# Goal Library:
# Professional Staff

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THE UNIVERSITY OF QUEENSLAND
AUSTRALIA

CREATE CHANGE

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# Goals in Context

## Goal setting in the performance cycle

Goals are set early in the performance cycle, during the Annual Performance and Development conversation. Goals can be reviewed, updated and added to throughout the yearly performance cycle as required.

During the performance cycle, continue to engage with your supervisor regarding your goals and progress against them, including aligning them to your career development aspirations.

**STEP 01**
**2022 Delivery Reflection and Rating**
Reflect on progress against previously set Delivery goals and other achievements

**STEP 02**

**2022 Citizenship & Leadership Reflection and Rating**
Reflect on progress against previously set Citizenship & Leadership goals and other achievements

**STEP 03**
**Career Aspirations**
Identify career and professional development plans

**STEP 04**
**Development Goals**
Reflect on 2022 goals and draft and plan for development in 2023

**STEP 05**
**2023 Goals**
Draft and agree on Delivery and Citizenship & Leadership goals for coming year

**STEP 06**
**Final Reflections**
Including mandatory training, disclosures and other topics for discussion

## Goal Setting for Professional Staff

Professional Staff will set goals against three goal categories:

- Delivery
- Citizenship and Leadership
- Development

The UQ Leadership Framework and the Citizenship and Leadership module can provide further information on relevant activities under the Citizenship and Leadership category.

## Where to find additional information

### Toolkit and staff portal resources

- Preparing for the APD Conversation
- Goal planning module
- Goal alignment module
- SMART goal module
- Frequently Asked Questions

### Workday resources

- Annual Performance and Development (ADP) Process: Professional / Executive
- Record Progress of Goals
- Update Goals Ad Hoc

# Navigating the Goal Library

## Delivery goals

Delivery goals encompass the core expectations of the role (including HEW level considerations) and highlight contribution to broader strategy.  These may also include stretch goals to aid development.  The Goal Library contains example Delivery goals against each of the job families.  Please select the job family relevant to your role to navigate to this page.

| | |
|---|---|
| Finance | Information Technology |
| Legal, Governance and Risk | Library, Teaching and Learning |
| Marketing and Communication | People, Safety and Culture |
| Planning, Management and Administration | Property, Facilities and Operations |
| Research Administration and Management | Research Enabling and Support |
| Student and Academic Management and Support | |

## Citizenship and Leadership Goals

Citizenship and leadership goals encompass how the UQ values and leadership framework will be brought to life in role.  This is the opportunity to set goals around how you will make a positive contribution to culture and leadership at UQ.

## Development Goals

Development goals encompass growth opportunities for the coming year.  Outline the areas you would like to improve and ways that you will grow skills in this area.

# Goal Setting Tips

**While navigating this goal library and navigating the APD process, you are encouraged to proactively set good quality goals.**

**Key recommendations are below:**

- Set goals that focus on the most important actions/activities/ priorities will be a focus over the next 12 months. Setting generic goals covering all aspects of a specific activity (e.g., publish 5 papers, or teach course ABCD1234) aren't useful or recommended.
- Set goals that slightly challenge or 'stretch' you or your staff beyond what would be usually expected to achieve.
- Goals should have a component that can be achieved in next 12 months, meaning longer-term goals may need to be broken down into steps.
- Goals for staff who are not career focused, this may include BAU tasks that have specific elements they are planning to focus on during the next 12 months or focus on Citizenship and ways of being involved at UQ e.g. joining UQ Respect initiatives.
- Goals should be **S**pecific, **M**easurable, **A**chievable, **R**elevant & **T**imebound.

***Quality is more important than quantity.***

Target 5 – 7 goals per year, with a suggested breakdown of 3-4 Delivery goals, 1-2 Citizenship goals, 1-2 Development goals.

# SMART Goals

| Element | Description | Questions to ask to test the goal |
|---|---|---|
| **S** **Specific** | Goals should include specific information on the what, when, where and with whom. | • Is the goal well-defined, including specific details on what should be delivered?<br>• Does the goal specify details such as what, when, where, how and with whom it should be delivered? |
| **M** **Measurable** | Goals should highlight how success will be measured e.g. % increase in number of responses to enquiries; or a minimum satisfaction rating, such a 7/10 | • Does the goal include delivery details that can be quantified?<br>• Can progress and overall delivery be tracked through, for example, relevant quantities, scores or percentages? |
| **A** **Achievable** | Goals should not be too hard or too easy.  Set goals that require something to strive for but not so unrealistic they cannot be reached. | • Is the goal achievable in the context of the role, organisation and any constraints that may exist?<br>• Do you have the necessary skills, capability and/or resources to achieve the goal? |
| **R** **Relevant** | Delivery goals should align with team, organisational unit and University priorities. Development goals should align with the career interests and direction of the individual. Consider how to align goals with strengths and interests. | • Is the goal directly relevant to the role?<br>• Is the goal aligned to the broader goals or objectives of the organisational unit or team? |
| **T** **Timebound** | Goals should outline when each aspect of the goal will be realistically achieved | • Does the goal include a timeline for delivery?<br>• Are specific dates included for deliverables, considering the various elements that might need to be delivered and dependencies on other elements? |

# SMART Examples

Below are some examples of goals that have not been written using SMART principles; these examples have been drawn from the staff goal submissions in the APD Process. Each example has been rewritten to better align with the SMART Framework.

