

## **Examples of SMART Performance and Development Goals**

### **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 hotline 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 15<sup>th</sup> 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 teen 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.

### 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.
- Develop and practice my coaching skills so that my direct reports report 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.
- 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.