



# **SMART Goals and Learning and Development Plans**

DIVISION OF HUMAN RESOURCES & ORGANIZATIONAL EFFECTIVENESS  
Organizational Development





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## Learning Objectives

- Recognize the Value of Organizational Goals
- Identify the importance of goal setting
- Create goals with SMART model
- Identify a Learning and Development plan
- Recognize the four phases of the L&D plan

## Organizational Goals

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## Zig Ziglar's Wheel of Life Approach to Life Balance and Goal Setting





## The Importance of Goal Setting

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## Locke and Latham's Goal Setting Theory

There are five goal setting principles essential to creating an effective goal.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

## The SMART Model

<b>S</b>	
<b>M</b>	
<b>A</b>	
<b>R</b>	
<b>T</b>	



## 1. **Specific**

- a. What?
- b. Why?
- c. Who?
- d. Performance Standards

## 2. **Measureable**

- a. Data: Reports, Measurement frequency, Measurement methods

## 3. **Attainable**

- a. Skills, Resources, Support
- b. Set Commit Goals and Stretch Goals
- c. Consider Complexity and Other Pressure Influencers

## 4. **Relevant**

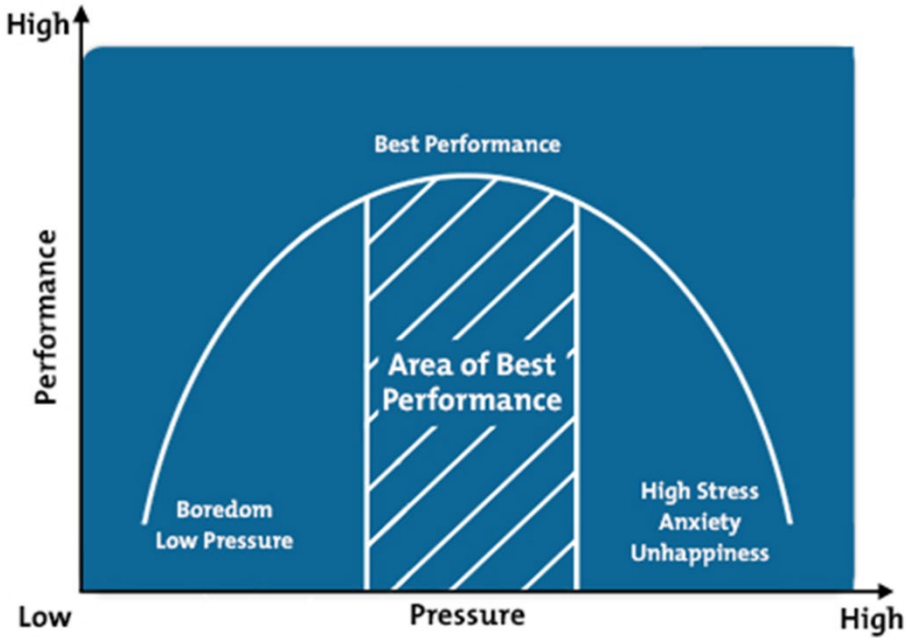
- a. Directly link the goal to the behavior you are trying to achieve

## 5. **Time Based**

- a. Create a sense of urgency
- b. Progress Tracking



## The Inverted-U Model (aka Yerkes-Dodson Law)





### Activity: Distinguishing SMART goals

- In your groups, read goals and determine if goal is a SMART goal or not.

GOAL	SMART GOAL? Yes/No	What is missing?
Attend Managers' Minutes Deep Dive on May 30, 2024.		
Identify and participate in at least two professional development activities that focus on an understanding of and appreciation for core values. Share learning at team meetings directly after each training.		
To reduce overtime in the department from 150 hours per month to 50 hours per month by the end of this fiscal year with no increase in incident reports.		
Coordinate and schedule the updates of the Microsoft Office Suite (MOS) for the department by October 15 and provide ongoing customer support related to MOS through December 15, 2024.		
To reconcile the variance report by the fifteenth of every month with no increase in reconciliation errors.		
Review the department's customer service surveys, prepare summary reports using the established report template and email the reports to the director by the 1st of each month.		
Reach at least six new agencies or community groups and recruit at least two of them to participate in a series of classes.		
Develop leadership skills - by December 30.		