## Goals that don't reflect SMART principles

## SMART Goal

| Goals that don't reflect SMART principles | SMART Goal |
|---|---|
| Send the newsletter out on behalf of the team | Send out our planned fortnightly staff newsletter (with content approval via my line manager), using Vision 6 Software, independently by May YEAR. |
| Get better at basic statistics | Build my knowledge of basic statistics, and my ability to use these to analyse data and inform decisions made in the team by August YEAR. |
| Rewrite team procedures | Review and update CRM response Standard Operating Procedures, including updating template responses, and communicate new procedures to the team by June YEAR. |
| Share my knowledge with the team | Attend Conference X in May YEAR to build my knowledge of industry best practice. On return, schedule time during a team meeting to share my learnings, and determine how we might embed this knowledge into our day-to-day. |
| Be a better leader | As part of my APD conversation, seek feedback from my line manager, peers, and direct reports to identify my leadership strengths and areas of development, and identify a development plan to enhance my leadership skills by end of YEAR. |
| Communicate and collaborate with influence | Engage with a communication and influence LinkedIn Learning course to build my influencing skills by September YEAR. |

# Goal Categories and the Workday Template

## Goal categories

For Executive and Professional staff, there are three goal categories:

- Delivery
- Development
- Citizenship & Leadership

## Overview

The Workday goal setting template provides a framework for the development of high quality goals applying SMART principles.

**[YEAR] Delivery Goals**

Use Existing Goal ☐

Goal *
Format | B I U A | ≡ | 🔗

Description
Format | B I U A | ≡ | 🔗

Category
☰

Status
select one ▼

> Details

Add

Goal box allows space for the encompassing goal to be added.
E.g., *By end of quarter 3 YEAR, I will co-design and deploy a digital learning offering to all Professional staff focused on the fundamental skills needed when a person becomes a Manager for the first time.*

Description box allows space to list the actions a person will take to achieve the above goal.
E.g., *To achieve this goal I will:*
- *Seek endorsement from the COO leadership team for the development of the course.*
- *Bring together a design team of Professional staff across the different portfolio areas.*
- *Test and pilot the draft course with a diverse audience of Professional staff.*

Select the category the goal addresses.
E.g., *Professional/Executive Delivery*

Select the status of the goal from a list of options.
E.g., *In progress*

# HEW Level Considerations

For the purpose of ensuring goals are relevant and achievable, it is important to consider them in the context of position description, job family, and HEW level more broadly. In doing this, we can include goals that are appropriate for each individuals' skills and experience, but also allow for the inclusion of stretch goals if applicable. Best practice would include a review of position description and the below broad advice around complexity in deliverables prior to drafting performance and delivery goals.

- Level of Supervision indicates supervision of the staff member at each respective HEW level by their supervisor or manager

- Task Level indicates level of complexity or responsibility of the skills performed, or general capabilities expected at each HEW level

| HEW | Considerations | Advice |
|---|---|---|
| 1 | Level of Supervision (by Supervisor/Manager) | Close supervision, or in the case of more experienced staff working along, routine supervision |
| | Task Level | Straightforward manual duties, or elements of level 2 duties under close supervision, and structured on the job training. Some knowledge of materials may be required. Tasks where established procedures exist. |
| 2 | Level of Supervision (by Supervisor/Manager) | Routine supervision of straightforward tasks. Close supervision or more complex tasks. |
| | Task Level | Perform a range of straightforward tasks where procedures are clearly established. May on occasion perform more complex tasks. |
| 3 | Level of Supervision (by Supervisor/Manager) | In technical positions, routine supervision, moving to general direction with experience. In other positions, general direction. This is the first level where supervision of other staff may be required. |
| | Task Level | Some complexity. Apply body of knowledge equivalent to trade certificate or Certificate III, including diagnostic skills and assessment of the best approach to a given task. |
| 4 | Level of Supervision (by Supervisor/Manager) | In technical positions, routine supervision to general direction depending upon experience and the complexity of tasks. In other positions, general direction. May supervise or coordinate others to achieve objectives, including liaison with staff at higher levels. May undertake stand-along work. |
| | Task Level | May undertake limited creative, planning or design functions; apply skills to a varied range of different tasks. |
| 5 | Level of Supervision (by Supervisor/Manager) | In professional positions, routine supervision to general direction, depending on tasks involved and experience. In other positions, general direction and may supervise other staff. |
| | Task Level | Apply body of broad technical knowledge and experience at a more advanced level than level 4, including the development of areas of specialist expertise. In professional positions, apply theoretical knowledge, at degree level, in a straightforward way. In administrative positions, provide interpretation, advice and decisions on rules and entitlements. |

# HEW Level Considerations

| HEW | Considerations | Advice |
|---|---|---|
| 6 | Level of Supervision (by Supervisor/Manager) | In professional positions, general direction; in other positions, broad direction. May have extensive supervisory and line management responsibility for technical, administrative and other non-professional staff. |
| 6 | Task Level | Perform work assignments guided by policy, precedent, professional standards and managerial or technical expertise.  Staff would have the latitude to develop or redefine procedure and interpret policy so long as other work areas are not affected. In technical and administrative areas, have a depth or breadth of expertise developed through extensive relevant experience and application. |
| 7 | Level of Supervision (by Supervisor/Manager) | Broad direction. May manage other staff including administrative, technical and/or professional staff. |
| 7 | Task Level | Independently relate existing policy to work assignments, or rethink the way a specific body of knowledge is applied in order to solve problems.  In professional or technical positions, may be a recognised authority in a specialised area. |
| 8 | Level of Supervision (by Supervisor/Manager) | Broad direction, working with a degree of autonomy.  May have management responsibility for a functional area and/or manage other staff including administrative, technical and/or professional staff. |
| 8 | Task Level | Work at this level is likely to require the development of new ways of using a specific body of knowledge which applies to work assignments, or may involve the integration of other specific bodies of knowledge. |
| 9 | Level of Supervision (by Supervisor/Manager) | Broad direction, working with a considerable degree of autonomy. Will have management responsibility for a major functional area and/or manage other staff including administrative, technical and/or professional. |
| 9 | Task Level | Demonstrated capacity to conceptualise, develop and review major professional, management or administrative policies at the corporate level.  Significant high level creative, planning and management functions. Responsibility for significant functions. |
| 10 | Level of Supervision (by Supervisor/Manager) | Broad direction, operating with a high overall degree of autonomy. Will have substantial management responsibility for diverse activities and/or staff (including administrative, technical and professional staff). |
| 10 | Task Level | Complex, significant and high level creative planning, program and managerial functions with clear accountability for program performance.  Comprehensive knowledge of related programs. Generate and use a high level of theoretical and applied knowledge. |

# Delivery Goals

# Example Delivery Goals: Finance

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

**The following goals would be suited to the Professional Staff Delivery Goals category at various HEW levels.**

**Sample Goal (HEW8):**
Enable Faculty Office Managers understand their financial management responsibilities and build collaborative relationships as a key business partner by July YEAR.

