

Examples of Well-written Performance Goals

Ongoing Goals

- Provide high quality customer service resulting in a 90% customer satisfaction rating on accuracy, timeliness and courtesy measures on an ongoing basis.
- Provide direction, support and oversight to the call center such that 95% of calls are answered within 1 minute and less than 2% of calls result in complaints.
- On an ongoing basis, reconcile the department financial reports by the 15th of every month with no increase in reconciliation errors.
- On an ongoing basis, dispatch 82% of high priority calls for police, fire and medical services within established timeframes.
- Resolve 90% of complaints through a collaborative process without need for formal mediation on an ongoing basis.
- Conduct education, monitoring and enforcement to ensure that 98% of agricultural and pest control businesses are in compliance with all regulatory requirements on an ongoing basis.
- Manage the department budget to stay within appropriations and accomplish 85% of service results by the end of the fiscal year.
- Coach and support my direct reports resulting in them reporting that I provided them with clear expectations, meaningful feedback and fair performance evaluations by the end of the fiscal year.

Special Project Goals

- Plan and oversee the office's relocation to the new facility such that the office and all systems are fully functional by September 30, 20XX.
- By January 1, 20XX, design and pilot a new outreach strategy using social media to increase by 25% the usage of our programs by our clients.
- By July 1, 20XX, develop and conduct a training program to support the transition to a new automated case management system with minimal effects on customer service such that all staff can accurately process 30 cases per day within 3 months of the training.
- By March 20XX, develop and implement a customer service plan that results in department staff reporting that they are clear about expectations for excellent customer service and have the skills and support to perform at that level.
- Develop a quality improvement process for the sanitary sewer system that reduces the failure rate to 1% by 12/31/XX.
- Create a partnership with at least 5 local cities to deliver two compliance related training workshops resulting in \$250,000 improvement in Net County Cost by 6/30/XX.
- By 11/30/XX, update the employee handbook to include a searchable intranet version that employees find easy to use and informative.
- Complete the Energy Watch Program to reduce countywide carbon emissions by 605 tons by the end of the fiscal year.

Examples of Well-written Development Goals

- By January 1, 20XX, 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.
- By June 30, 20XX, help develop and participate in cross-training for the office assistant team to learn procedures across all units so that all critical functions are covered during absences.
- By September 30, 20XX, chair the planning team for my professional association's annual conference to increase my communication and team leadership skills to prepare myself for greater management responsibilities.
- Mentor new (position X) in their first (XX weeks/months of work) such that they are able to complete 75% of (task 1, task 2, and task 3) independently within (XX hours/days).
- Develop and practice my coaching skills so my direct reports indicate that they feel more satisfied with their work and able to perform at a higher level and such that I achieve a 30/70 split between coaching and doing by June 30, 20XX.
- Job shadow a seasoned (position X) in my department for (XX hours/days/weeks) such that I learn and provide coverage of (skill 1, skill 2, and skill 3) by June 30, 20XX.
- By June 30, 20XX, complete course work and attain a CSAC credential to enhance my skills as an effective leader as measured by feedback from my supervisor and the accomplishment of my performance plan goals.
- Interview (position X) in my department within my first (XX weeks/months of work) to learn and provide back-up coverage for (skill 1, skill 2, and skill 3) by May 15, 20XX.

(Source: <http://hr.smcgov.org/>)

More Development Ideas

DEVELOPMENT IDEAS

LEARNING FROM OTHERS

WHAT An employee dedicates time to learning from colleagues within department or in another division.	WHEN All employees at any point in training or development.	HOW Help your employee create opportunities to learn from others via job shadowing, mentoring, coaching, collaborating on process or training guides, informational interviews, participating in online forums, or networking.
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FORMAL SKILL DEVELOPMENT

WHAT Learn new skills or technology, or gain knowledge by going to a conference, taking online or in-person workshops, reading a book, or getting a certification.	WHEN Employees who are performing well and want to expand their skillsets.	HOW Help your employees pick opportunities that fit well with their job, and allow time for them to attend. Be sure to follow up to discuss what they've learned and how they plan to apply it on the job.
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STRETCH ASSIGNMENT

WHAT A short-term assignment or project that gives an employee the opportunity to practice new skills, partner with new people or teams, or work in a new area of CWU.	WHEN Employees are going beyond expectations and are ready for a new challenge.	HOW Set your employee up for success with clear expectations and priorities for the assignment. Make sure they know how to divide their time between their current role and the special assignment.
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PROJECT LEAD

WHAT An employee takes on a leadership role for a project or task force.	WHEN Employees are exceeding responsibilities and ready to build leadership skills.	HOW Outline responsibility and accountability for the project so team members are clear of the employee's role as a leader. Consult with your HR Partner.
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ROLE EXPANSION

WHAT An employee takes on extra responsibilities within their role.	WHEN Employees are performing well and want to grow in their role. Also useful for cross training.	HOW Think about what responsibilities can be given to your employee to expand their role. Picking up tasks for a team member on leave of absence—or when a team member is away—may also provide opportunities. Consult with your HR Partner to establish parameters.
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