### Setting Clear and Challenging Goals

- Create a clear and challenging goal using the template below to ensure the goal follows the SMART model.
- Create a stretch goal using the rating scale below.

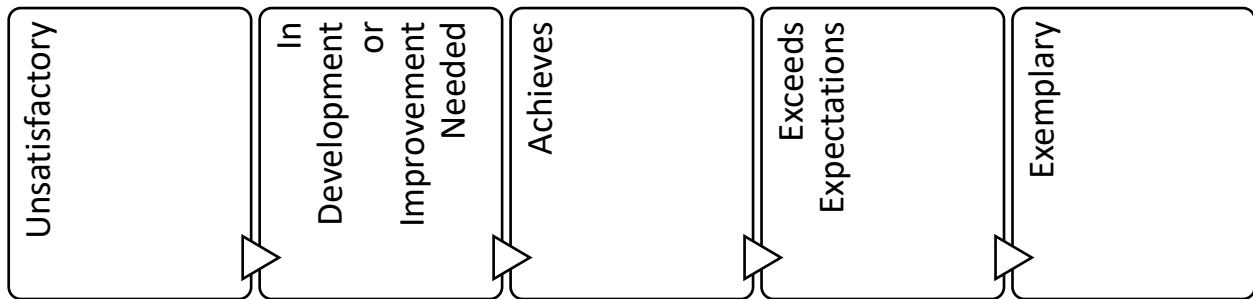
Increase / Decrease / Maintain \_\_\_\_\_  
(What?)

by \_\_\_\_\_, as measured by \_\_\_\_\_,  
(How Much?) (Tool or Unit of Measure)

by \_\_\_\_\_.  
(When?)

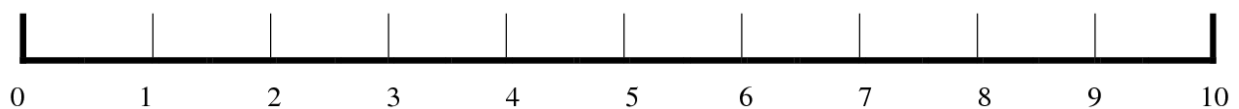
Base Line = \_\_\_\_\_ Target = \_\_\_\_\_

U = \_\_\_\_\_ I = \_\_\_\_\_ A = \_\_\_\_\_ EE = \_\_\_\_\_ E = \_\_\_\_\_



### Complexity

- Rate the complexity of your goal using the scale below. (0 = not complex; 10 = highly complex)



Should this goal be broken up into sub-goals? Yes / No



## Create a Learning and Development Plan

The Learning and Development Plan Process is initiated and owned by you, the employee, in partnership with your supervisor to enable your learning and development. This guide provides the tools to create your learning and development plan.

## Learning and Development Plan Process

This table explains the role of the employee and the supervisor in the Learning and Development Plan process during each of the four phases of the process.

Phase	Employee	Supervisor
1. Initiate	<ul style="list-style-type: none"> <li>Schedules a meeting with supervisor to inform of intent to create and pursue a L&amp;D Plan.</li> <li>Discusses the process for the L&amp;D Plan.</li> <li>Secures agreement and support.</li> </ul>	<ul style="list-style-type: none"> <li>Attends the meeting</li> <li>Asks clarifying questions as needed.</li> <li>Agrees to support development of the L&amp;D Plan.</li> </ul>
2. Awareness & Assessment	<ul style="list-style-type: none"> <li>Identifies current and / or desired role and responsibilities (e.g., further development in current role or pursue another role in the organization).</li> <li>Takes into account the organization's needs.</li> <li>Identifies competencies needed for current and/or desired role and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Determines the employee's strengths and development opportunities.</li> <li>Considers the:               <ul style="list-style-type: none"> <li>Employee's competencies – knowledge, skills, abilities, behaviors, and even experiences.</li> <li>Most recent performance goals and evaluation.</li> </ul> </li> </ul>