**Description (Key Deliverables):**
- Plan a lunch and learn session for Faculty Office Managers to outline their financial management responsibilities (April YEAR)
- Develop resources to help Faculty Office Managers understand how the Faculty budget is constructed, and what information they need to provide (April YEAR)
- Provide timely advice to Senior Managers and decision makers (Ongoing)
- Monitor expenditure and work with Managers to ensure delivery within budget (Ongoing)
- Provide monthly unit reporting to managers in Power BI (Monthly)

**Sample Goal (HEW6):**
Assist in CRM standardisation across UQ Finance by end of Q2, YEAR

**Description (Key Deliverables):**
- Identify CSS obstacles (Feb YEAR)
- Assist with the creation of CRM standard texts (March YEAR)
- Assist with the development of a standard text file structure (April YEAR)
- Assist with standardisation around standard text hotkeys. (April YEAR)

**Sample Goal (HEW5):**
Develop user guides/instructions for new Finance Officers, including training notes around various procedures by August YEAR

**Description (Key Deliverables):**
- Work with (Line Manager) to determine what will be included in user guides, and which procedures should be detailed (Feb YEAR)
- Draft user guide and consult with current Finance Officers to check content and identify gaps (by April YEAR)
- Respond to feedback and make changes (June YEAR)
- Launch user guide and be a contact point (subject matter expert) for ongoing enquiries (AugustYEAR)

**Sample Goal (HEW4):**
Conduct a daily triage of my allocated finance enquiries in the CRM and respond to these within 1 working day.

**Description (Key Deliverables):**
- Book time in my diary to remind me to check the CRM daily
- Conduct initial triage and priorities enquiries according to urgency
- Refer any enquiries I can't respond to myself
- Resolve outstanding enquiries within 1 business day.

# Example Delivery Goals: Information Technology

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

**The following goals would be suited to the Professional Staff Delivery Goals category at various HEW levels.**

**Sample Goal (HEW8):**
Ensure risk mitigation strategies are embedded to ensure zero cyber security incidents (where these can be avoided or reduced through compliance with the relevant policies, procedures and standards) by August YEAR.

**Description (Key Deliverables):**
- Ensure the team is familiar with UQ's Cyber Security Policy and processes (and are compliant), and upskill where needed (by March YEAR)
- Document local cyber security work practices (drawing on the UQ policy), and promote these (May YEAR)
- Identify and remediate work practices that are in breach of the relevant policies and standards within the team (June YEAR)

**Sample Goal (HEW7/8):**
Deliver high quality customer service by ensuring UQ's Incident Management System is utilised as intended and tickets are managed effectively.

**Description (Key Deliverables):**
- Complete reviews of 80 jobs per month across the team (ongoing), including identifying continuous improvement opportunities
- Review Service Management Tickets weekly for quality and consistency (and follow up with team members where required)
- Complete monthly NPS reviews; assess and communicate significant NPS responses to key stakeholders.

**Sample Goal (HEW6)**
Set up the new 78-109 Mac Lab with Mac Mini M1 and Dell USB-C Monitors by Feb YEAR

**Description (Key Deliverables):**
- Set up JAMF workflow to deploy Monterey
- Update teaching software as per requests made in Semesters 1 & 2 YEAR
- Organise weekly meeting to discuss and resolve software/hardware issues arising.

**Sample Goal (HEW5):**
Ensure allocated AV room checks are completed within room check requirements (ongoing)

**Description (Key Deliverables):**
- Schedule and complete allocated room checks within work hours (ongoing)
- Log room checks in the Incident Management System (ongoing)
- Manage semester room bookings for allocated rooms (ongoing)

# Example Delivery Goals: Legal, Governance and Risk

Below are example goals using SMART principles. Use these examples as a starting point and guide to create your own SMART goals.

**The following goals would be suited to the Professional Staff Delivery Goals category at various HEW levels.**

### Sample Goal (HEW9)
Review and update the key divisional risk policies in line with the Enterprise Risk Management Framework by end-Q2, to enable divisions to more effectively manage their risks, and support effective decision making and prioritisation.

**Description (Key Deliverables):**
- Review and update key divisional risk policies
- Establish a framework and deliver by end of June
- Gain account feedback from divisional stakeholders
- Run 5-10 information sessions to test understanding of new policies

### Sample Goal (HEW6/7)
Provide quality and timely legal advice to key internal stakeholder, with first response within two weeks of initial request.

**Description (Key Deliverables):**
- Proactively engage with clients to understand their context, goals, and relevant considerations and issues
- Provide legal advice in plain English, and confirm understanding of that advice prior to proceeding with key decisions
- Provide advice around key legal risks, highlighting materiality, and provide risk mitigation options for consideration
- Where required, be present for discussions with external parties to provide key legal advice prior to any decisions being made.

### Sample Goal (HEW5)
Participate in the development of standard procedures by end-Q3 for the electronic transmission of records and information to external parties.

