

SETTING GOALS

An employee's goals must be clearly linked to the goals of their unit/division, which must, in turn, contribute to the department's and Chalmers' overall goals.

The goals must therefore contribute to 'What do we need to achieve to have world-class education, excellent research, effective utilisation and an excellent internal environment?'.

THE PURPOSE OF SETTING GOALS

- Goals offer employees clarity and consensus about what is expected of them.
- Goals help employees prioritise tasks.
- Goals form the basis of feedback and performance appraisal.

HOW TO SET GOALS

1. Identify what you want to achieve:

Goals must be set based on your role and your tasks and the work that produces the greatest impact for the organisation. Start with these questions:

What is the current situation?

What do we want to achieve?

What needs to be developed, improved or simplified in our unit/research group?

How can I help achieve the changes?

What is the most important aspect of the supply/result: quality, cost or time of completion?

2. Formulate goals positively

Write down what you want to achieve, not what you want to avoid.

For example: 'publish two peer-reviewed articles', 'formulate/program the model X', 'prepare and conduct X-meetings twice a month'.

3. Write down what you want to achieve, not the activities required to achieve it

4. Make the goal SMART:

SPECIFIC

The goal must be clear and defined. Use active verbs in the goal description. Would someone who was not part of the discussion understand what was to be achieved? If they would, the goal is specific enough.

MEASURABLE

When you set the goal, you must agree how you will measure whether the goal has been achieved. For example, based on quality, quantity, cost, time, satisfaction, etc.? The more clearly and specifically goals are formulated, the easier it is to achieve them, follow them up and evaluate them. If you cannot measure a goal, you need to reformulate it.

AGREED/ATTRACTIVE

From the perspective of the organisation, the goal must be agreed and relevant. Will achievement of the goal help the unit/division? It must also be motivational to work towards the goal at an individual level.

REALISTIC

The goal must be realistic for both the individual and the unit/division. It must therefore be possible for an individual to achieve the goal with the available resources.

TIME-BOUND

When should the goal have been achieved? If the goal is a long-term goal, you need to establish milestones and interim goals.

PRIORITISE AND UPDATE

Set clear priorities for the goals and priorities in relation to other work. It is a good idea to update the goals during the year as required.

HOW ARE GOALS EVALUATED?

Goals are evaluated in salary talks, while the focus in appraisal talks is to set new goals for the coming year.