EXAMPLES OF SMART GOALS BY COMPETENCY

Service Excellence
- Always provide good customer service to students. In this department, *good customer service* means *(insert expectation)*. This will be measured by contacting for feedback, at random, six students who met with this individual each semester.
- Become fully knowledgeable about *(insert new policy)* policy by September 1, and ready to respond to employee questions and concerns by the policy rollout of September 6th.

Communication and Interpersonal Skills
- Enroll in an HR training program this semester to improve my ability to communicate with customers while under stress.
- Make all departmental forms available to all users on the department’s website by *(insert date)*.

Professional Conduct
- Arrive promptly at start of shift every day.
- Take the steps necessary, by *(insert date)*, to have in place procedures and controls to ensure that responses to all voice mail and e-mail requests for information from current and prospective students will take place within 24 hours.
- Check supply inventory biweekly and reorder appropriately to avoid shortages.

Problem Solving and Decision Making
- Analyze reports and enter financial data on XYZ into Banner by the 15th of each month to ensure accurate reporting.
- Solicit feedback from colleagues prior to every compliance update and draft recommendations.
- Research and chose most cost-effective catering option by March for planned reunion event in May.

Cultural Competency
- Attend an Otelia Cromwell Day event.
- Review all hiring materials and interview questions with the Office of Inclusion, Diversity, and Equity by *(insert date)* to check for gender-neutral language in the next employment search.
- Participate in a roundtable discussion about Title IX and communicate what I’ve learned with my department.
- Network at professional conferences for potential underrepresented candidates for prospective job openings.
Technical Skills
- By (insert date), learn new word-processing skills, such as merging letters, techniques for formatting long documents, and developing databases.
- Ensure that all required equipment is in working order by conducting a monthly check using the department’s quality-assurance standards and reporting all issues to my supervisor.
- Schedule training for all staff by (insert date) and make sure that each is proficient in the use of the new (insert name of system).
- Prior to summer orientation, create department Facebook page as a means of disseminating information.

Leading Self
- Read an article distributed at the staff meeting and identify three key concepts to discuss at the next staff meeting.
- Enroll in two professional development activities this fiscal year.

Leading Others
- Hire and train transitional or new (insert position or job title) by (insert date).
- Schedule and conduct monthly meeting with staff.

Leading Results
- Develop and implement by (insert date) a specific plan of action to ensure that the college or the department is in full compliance with new federal law (insert name of law) by the compliance deadline, (insert date).