**Description (Key Deliverables):**
- Develop standardised procedures for electronic transmission of sensitive or confidential information to external parties
- Seek feedback from SMEs during the development process
- Act as a liaison between the legal services team and organisational units
- Prepare to have procedures finalised by the end of September

# Example Delivery Goals: Library, Teaching and Learning

Below are example goals using SMART principles. Use these examples as a starting point and guide to create your own SMART goals.

**The following goals would be suited to the Professional Staff Delivery Goals category at various HEW levels.**

## Sample Goal (HEW8/9)
Successfully administer the YEAR Teaching and Learning Awards and associated procedures, including planning, administration, reporting and stakeholder liaison.

**Description (Key Deliverables):**
- Develop content and supporting material for award nominees.
- Act as SME for Faculty queries
- Build Survey Monkey survey to support administration of applications for Teaching Awards by January YEAR. Rollout applications for teaching grant schemes by September YEAR
- Oversee the review of applications and determination of awardees via the Awards Committee
- Lead and coordinate the team to successfully deliver the Awards ceremony.

## Sample Goal (HEW7)
Develop process guides for monthly reporting and USLG submissions by May YEAR

**Description (Key Deliverables):**
- With guidance from Role Z, determine key information to be included in process guides
- Draft process guides with simple, step-by-step instructions, including key dates and milestones, to assist with streamlining and ensure maintenance of critical processes
- Consult on drafts with key stakeholders to ensure clarity and finalise content
- Launch guides and communicate with key stakeholder to ensure utilisation

## Sample Goal (HEW6/7)
Coordinate the redesign of Course XXXX by Q3 YEAR (in advance of Semester 1, YEAR).

**Description (Key Deliverables):**
- Liaise with Program Leader and Course Coordinator to agree refreshed design and key project milestones
- Set regular meetings with relevant stakeholders to progress through rewrite
- Liaise with SMEs contributing content to the course redesign
- Collaborate with Learning Design team to ensure course materials are prepared for both face-to-face and online delivery
- Arrange sign-off by Course Coordinator and Program Leader by X date.

## Sample Goal (HEW5)
To assist with the design and development of teaching and learning resources and materials for Course YYYY by Q2, YEAR

**Description (Key Deliverables):**
- Build Edge course in preparation for Course YYYY delivery
- Develop case study resources, including web page content, text and video
- Ensure the use of engaging learning tools throughout Course YYYY, measured by student feedback captured at the end of each learning module
- Develop question banks for future assessment tasks

# Example Delivery Goals: Marketing and Communications

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

**The following goals would be suited to the Professional Staff Delivery Goals category at various HEW levels.**

## Sample Goal (HEW8/9)
By end Q2, develop and deliver the new communications protocols that will be rolled out to all organisational units across UQ. Ensure that at least 85% of all employees understand the new protocols, as measured by a communications cascade verification survey that I will develop and launch by end-Q3.

**Description (Key Deliverables):**
- Develop standardised procedures for electronic transmission of sensitive or confidential information
- Create and deliver communications protocols and a communications cascade verification survey
- Target all employees to help them understand the new protocols
- Finalise and roll out the protocols by the end of June and launch the survey by the end of September
- Gather insights from survey feedback and develop a report to relay findings to the team

## Sample Goal (HEW6)
To improve stakeholder engagement through increasing the Faculty's website traffic by 30% and newsletter subscriptions by 17% by end-Q4.

**Description (Key Deliverables):**
- Analyse analytics via webpage and consider and implement ways to boost the website's traffic
- Engage with users and subscribers to gather feedback
- Develop new content for website to engage users
- Seek analytics from website and newsletter to measure traffic increase

## Sample Goal (HEW5)
Update internal-facing content on myUQ and Staff website by end of Q1 YEAR.

**Description (Key Deliverables):**
- Liaise with content owners to determine what updates need to be made, and prioritise these
- Agree content update and publishing deadlines
- Draft updated content in sandbox
- Seek review and approval
- Publish updated content

## Sample Goal (HEW4)
Log into CRM daily and respond to allocated CRM tickets within 2 business days of receipt

**Description (Key Deliverables):**
- Book a block of time each day to login to CRM and review allocated tickets
- Triage tickets and respond, responding to urgent requests first
- Escalate or reallocate as needed
- Respond to enquiries within 2 business days.
- Aim for BAU tickets to be resolved within a maximum of one week

# Example Delivery Goals: People, Safety and Culture

Below are example goals using SMART principles. Use these examples as a starting point and guide to create your own SMART goals.

**The following goals would be suited to the Professional Staff Delivery Goals category at various HEW levels.**

## Sample Goal (HEW9)
Develop a report by end of Q1 on current talent management practices to identify a set of recommendations for improvement

**Description (Key Deliverables):**
- Set up an initiative team to undertake research, analysis and forecasting on workforce trends
- Develop a report on workforce trends and recommendations for improvements
- Seek feedback from the talent management team

## Sample Goal (HEW7)
Oversee the update of key Workplace Injury Management (WIM) documentation and claims forms by end of March YEAR

**Description (Key Deliverables):**
- Review all WIM documentation and allocate to team
- Discuss and agree project milestones and deadlines
- Conduct initial review of changes, then submit these for consultation and approval
- Seek approval and publish

## Sample Goal (HEW6)
Monitor probationary period dates and follow-ups via Workday reports, and intervene or escalate as required to ensure a minimum 95% compliance rate.

**Description (Key Deliverables):**
- Monitor and follow up on key HR dates
- Target compliance rate of a minimum of 95%, measured in Workday via various reports
- Check weekly reports from Workday and conduct reviews to identify key dates and progress against deadlines
- Follow up via email and phone calls, and escalate as necessary

## Sample Goal (HEW5)
Assist with the update of Workplace Injury Management documentation, including forms, by end of March YEAR.

