

# Performance Development Goals: Alignment Tips & Review

## Goal Alignment Example:

The example below illustrates how an individual goal might be aligned with a department and division goal that connects to TWU’s Strategic Plan. The following is one example of an individual goal that might be developed to align with a department goal, division goal and a TWU’s strategic imperative (goal).

**TWU Strategic Imperative: INVEST**

**Strategic Initiative: Develop efficient and effective processes to enhance operations and foster a culture of continuous improvement.**



## Goal Alignment Tips:

### How Do We Align Goals?

Cascading Goals is one approach that can be used to align goals from one level to the next. It is up to supervisors to decide the contributions that members of their team make to delivering results up to the next level. Supervisors should ensure that employees are able to achieve their goals by following these guidelines.

- The employee should be able to accomplish the work; employees are unable to achieve goals that are not within their scope of influence or capability.
- Employees must have the tools, resources and access required to complete the work.
- Expectations must be well-defined and the employee must have sufficient time to meet the goals.
- Goals must be challenging but reasonable. Impossible targets can be frustrating.
- Supervisors should be prepared and willing to offer guidance and coaching.

### **What Do Cascading Goals Look Like?**

A process called cascading goals can be used to assist employees to develop goals that align with division and/or department goals and demonstrate to individual employees what role they play in achieving TWU's Strategic Plan. The TWU Strategic plan includes strategic imperatives, objectives, initiatives and strategies that propel Texas Woman's University toward further excellence. Individual goal planning should include connections to the University's strategic imperatives (goals) included in the [TWU Strategic Plan](#). Please review the following:

- Division goals support the University's Strategic Plan by establishing goals that increase their impact on the University's success and becoming better at what they do.
- Department goals support the division's goals by seeking improvement, and address factors such as efficiency, expanding capability, solving problems and increasing service.
- Individual goals make the connection between the individual and the University by defining goals (SMART) that accomplishes the work and develops employees in a manner for the University to achieve the desired results.

### **Goals Development Review:**

For those who would like a review of goals development and a reminder of the SMART model approach to goals.

### **What Are Goals?**

- Statements of the important outcomes you are working to accomplish
- Should contain goals that include alignment with the division and department goals
- May include both Performance Goals and Development Goals
  - **Performance Goals:**
    - Objectives that are clearly defined to achieve specific work in the employee's current position
    - Related to the division's (department, team) goals
    - Include clearly defined expectations for success in the position, in this role and in this review period
  - **Development Goals:**
    - Help employees and managers plan for an individual's development with an eye toward future needs
    - Help employees develop a new set of skills and knowledge base in order to grow into a new area of responsibility
    - Should be learning-oriented

## What Do Goals Look Like?

- **A good model that can be used is the SMART model.**  
The SMART acronym stands for a model for goals development that are specific, measurable, attainable, relevant and timely.
- **Goals should be manageable in number.**  
Supervisors should determine the appropriate number of goals during the goals approval process. However, goals should be sufficient to challenge employees without adding too many to derail productivity.
- **Goals should include goals that align with TWU's strategic plan.**  
Well-written and regularly monitored individual goals should support the University's strategic goals by utilizing division and department goals. Whether it be performance or development goals, both supervisors and employees should be equally invested in achieving the desired results.

### Additional Goal Alignment Example:

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