NOVA SOUTHEASTERN UNIVERSITY

Nova Southeastern University
GUIDELINES FOR WRITING EFFECTIVE GOALS

The goal-setting portion of the performance review process can be very rewarding for employee and supervisor alike, if the following guidelines are kept in mind during the process:

- Goals are discussed and agreed upon jointly by employee and supervisor.
- Resources (if necessary to achievement of goal) are negotiated in advance.
- Progress is monitored on a regular basis.

Use the SMART goal model, as outlined on the SMART Goal Worksheet, to write more effective goals:

S	Specific -	desired outcome or result is clearly defined
M	Measurable -	accomplishment of the outcome can be charted and/or behavioral elements observed
A	Achievable -	goal is challenging but realistic
R	Relevant -	goal is in line with team/dept/division/university objectives and direction
T	Time-bound -	deadlines are set for accomplishment

Goals can be identified from the following sources:

- routine job functions (use employee's position description)
- problem-solving issues (address problems already identified in organization)
- new innovative ideas (can be motivational for some high achievers)
- individual professional development needs (skills, knowledge, experience)
- organizational goals (linking individual to organization goals)

PERFORMANCE MANAGEMENT AND GOAL SETTING

SMART GOAL WORKSHEET

Name: Position: Review Period:

	S - SPECIFIC GOAL	M - MEASURABLE	A - ACHIEVABLE	R - RELEVANT	T - TIME BOUND
PERFORMANCE MANAGEMENT AND GOAL SETTING	Departmental/ Organizational goals- Helping out co-workers during down time	Co-worker feedback/ comments	Through initiative and awareness	Helps with departmental goals	Will follow-up in two months on (date)
	Routine job function- Answering telephones within 4 rings	Monitoring via call system	Call average in department matches this standard	Department Standard	Will follow-up in two weeks on (date)
	Individual professional development need- Become more skilled at creating Excel Spreadsheets	Quality and ease of use of spreadsheets produced	Training available on campus to be set up on (date)	Primary job function requires the use of Excel for 60% of work	Training set –up on 4/4/07 will follow-up one month from completion of training
	Problem solving issues- Update policy/procedure manual	Manual Completion	Allocate 5 hours a week to work on project with team	Has not been updated for 5 years	Will follow up in 3 months (date)