**Description (Key Deliverables):**
- Liaise with Line Manager to agree deadlines and allocated documents
- Draft updates with tracked changes
- Submit for approval from Line Manager by agreed deadline

# Example Delivery Goals: Planning, Management and Administration

Below are example goals using SMART principles. Use these examples as a starting point and guide to create your own SMART goals.

**The following goals would be suited to the Professional Staff Delivery Goals category at various HEW levels.**

**Sample Goal (HEW9)**
Strengthen my division's commitment to continuous improvement of administrative and operational services, by establishing assessment methods and a reporting regime in Q1, for use throughout the year.

**Description (Key Deliverables):**
- Identify ways to promote continuous improvement around administrative and operational services
- Establish assessment methods and monthly reporting, and compare data and statistics on a quarterly basis; then, flag issues and concerns in monthly reporting for early intervention
- Seek and provide feedback
- Set monthly and quarterly deadlines

**Sample Goal (HEW7)**
Rewrite data integrity and analytics procedures in line with UQ strategy by Q2 YEAR.

**Description (Key Deliverables):**
- Review relevant UQ strategy
- Draft new procedures and consult with key stakeholders for feedback
- Schedule internal meeting to familiarise staff with updated procedures

**Sample Goal (HEW6)**
Provide ongoing administrative, process-related and clerical support to the planning team to ensure requirements in our organizational unit are met in a timely manner, with a turnaround time of 1 working day being met 90% of the time.

**Description (Key Deliverables):**
- Provide administrative, process-related and clerical support
- Aim for a turnaround time of 1 working day being met 90% of the time
- Prioritise those actions over all other work
- Ask for feedback form the team and list the inventory resources available for execution of these tasks

# Example Delivery Goals: Property, Facilities and Operations

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

**The following goals would be suited to the Professional Staff Delivery Goals category at various HEW levels.**

**Sample Goal (HEW9)**
By end of Q2, develop, implement, and maintain an energy management plan for the St Lucia campus to reduce energy consumption sustainably by 5% by the end of YEAR.

**Description (Key Deliverables):**
- Develop and maintain an energy management plan for the St Lucia campus within acceptable guidelines that meet safety and security standards
- Aim for the plan to developed and implemented by end of June
- Engage an energy management consultant to advise on options, and develop an appropriate solution for the campus
- Work toward reducing energy utilisation sustainably by 5% by December YEAR

**Sample Goal (HEW6/7)**
Coordinate communications from our unit to ensure that from Q2 onwards, 100% of organisational units across the campus are informed of maintenance activities and potential disruptions, as measured by feedback surveys

**Description (Key Deliverables):**
- Devise a communications plan and schedule, considering expected maintenance activities and disruptions
- Identify a key stakeholder list, as well as key personnel with whom we need to communicate
- Aim to have 100% of organisational units informed from the end of June onwards
- Use maintenance team work plans for communications, and communicate using various channels
- Send out feedback surveys after each event to confirm 100% rate
- Seek feedback to improve communications

**Sample Goal (HEW4/5)**
Ensure the timely resolution of CRM enquiries, with initial response within 1 working day from receipt

**Description (Key Deliverables):**
- Block out time in my diary to review CRM tickets daily
- Triage tickets according to priority, reallocating if needed
- Respond to enquiries within 1 working day of receipt.

# Example Delivery Goals: Research Administration and Management

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

**The following goals would be suited to the Professional Staff Delivery Goals category at various HEW levels.**

## Sample Goal HEW9)
By end of Q2, oversee sectoral review of competitiveness in the NHMRC schemes and identify opportunities for improving performance.

**Description (Key Deliverables):**
- Set up an initiative team to undertake research and analysis, consulting with sector, researchers, and University senior leaders
- Draft report of findings and recommendations for implementation across the University. Identify those activities that can be enabled through the Research Office and Faculty/Institute research management professionals and develop a framework for implementation
- Implement activities within 6 months
- Undertake a survey and monitor grant outcomes to determine effectiveness and general report for senior leaders indicating effectiveness.

## Sample Goal HEW6)
Support researchers submit their grants in a timely manner to the Research Office for review and submission to the funding body (ongoing)

**Description (Key Deliverables):**
- Monitor key funding scheme dates and internal deadlines for funding schemes relevant to the organisational unit
- Support researchers with FAQs, liaising with the central Research Office to support accurate and effective information dissemination
- Generate reports for local level management to inform business activity
- Support responsible conduct of research in line with University policy and procedure for submission of grant applications, escalating matters for resolution where required

## Sample Goal HEW5)
Deliver research administration support effectively and in a timely manner (ongoing)

**Description (Key Deliverables):**
- Respond to student enquiries and resolve these within 48 hours, as per the standard operating procedures
- Update and develop content for the student research portal
- Send follow up emails to supervisors once per quarter and update the portal accordingly

# Example Delivery Goals: Research Enabling and Support

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

**The following goals would be suited to the Professional Staff Delivery Goals category at various HEW levels.**

### Sample Goal (HEW8/9)
Drive the delivery of research capabilities by working with the Scientific Advisory Board to identify required future resources for next year and secure necessary funding.

**Description (Key Deliverables):**
- Lead project to analyse research/researcher needs by Q1
- Analyse capability use throughout the past year to identify opportunities for new requirements or expansion capacity
- Lead the delivery of these new research capabilities

### Sample Goal (HEW6)
Carry out qualitative data collection and analysis (including advanced statistical modelling) for XX project.

