Goal Library – Executive Staff
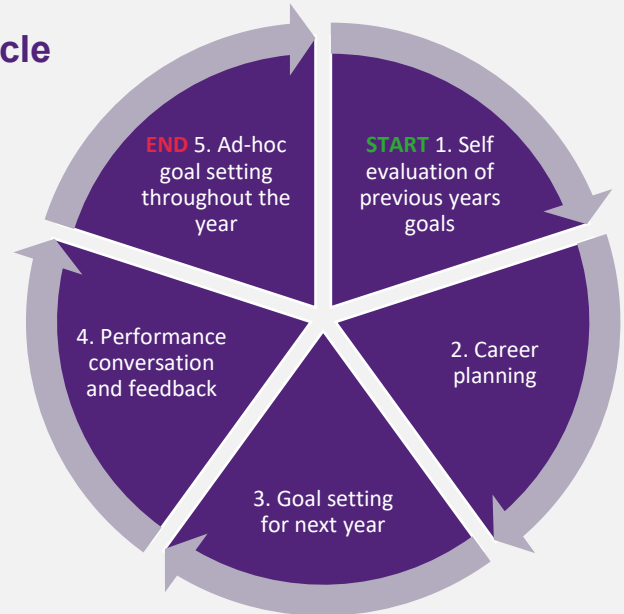
Performance & Development Toolkit

Goals in Context

Goal setting in the performance cycle

Goals are set at the beginning of the performance cycle during the Annual Performance Development conversation. Goals can be reviewed, updated and added to throughout the performance cycle as required.

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

END 5. Ad-hoc goal setting throughout the year

START 1. Self evaluation of previous years goals

2. Career planning

3. Goal setting for next year

4. Performance conversation and feedback

Goal Setting for Executive Staff

Executive 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

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? • 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. research publications submitted.	• Does the goal include delivery details that can be quantified? • 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? • Do you have the necessary skills, capability and/or resources?
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 your role? • Is the goal aligned to the broader goals or objectives of your 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? • Are specific dates included for deliverables, considering the various elements that might need to be delivered and dependencies on other elements

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*

Example Delivery Goals

Goal:
To develop the division strategy, including resource, workforce and business plans, to enable the realisation of the university's strategic goals set out in the Strategic Plan by the end of Q2.

Description (Key Deliverables)

- Yield a new division strategy and implementation plan with defined resource, workforce and business plans.

- Make the division strategy and implementation plan address the specific accountabilities of the division, aligned to the Strategic Plan.

- Work closely with the Vice-Chancellor office and relevant committees to determine and agree strategic objectives, elements and outputs, drawing on division SMEs and other assigned contributors.

- Seek approval from the Chief Operating Officer for the strategic plan.

- Finalise the strategic plan by the end of June.

Goal:
To completed the staff consultation on the draft School 5 year plan by the end of Q3

Description (Key Deliverables)

- Encourage meaningful contributions from school community on plan

- Incorporate feedback and detail how issues will be addressed

Example Delivery Goals

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

Goal:
Lead the implementation of APD in XXX organisational unit to ensure that 90% of staff who are required to engage have completed their APD.

Description (Key Deliverables)

- Lead the dissemination of information to leaders and ensure this information filters throughout the organisational unit.

- Role model by completing APD conversations with direct reports and discussing how they will engage in APD with their staff.

- Reporting on APD to ensure engagement and completion.

- Regular promotion at staff forums and within regular communications.

Goal:
To improve the current workplace culture issues impacting on the schools performance and staff morale as detailed in the Pulse survey by Q4 YEAR

Description (Key Deliverables)

- Following consultation, actions planning will commence with the teams and a cultural improvement plan will be submitted by Q4 for approval

- Implementation of approved cultural improvement plan will commence Q1 YEAR

- Pulse survey will be conducted again Q2 and Q4 in YEAR to assess effectiveness of interventions.

Example Delivery 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 successfully implement phase 2 of XX IT system by Q4 YEAR.

Description (Key Deliverables)

- Drive organisational change efforts and training to ensure client readiness for new system

- Project manage the Phase 2 implementation and deliver on the key milestones outline in the implementation plan.

