

Performance Development Platform Resource: Creating Goals for the Organizational Goal Bank

PURPOSE: This document was developed to support the development of ministry or organization-wide goals for the Performance Development platform goal bank by ministry HR teams. If you have any questions about the content, please contact performance.development@gov.bc.ca.

Overview:

As with all goals in the Performance Development Platform (PDP), the basic structure of a corporate goal for the organizational goal bank should include the following elements.

What:	A clear, concise opening statement for the goal. Anyone that reads this should understand what the goal is about.
Why:	Explanation of why this goal is important to the organization.
How:	The plan or steps required to achieve the goal.
Measure:	Objective criteria to evaluate if a goal has been accomplished and whether it was accomplished well.

Best practice tips:

- Consider alignment with:
 - Corporate plans and priorities
 - Corporate learning or development initiatives
- Don't overwhelm your audience with too many goals all at once.
 - Generally, employees can effectively focus on a maximum of 3-5 goals.
 - Keep in mind that you also want employees and supervisors to create their own goals, so leave room for this to happen.
- Default to making goals "suggested" and use "mandatory" only when necessary and, where possible, allow room for personalization of a goal.
 - For example, the "what" and the "why" of the goal might be more rigid, but perhaps elements of the "how", the "measures of success", and the due date can be left to the supervisor and employee to discuss and agree upon.
 - "Pushing" large volumes of rigid, directive goals is not generally an effective way to engage employees. There are instances where these types of goals are appropriate but consider opportunities to involve the employee more actively in the process. Encourage employees to "pull" the goal into their profile, discuss with their supervisor, and take ownership of outcomes.
- Be targeted when choosing your audience.
 - Is the goal relevant only to supervisors? Is it mostly related to work or learning that is happening in one area or business unit?

- If employees don't see themselves in the goal bank options, they are more likely to become disengaged from the performance development process.
- Keep goals timely.
 - Adding goals to the goal bank creates notifications for the target audience so consider the timing of these additions to maximize impact and uptake.
 - Also, make sure to update or delete goals as they become irrelevant to ensure the goal bank remains valuable and helps keep employees engaged.
- Link to supporting materials where possible.
 - The PDP allows for linking to websites or documents. Take advantage of this function to show how the goal is connected to existing priorities, initiatives or learning opportunities.

Example 1 – All sections defined by HR Admin

Goal Type: Work

Goal Title: Flexible Work and Team Engagement

Description:

With the implementation of flexible work arrangements, I will increase my understanding of virtual tools and best practices (*what*) to contribute to a positive and inclusive team environment (*why*).

I will do this by (*how*):

- Initiating informal one-on-one conversations with my colleagues regularly
- Participating in and engaging with my colleagues during meetings (guided by any existing team agreements)
- Learning about virtual collaboration tools and MS Teams capabilities
- Taking related training
- Reviewing available resources on MyHR and The Loop
- Ensuring team meetings are inclusive, accessible and allow for equitable participation
- Leading and/or participating in regular fun virtual activities that help build team relationships

Measures of Success:

- Completed training focused on virtual engagement and/or facilitation
- Increased ability to use the virtual tools and develop accessible meeting documents and presentations
- Developed, implemented or participated in a fun, virtual team activity
- Shared my learnings about a virtual tool or technique at a team meeting

Example 2 – Guidance provided to personalize some sections

Goal Type: Work

Goal Title: Service Delivery

Description:

I will strive to deliver excellent service by putting our clients' and/or partners' needs first to build trust, respect, and confidence in the PSA.

HOW: Describe the actions you will take as part of the “How” statement of your goal.

Areas to consider:

- What actions will you take to better understand the needs of your clients/partners?
- How can you modify or change the way you deliver services to better meet the needs of your clients/partners?
- How will this have an impact on how your clients/partners trust, respect and have confidence in the PSA?
- What kinds of supports (learning/training) might you benefit from to better understand how to put your clients'/partners' needs first in your work?
 - Training examples:
 - Certified Service Manager (CSM)
 - [Intro to UX Design](#)
 - [Lean 101](#)

Linkage to Corporate Plan Goal Outcomes:

1. We are reliable and responsive, and we create and maintain good professional relationships with our clients and partners.
2. We make decisions based on research, data and strong practice.
3. We are trusted and respected for our work.
4. We deliver on our commitments.
5. We are clear on what we do and why – and so are our clients.
6. We ensure that our processes are efficient and effective.

Measures of Success:

How will you know you have made a difference? Which metrics will demonstrate these improvements?

Areas to consider:

- New or existing relationships developed or strengthened
- New skills gained or further developed
- Updates to process or services and related results