

Samples of employee goals

When writing a goal, think of S M A R T as a guide.

S	Specific
M	Measurable
A	Attainable
R	Relevant
T	Timely

A goal needs to be specific and describe exactly what is expected. How specific a goal needs to be depends on the level of the employee. A department head might have a goal: *satisfaction with a City service improved by 5% as measured by the resident survey*. That's specific enough to be really clear about the result wanted. A customer service representative, on the other hand, by virtue of his level of responsibility, likely requires more definition in his goals – for example: *customer service scripts and online decision support system used during service calls to reduce average call escalation rates to less than 3% in any given week*.

Generally:

- **Upper level Manager/Executive** goals focus on overall department performance
- **Managers/Supervisors** focus on unit and functional results and performance of the work team: managing the operation, managing the team, managing the budget and managing external relationships
- **Professional/technical** goals are often project related
- **Individual employee goals** focus on results of assigned tasks, contribution to the work team

Use these SAMPLES, as ideas for developing your own goals.

Upper level Managers/Executives

Major Job Function	Lead the department/division/unit
Outputs/Results	Vision translated and communicated to staff Environment of trust and cooperation established Financial information reported Unanticipated or difficult situations resolved responsibility for the unit accepted
Standards	So that... Staff is mobilized to accomplish unit goals suitable oversight is provided financial decisions are informed and well documented staff can take realistic and appropriate actions

Major Job Function	Administer the department/division/unit
Outputs/Results	optimal staffing levels are identified and maintained plans created; authority delegated and workflow monitored information conveyed obstacles that hinder progress removed performance management tasks completed
Standards	So that... unit's business is conducted effectively priorities and deadlines are met operation is within budget employees know where they stand employees observe with policies, procedures and work norms and values

Major Job Function	Manage budget
Results	Budget developed Budget communicated Budget monitored
Standards	So that... Budget documents are filed by deadline and in acceptable format No more than x requests for budget justification All employees have access to budget Performance against budget monitored monthly and adjustments communicated

Major Job Function	Manage operations
Results	Objectives listed in the business plan are accomplished Progress monitored
Standards	So that... Objectives are accomplished within the measures described in the business plan Department managers have quarterly input into plans for executing objectives Progress against objectives monitored quarterly and adjustments made

Mid-level Managers/Supervisors

Major Job Function	Manage the team
Outputs/Results	Team is engaged, effective, competent and reliable Performance is managed Work is balanced Team works well together
Standards	So that... Customers are satisfied 95% of time Employees adhere to work rules Any 2 team members can work together Work is done within budget

Major Job Function	Manage staff
Outputs/Results	Performance managed Staff informed Staff deployed to projects Staff engaged Positive things happen
Standards	So that... All employees know work standards and measures All employees follow work norms Employees have opportunities to meet and discuss All employees know their decision-making authority Employees have an active role in work decisions All employees exhibit competence Boss and employees are happy (stress level is manageable)

Major Job Function	Manage Staff
Results	Work expectations set Individual and group performance monitored Feedback delivered Employees involved in work Information about unit is shared monthly
Standards	All employees know what is expected of them All employees know how well they are performing Employees contribute x suggestions per month to improve work processes No more than x instances of employees reporting not having needed information

Professional/Technical

Major Job Function	Manage Department-Specific Software Program
Outputs/Results	software tools implemented software tools function Software problems resolved Training delivered
Standards	So that... Software problems not requiring BIS are resolved within 4 hours Software problems requiring BIS are resolved within 2 days Workarounds are made when needed Project plans are not delayed

Major Job Function	Coordinate projects with other City Departments and other gov't agencies
Outputs/Results	project delivered changes to project plan documented
Standards	So that... expenses are within 5% of budget work that City controls is on schedule trends are noted

Major Job Function	Manage projects
Results	Project delivered Users satisfied
Standards	So that... On time On budget To specifications listed in the project proposal User satisfaction at least 4 on a scale of 5

Major Job Function	Provide advice/consultation/guidance
Results	Information and advice provided Options for solutions identified Risk associated with each option is assessed Relationships/partnerships built and maintained
Standards	So that... Organizational/Department initiatives and strategic goals supported Solutions presented are appropriate <ul style="list-style-type: none"> • legally defensible, according to accepted practice • within x timeframe • customer follows the advice

Individual Contributor

Major Job Function	Maintain records
Results	Physical files in order Electronic files in order
Standards	So that... Files 100% in place No reports of missing files Naming convention followed Data retention schedules followed

Major Job Function	Customer Service
Results	Customer questions answered Requests for material handled Paperwork processed
Standards	So that... Requests handled within 24 hours Phone answered within 3 rings Calls returned within 24 hours Information given is 100% accurate No more than x customer complaints per week

Major Job Function	Complaint resolution
Results	Complaint resolved Records of action taken maintained
Standards	So that... 90% of customers accept decision Action starts within 24 hours No more than 10% of complaints escalate

Major Job Function	Administrative support
Results	Paperwork processed Data verified and entered online Meetings planned and calendar maintained Reports reviewed Routine correspondence written and sent out
Standards	So that... Deadlines for paperwork are met Calendar is 100% accurate Items of note in reports are highlighted for manager Correspondence is 100% correct