**Description (Key Deliverables):**
- Participate in all aspects of data collection, including scheduling, interviewing, completing analysis and identifying opportunities for improvement
- Qualtrics programming, survey design and testing, monitoring and promoting survey completion, extractions and data cleansing
- Deliver research project support in a timely and effective manner

### Sample Goal (HEW5)
Coordinate pre-award round administration to support central management of major funding scheme rounds

**Description (Key Deliverables):**
- Monitor pre-award activities, including environmental, legislative or strategic influences relative to each round, with a particular focus on factors impacting assessment of seasonal applications
- Develop and update workshop materials for information sessions for [insert funding body] round
- Refresh process maps, website information, scheme documentation and tracking spreadsheets for [insert funding body] round

### Sample Goal (HEW5)
Coordinate the internal funding scheme reporting process on a [frequency] basis throughout YEAR

**Description (Key Deliverables):**
- Set up calendar invitations on a [frequency] basis to run tracking reports for internal funding schemes
- Send courtesy reminders to researchers whose internal funding scheme reports are due within one month, to mitigate the risk of late submissions. Include report template in reminder emails for easy access.
- Follow up overdue reports within one week of the due date, and continue tracking through to submission.

# Example Delivery Goals: Student and Academic Management and Support

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

**The following goals would be suited to the Professional Staff Delivery Goals category at various HEW levels.**

### Sample Goal (HEW8)
Lead the design, development and deployment of learning resources, and associated staff guides in collaboration with Faculty and School staff for integration into programs commencing Semester 1.

**Description (Key Deliverables):**
- Create and action engagement plan with key stakeholders
- Analyse requirements and develop project plan
- Lead the team to develop learning resources and guides
- Develop training materials and deliver training to providers
- Oversee the implementation of learning resources by January
- Evaluate effectiveness of learning materials and implementation, and prepare report for the Leadership Team
- Manage service improvements based on evaluation results and stakeholder feedback

### Sample Goal (HEW7)
Deliver a large, multi-course project to a high standard of quality by end of Semester 1, YEAR

**Description (Key Deliverables):**
- Identify and agree key delivery milestones and measures of success
- Collaborate with key stakeholders to ensure deliverables are met on time and to a high standard
- Develop surveys to gather feedback from students
- Schedule review meeting with key stakeholders to discuss and review feedback and outcomes, and identify process improvements

### Sample Goal (HEW6)
Coordination of XXX program to enhance student belonging and engagement, maintaining or exceeding 2021 levels of student engagement.

**Description (Key Deliverables):**
- Coordinate promotion of the program across the university
- Support student engagement in the program through existing systems and processes
- Respond to student enquiries within 48 hours
- Monitor student engagement against key dates and deadlines
- Administer evaluation mechanisms for each program round and prepare and submit reports

### Sample Goal (HEW4)
Maintain accurate records of student Blue Cards and track correctly throughout the year

**Description (Key Deliverables):**
- Ensure students who have withdrawn or graduated are delinked within 30 days
- Ensure students beginning their courses in Semester 2 have provided evidence of Blue Card currency
- Ensure all cards are linked to UQ prior to start of semester

# Citizenship and Leadership Goals

# Example Citizenship and Leadership Goals

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

| Goal | Emerging level | Senior level |
|------|----------------|--------------|
| To effectively advance the diversity and inclusion strategy by increasing employee feelings of inclusion in the workplace in YEAR | | ● |

### Description (Key Deliverables)

- Contribute to the advancement of diversity and inclusion in YEAR

- Identify ways to improve diversity and inclusion at UQ

- Seek guidance on how to implement practices

- Provide an outline on the activities

- Begin to implement outcomes by December YEAR

| Goal | Emerging level | Senior level |
|------|----------------|--------------|
| To become an effective Ally Network member and participate in three Ally Network events in YEAR. | ● | ● |

### Description (Key Deliverables)

- Volunteer as an Ally Network member; sexual Harassment officer, Fire warden, Safety Rep, or Member of the OH&S committee

- Sign up to become a volunteer for the Ally Network

- Undertake training and mentoring to develop knowledge

- Engage in three Ally Network events throughout YEAR (one to two events per semester)

- Encourage two other staff in my area to participate in the Ally Workshop

# Example Citizenship and Leadership Goals

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

| Goal | Emerging level | Senior level |
|---|---|---|
| Proactively model the UQ values, supporting a work environment where team members are welcome to challenge the status quo, and contribute their ideas and solutions to ensure we continue to improve. | | ● |

### Description (Key Deliverables)

- Publicly recognise staff contributions

- Encourage staff to (constructively and respectfully) challenge ideas and contribute to problem solving

- Embed a safe-to-fail attitude to innovation (establishing some parameters in collaboration with the team)

- Discuss individual development with each member of my team, and proactively support them in engaging with their continuous improvement

| Goal | Emerging level | Senior level |
|---|---|---|
| Promote a positive, inclusive workplace by establishing a "Milestone Club", that celebrates birthdays, work anniversaries, and staff wins. | ● | ● |

### Description (Key Deliverables)

- Establish a calendar of birthdays and work anniversaries, which all team members are invited to opt into

- Coordinate with volunteers in the team to organise a monthly morning tea to celebrate birthdays, work anniversaries, and staff wins of the month

- Send a teams message or email on the day of each birthday/work anniversary to acknowledge the day itself

# Example Citizenship and Leadership Goals

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

| Goal | Emerging level | Senior level |
|---|:---:|:---:|
| To align my values and strengths with my purpose | ● | ● |

## Description (Key Deliverables)

- Undertake self directed research into Self- leadership (utilising internal and external UQ recourses)

- Commence a personal leadership journal and write weekly reflection of my progress.

- Undertake a VIA strengths assessment to identify my character strengths.

- Enrol in a UQ leadership development program or Linked in learning

| Goal | Emerging level | Senior level |
|---|:---:|:---:|
| To promoted a safe and productive works environment by calling out behaviours that don't align to the UQ values | ● | ● |

## Description (Key Deliverables)

- Communicate how I want be treated and how others want me to treat them

- Agree to an approach with the team for how to deal with behaviours that slip below the expectations.

- Assess whether the workplace behaviour is just different from what I would do, or whether it really is detrimental before taking action.

