr>
<td>Determine</td>
<td>Classify</td>
<td>Administer</td>
<td>Connect</td>
</tr>
<tr>
<td>Diagram</td>
<td>Designate</td>
<td>Delivery</td>
<td>Contract</td>
</tr>
<tr>
<td>Identify</td>
<td>Group</td>
<td>Employ</td>
<td>Find</td>
</tr>
<tr>
<td>Indicate</td>
<td>Hire</td>
<td>Execute</td>
<td>Integrate</td>
</tr>
<tr>
<td>Outline</td>
<td>Itemize</td>
<td>Fulfill</td>
<td>Link</td>
</tr>
<tr>
<td>Report</td>
<td>Manage</td>
<td>Implement</td>
<td>Prove</td>
</tr>
<tr>
<td>Represent</td>
<td>Modify</td>
<td>Institute</td>
<td>Show</td>
</tr>
<tr>
<td>Specify</td>
<td>Sort</td>
<td>Produce</td>
<td>Substantiate</td>
</tr>
<tr>
<td>State</td>
<td>Supervise</td>
<td>Sell</td>
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**CHAMPLAIN COLLEGE**

**LET US DARE**
**Goal Practice Sheet**

<table>
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<tbody>
<tr>
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<td>If not, how can the goal be more specific?</td>
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<td>□</td>
</tr>
<tr>
<td>What quantitative and qualitative measures apply?</td>
<td>□</td>
</tr>
<tr>
<td>Is the result measurable?</td>
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<td>□</td>
</tr>
<tr>
<td>Do we have the knowledge, skill and resources necessary to achieve the result?</td>
<td>□</td>
</tr>
<tr>
<td>If not, what do I need?</td>
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Rewrite “SMART” goal here (use the goal action words to craft your goal):
• 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
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?
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?
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.
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Reminder!

...Goals and Development Plans are due by October!

LET US DARE
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
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)
Go to the Home page, click on the Career and select 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.