- Update relevant policies and procedures

- Commence planning for phase 3 in Q3

Goal:
To transform service delivery though the implementation a new operating model, organisational design and business process improvement by end of YEAR.

Description (Key Deliverables)

- Design a service transformation strategy and gain buy in of key stakeholders on the importance of the transformation

- Plan roll out by assessing level of change readiness within the next year and across the following two years.

- Assess talent and capabilities within portfolio in YEAR and invest in targeted capability uplift required to support in YEAR and YEAR.

- Measure roll out and success via client satisfaction surveys and service metrics.

Example Delivery 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 construct the UQ Heath and Recreation Centre by Q4 YEAR

Description (Key Deliverables)

- Finalise planning requirements

- Complete tender for construction

- Commence Construction

- Complete project and operationalise the Centre

Goal:
To finalise the new 2021-2026 Enterprise Bargaining agreement

Description (Key Deliverables)

- Commence EBA negotiations as per the Fair Work Act 2009 with staff and representative

- Negotiate a draft agreement

- When principle agreement is reached between the bargaining representatives, a vote on the agreement will be undertaken

- Agreement is sent to Fair Work commission for certification

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:
To effectively advance the diversity and inclusion strategy in YEAR in the XXX Faculty.

Description (Key Deliverables)

- Chair the Faculity Diversity and Inclusion committee.

- To provide stewardship of the key initiatives specifically the Disability Action plan

- Gather feedback via staff forums, pulse surveys and informal engagements.

- Seek membership on the UQ Disability Inclusion Group.

Goal:
To mentor a member of staff

Description (Key Deliverables)

- Schedule coffee catch ups with people who have enquired about mentorship where I think there could be a valuable connection

- Set up mentoring relationship where I feel I have something to offer.

- Meet monthly (or as agreed) for up to six months.

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:
To guest lecture in XXX course in Semester 1 YEAR.

Description (Key Deliverables)

- Meet with Course Coordinator to agree class objectives

- Develop course content and material.

- Deliver lecture and seek feedback

Goal:
To set up and lead a Community of Practice on XXX by Q2 YEAR.

Description (Key Deliverables)

- Build a core team

- Determine mission and goals

- Structure regular communication and collaboration opportunities.

- Share knowledge and curate content

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:
Ensure the team is aware of the new UQ values and in consultations with staff translate these into
behavioural standards by the end of Q3 YEAR.

Description (Key Deliverables)

- Undertake a team building session where we discuss the University Values and define "Above and below the Line" behaviours that will be acceptable for out team.

- Define the approaches that the team

- Incorporate regular discussions about the values in team forums including recognition of staff living the UQ values

- Emphasis discussions around Citizenship and Leadership as part of APD.

Goal:
To effectively advance the Action Plan on Sexual Misconduct Prevention and Response 2024-2027

Description (Key Deliverables)

- Undertake the training to join the Respect Network

- Encourage and support staff to join the Respect Network

- Identify two action areas you will contribute to in 2024/2025 under the action plan

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:
Promote and raise awareness of gender-based violence primary prevention using the Our Watch 'Educating for Equality' Framework

Description (Key Deliverables)

- Undertake the training to join the Respect Network

- Encourage and support staff to join the Respect Network

- Identify two action areas you will contribute to in 2024/2025 under the action plan

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:
Change my leadership style away from directing to coaching, with an aim to achieve better performance and engagement with my team.

Description (Key Deliverables)	
Development action	**Learning Experience**
• I will undertake a coaching for leaders program and learn and practice the skills of coaching.	Formal
• Conduct 1:1 coaching conversation per week with each of team members	Experiential
• I will implement this into my practice and will seek feedback from team members (coaching survey) to assess my skills.	Social
• Participate in a coaching supervision and feedback session to improve my technique.	Social

Goal:
To develop my self leadership skills through quarterly feedback from my team, peers, manager and others.

Description (Key Deliverables)	
Development action	**Learning Experience**
• Undertake the UQ Leadership Survey (360 degree feedback)	Social
• Share results with team and planned actions	Experiential
• Request feedback from team members during 1:1 conversations	Social
• Model receiving feedback and making changes to encourage openness from team	Experiential

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