- Take considered and proportionate action based on encouraging the behaviours that are desirable.

# Example Citizenship and Leadership Goals

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

| Goal | Emerging level | Senior level |
|---|---|---|
| Coordinate quarterly functional team catch-ups in my Faculty/Division/Portfolio to encourage networking, knowledge sharing, and collaboration. | ● | ● |

**Description (Key Deliverables)**

- Seek approval from relevant decision maker to instigate quarterly catch ups

- Propose an agenda for each meeting, inviting contributions for attendees

- Invite functional teams to present key information on their work area to support knowledge sharing

- Identify and cultivate opportunities for collaboration across the work areas

| Goal | Emerging level | Senior level |
|---|---|---|
| Become the [work area] First Aid Officer/Fire Warden for YEAR | ● | ● |

**Description (Key Deliverables)**

- Attend First Aid/Fire Warden Training

- Register as my work area's First Aid Officer/Fire Warden

# Example Citizenship and Leadership Goals

Below are example goals using SMART principles. Use these examples as a starting point and guide to create your own SMART goals.

| Goal | Emerging level | Senior level |
|---|---|---|
| To become an active member of the UQ Mental Health Champion Network, participating in two to three events throughout YEAR. Additionally, I will organise an RUOK day workplace event in my work area. | ● | ● |

## Description (Key Deliverables)

- Become the RUOK day workplace event co-ordinator

- Attend Mental Health First Aid training

- Share monthly Mental Health hints and tips with the team, to raise awareness and interest, and encourage the team to prioritise a mentally well workplace

| Goal | Emerging level | Senior level |
|---|---|---|
| To become a valuable UQ volunteer for a UQ event that focus on student support by participating in the development implementation process in YEAR. | ● | ● |

## Description (Key Deliverables)

- Assist UQ by volunteering for a student support event e.g. food parcel delivery, student open day events

- Engage in activities and seek development

- Prepare and gather materials

- Do activities on a weekly basis

# Example Citizenship and Leadership Goals

Below are example goals using SMART principles. Use these examples as a starting point and guide to create your own SMART goals.

| Goal | Emerging level | Senior level |
|---|:---:|:---:|
| Support engagement opportunities by volunteering to conduct facility tours, such as internal staff or school tours, as they become available during the year | ● | ● |

**Description (Key Deliverables)**

- Contact facility manager to advise of interest in volunteering

- Learn additional details about the facility to share with visitors

- Block out time as volunteering opportunities become available

| Goal | Emerging level | Senior level |
|---|:---:|:---:|
| Volunteer as the Green Officer in my area, engaging with UQ Sustainability's Green Office Program | ● | ● |

**Description (Key Deliverables)**

- Engage with UQ sustainability to learn about the Green Office Program

- Gather Green Office resources

- Implement key initiatives in the office

- Educate staff on Green Office initiatives and encourage awareness and engagement

# Example Citizenship and Leadership Goals

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

| Goal | Emerging level | Senior level |
|------|----------------|--------------|
| To co-ordinate the team to deliver a positive workplace event during YEAR. | ● | ● |

### Description (Key Deliverables)

- Play an active role in organising social events for workplace

- Engage in activities that will help with team cohesion

- Seek to collaborate with others on event planning

| Goal | Emerging level | Senior level |
|------|----------------|--------------|
| To establish a workplace buddy support program to roll out the Team by the end of YEAR. | ● | ● |

### Description (Key Deliverables)

- Seek knowledge on how to establish a buddy support program

- Gain interest from potential buddies

- Create a timetable and outline for the program

# Example Citizenship and Leadership Goals

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

| Goal | Emerging level | Senior level |
|---|---|---|
| To become an effective co-ordinator of a successful team building charity event that fundraises money and grows awareness for the cause in YEAR. | ● | ● |

| **Description (Key Deliverables)** |
|---|

- Arrange for fundraising activities by gaining interest from the team

- Provide an outline of the activities

- Attend relevant training and professional development

- Gather and prepare materials for the events

- Contribute on a weekly basis

| Goal | Emerging level | Senior level |
|---|---|---|
| To successfully represent and promote UQ at a UQ sporting event in YEAR. | ● | ● |

| **Description (Key Deliverables)** |
|---|

- Identify a sport to compete in

- Practice training and exercising in preparation

- Seek coaching to develop expertise

# Example Citizenship and Leadership Goals

Below are example goals using SMART principles. Use these examples as a starting point and guide to create your own SMART goals.

| Goal | Emerging level | Senior level |
|------|:---:|:---:|
| Become a UQ Respect Ambassador and join the UQ Respect network for YEAR promoting respectful and inclusive culture in local areas. | ● | ● |

**Description (Key Deliverables)**

- Join the Respect Network and attend two events in YEAR.

- Collaborate with the Respect Network to conduct an event/initiative in the institute/faculty/school/division in YEAR.

- Promote a campaign to encourage respectful and inclusive culture.

# Development Goals

# Planning for Development

## 70:20:10 Learning Framework

Staff development recognises that learning takes place in a number of different environments. The 70:20:10 learning framework can be used to develop and boost performance via three types of learning: experiential (70), social (20) and formal (10). These ratios are not prescriptive but rather can be used as a general guide.

