

# HARVARD

## CAMPUS SERVICES



### Frequently Asked Questions - Goal Setting

#### **I am new to formal goal setting as part of a performance review process? How do I Start?**

Starting a formal goal-setting process can take time and effort, but it can also help ensure that everyone is aligned and working towards the same objectives. By following these steps, you can develop a comprehensive and effective goal-setting process that helps drive success for your organization.

- The purpose of the goal-setting process is to align the organization's positions with the strategic goals of the business unit. What do you hope to achieve? Consider involving managers, team members, and other relevant parties to ensure that everyone has a voice and is aligned on the goals.
- Define the goals: Develop a set of goals that are specific, measurable, achievable, relevant, and time-bound (SMART). Goals should be aligned with the organization's overall strategy and objectives.
- Communicate the goals: Once you have developed the goals, communicate them to all stakeholders. This can help build buy-in and ensure that everyone is aligned and committed to achieving the goals.
- Develop an action plan: Identify the actions that need to be taken to achieve the goals and assign responsibilities to specific individuals or teams. This can help ensure that everyone knows what they need to do to achieve the goals.
- Monitor progress: Set up a system to monitor progress towards the goals. This can include regular check-ins, progress reports, and milestones. By monitoring progress, you can identify potential obstacles and make adjustments to keep the goal on track.
- Evaluate and adjust: Regularly evaluate progress towards the goals and make adjustments as needed. This can help ensure that the goals remain relevant and aligned with the organization's objectives.

#### **How many annual goals in a performance review is too many?**

The number of annual goals can vary by position depending on the complexity and responsibilities of the job. Focus on a few key objectives that are important to achieve and take account for the employee's growth and development and align with the organization's overall strategic objectives.

A good rule of thumb is to have no more than five to seven goals for an annual review.

#### **How should I involve employees in goal setting?**

Communicate the overall objectives: Start by communicating the overall objectives and vision of the organization. Explain how the employee's work fits into the big picture and how their contribution can help the organization achieve its goals.

Collaboratively set goals: Work collaboratively with employees to set individual goals that are aligned with the organization's objectives. Encourage them to identify goals that will challenge them while also being realistic and achievable.

## **How do you balance short term and long-term goal setting in employee goal setting?**

Align short-term goals with long-term goals: Ensure that the short-term goals set for employees align with the long-term goals of the organization. This ensures that the actions taken in the short term contribute to achieving the long-term objectives. Prioritize the goals that are most important to the organization and ensure that the short-term goals set for employees contribute to achieving these priorities.

## **What types of goals are better, process or outcome-based goals?**

Process-based goals focus on the actions and activities that employees will take to achieve a particular outcome. These goals are useful for tasks that require a specific process or procedure to be followed. Examples of process-based goals include increasing the number of customer service calls answered per hour or completing a specific task by following a set process.

Outcome-based goals, on the other hand, focus on the results that employees are expected to achieve. Examples of outcome-based goals include increasing sales revenue by a certain percentage, improving customer satisfaction scores, or achieving a specific project milestone.

Ultimately, both types of goals can be effective when used appropriately. It's essential to consider the nature of the task, and the specific objectives of the organization when deciding which type of goal to use.

## **If we have established a specific set of goals for an employee but something significant and unforeseen has changed, how do we adapt midyear?**

Discuss with the employee: Involve the employee in the process of adapting the goals. Solicit their input on how to adapt the goals to the new circumstances. Collaboratively set new or revised goals that are realistic and achievable.

Communicate the changes: Communicate the changes to all relevant parties, such as the employee, their manager, and other stakeholders. Make sure everyone is on the same page and understands what the new goals are and why they were changed.

Monitor progress: Once new or revised goals are established, monitor progress regularly to ensure that the employee is making progress towards achieving them. Provide support and resources as needed to help the employee succeed.

## **How do I load goals into people soft?**

Smart goals should be entered into Peoplesoft evaluation in the goals section. The Smart Goals template format will not be able to be copied as a table. You will need to copy the text only into the goals section. Peoplesoft>My Self Service>My Performance> My Current Documents>Goals Tab.