**70%**
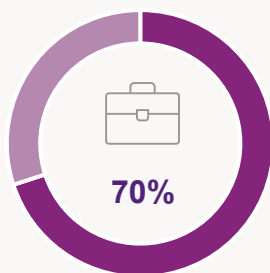
**EXPERIENTIAL**

**Development via on-the-job experiences, such as:**

- Stretch goals / projects
- Secondments
- Lead change initiative
- Additional responsibilities
- Higher Duties
- Reflection
- Sharing own learning with others
- Shadowing
- Cross-functional projects
- Increased decision making authority
- Delegation
- Understand UQ business
- Become subject matter expert
- Introduce innovations or new ways of working
- Citizenship activity

**20%**
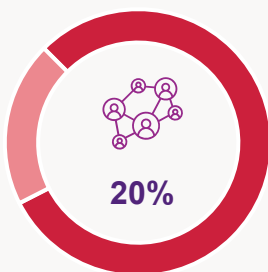
**SOCIAL**

**Development via our relationships with other people, such as:**

- Coaching conversations with your Supervisor
- Conversations with a career mentor
- Coaching
- Collaboration with others
- Mentoring
- Giving and receiving feedback
- Peer learning
- 360-degree feedback
- Networking
- Learn from Industry Leaders
- Podcasts
- Communities of practice
- Team post implementation reviews

**10%**
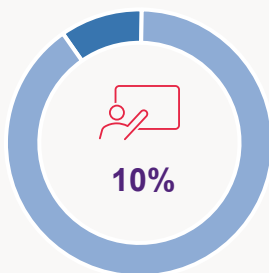
**FORMAL**

**Development via formal training, such as:**

- Staff development
- Linkedin Learning
- Seminars
- Webinars
- Conferences
- Qualifications
- Professional certifications
- Articles
- Books

**Top tip:** When selecting learning think about the skills or capability uplift you might need to achieve a goal and book in some time with your Manager to prepare for and debrief on your learnings.

# Example Development Goals

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

Staff development recognises that learning takes place in a number of different environments. The 70:20:10 learning framework can be used as a guide for staff to explore different learning environments and experiences. When considering Development Goals consider how to structure these so they encompass a range of learning experiences including on the job experiences (~70%), social learning through relationships with others (~20%), and learning via structured learning programs (~10%). *Note: Goals do not need to be classified by learning experience in Workday, this layout is for illustration only.*

**Goal:**
Develop my ability to effectively lead remote teams by Q2 YEAR.

### Description (Key Deliverables)

| Development action | Learning Experience |
|---|---|
| • Attend at least one e-learning or in-person leadership course | Formal |
| • Develop and implement an online meeting structure aimed at lifting the engagement and participation of my team in meetings in January YEAR. | Experiential |
| • Measure success via an end-of-year employee survey and 360-degree feedback. | Social |

**Goal:**
Build my communication and stakeholder influencing skills by Q3 YEAR.

### Description (Key Deliverables)

| Development action | Learning Experience |
|---|---|
| • Undertake professional development through staff development programs at UQ. | Formal |
| • Develop a 10-15 minute presentation on a piece of work I am accountable for | Experiential |
| • By the end of Q3, present it to our divisional leaders, leaving time for a short Q&A session after the presentation. | Experiential |
| • Develop and send survey for feedback | Social |

# Example Development Goals

**Goal:**
To influence and guide people who come from varying backgrounds with different perspectives and temperaments, though improving my emotional intelligence.

| Description (Key Deliverables) | |
| --- | --- |
| **Development action** | **Learning Experience** |
| • Undertake self study in emotional intelligence. | Formal |
| • Undertake a EI assessment and develop a plan for improving the my performance. | Experiential |
| • Design workplace experiments where I can implement and evaluate my new EI skills | Experiential |
| • Seek feedback from supervisor and team members on changes to my behaviours | Social |

**Goal:**
To improve my strategic thinking capability to be able to demonstrate that I can think for myself and make decisions that positions our school/unit for the future.

| Description (Key Deliverables) | |
| --- | --- |
| **Development action** | **Learning Experience** |
| • Undertake self directed study – one online program | Formal |
| • Seek  job rotations, cross-functional projects, | Experiential |
| • Arrange development meetings with key senior leaders | Social |
| • Immerse myself in the strategic planning process at the University so I can gain a deep understanding of the process, practises and data. | Experiential |

# Example Development Goals

Below are example goals using SMART principles. Use these examples
as a starting point and guide to create your own SMART goals.

**Goal:** To develop a personal career plan

## Description (Key Deliverables)

Undertake self directed study

Research roles within and external to the university that may align with my current and future skills, interest and passion

Participate in the UQ Career Development workshops and events that are open to staff as well as students

Enrol in Curiosity at UQ Ventures to enhance entrepreneurial skills

**Goal:** To improve my opportunities for promotion though the successful completion of a Content Design Program.

## Description (Key Deliverables)

Research Content design programs (internal and external to UQ)

Consider a range of options and develop business case detailing the value to the organisation as well as funding and time away from work options

Negotiate supervisor support

Undertake program

# Example Development Goals

Below are example goals using SMART principles. Use these examples as a starting point and guide to create your own SMART goals.

**Goal:** To undertake [Drupal/SI-net/UniTask/Reportal/Business Objects/Teams/Excel] training to improve my proficiency by May YEAR

## Description (Key Deliverables)

Access Staff Development to identify and enrol in [chosen system/s] training course

Identify a local Super User who can help me by providing local advice and troubleshooting

Identify opportunities to increase my use of [system/s] in my day to day work

Identify any areas where additional learning may be required, for ongoing learning.

**Goal:** To prepare for my next step into a more senior role by end of YEAR.

## Description (Key Deliverables)

Discuss my career aspirations with my line manager, and identify specific roles that are of interest

Identify skills gaps that may need to be filled prior to taking on [identified role]

Identify and undertake any relevant training to overcome skills gaps (using the 70:20:10 model of learning)

Identify higher duties (e.g. while line manager is on leave) or secondment opportunities I can undertake to give me relevant experience in a more senior role

# Contact

## AskHR
ask.hr@enquire.uq.edu.au

For general APD Questions

## HR Client Partnering
central-hr-advisory@uq.edu.au

Local leadership advice, support and detailed questions regarding APD

## Organisational Culture and Capability

Supporting HRCP and helping to resolve complex queries and facilitating the overall APD process