Phase	Employee	Supervisor
	<ul style="list-style-type: none"> <li>• Assesses own current competencies – knowledge, skills, abilities, behaviors, and even experience.</li> <li>• Identifies needed strengths, knowledge, skills, competencies, development, and experience need for current and / or future role.</li> <li>• Identifies learning activities to help improve competence and capability for current and / or desired roles and responsibilities.</li> <li>• Prioritizes learning &amp; development activities.</li> <li>• Creates a draft L&amp;D Plan.</li> </ul>	<ul style="list-style-type: none"> <li>○ Roles you think the employee might be interested in and/or good at.</li> <li>○ Potential L&amp;D activities to support or create for the employee.</li> <li>○ Business needs of the unit, department, college / division, university.</li> <li>○ Resources available.</li> </ul>
<p>3. Development Discussion</p>	<ul style="list-style-type: none"> <li>• Schedules a meeting with supervisor.</li> <li>• Prepares an agenda.</li> <li>• Leads the discussion.</li> <li>• Presents the proposed L&amp;D Plan.</li> <li>• Is open to questions, feedback, and changes to your L&amp;D Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Brings prepared notes.</li> <li>• Allows employee to lead.</li> <li>• Helps employee think through the plan, such as appropriate competencies, L&amp;D activities, business needs or considerations and realistic timing.</li> <li>• Determines resources and support the employee might need to enable their success (e.g., money, time, other people, introductions, follow up check ins with you, etc.)</li> </ul>



Phase	Employee	Supervisor
4. Implementation	<ul style="list-style-type: none"> <li>Edits and finalize the L&amp;D Plan.</li> <li>Schedules a second meeting as needed to review the revised L&amp;D Plan</li> <li>Sends the finalized plan to supervisor.</li> <li>Assumes ownership and act on the plan.</li> <li>Schedules deadlines and follow up meetings.</li> <li>Revises as needed with supervisor.</li> <li>Secures agreement and support throughout the process.</li> </ul>	<ul style="list-style-type: none"> <li>Helps the employee secure resources.</li> <li>Follows up or check-in on progress – their accomplishments, what are they learning, and could they apply or practice to further their learning.</li> <li>Supports and encourages the employee.</li> <li>Provides ongoing feedback.</li> <li>Provides opportunities for the employee to continue practicing and strengthening their L&amp;D competency.</li> </ul>

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## Phase One – Initiate

During this phase, you will initiate the learning and development plan process by meeting with your supervisor.

In preparation for the meeting with your supervisor, consider the following question:

1. Why do you want to create and pursue a learning and development plan?



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## Phase Two – Awareness and Assessment

During this phase, you will gain awareness of organizational needs and goals, your current competencies (knowledge, skills, and abilities) and experiences, identify your future roles and aspirations, and assess needed competencies and experiences to achieve your future aspirations. This information is used to draft your individual learning and development plan (see the Learning and Development Plan (Template) section), which will be discussed in Phase 3 of the learning and development plan process.

### Organizational Assessment

Consider the following questions and use your responses to populate the Organizational Assessment section of the Leading and Development Plan:

1. What are some needs of the organization (i.e., your work unit, department, college/division, Texas A&M)?
  
  
  
  
  
  
  
  
  
  
2. What are the goals of the organization (i.e., your work unit, department, college/division, Texas A&M)?

### TIPS

- Discuss the needs and goals of the organization with your supervisor
- Review Texas A&M University's Strategic Plan



### **Individual Assessment**

Consider the following questions and use your responses to populate the Individual Assessment section of the Learning and Development Plan:

3. Where are you now in your current role?
  
  
  
  
  
  
  
  
  
  
4. What knowledge, skills, abilities, and experiences do you currently possess?
  
  
  
  
  
  
  
  
  
  
5. Where do you see yourself in the next 2-5 years?
  
  
  
  
  
  
  
  
  
  
6. What are your future aspirations or a desired future role?
  
  
  
  
  
  
  
  
  
  
7. What kinds of opportunities would you like in the future?



8. What are strengths you can leverage to achieve your desired future role/aspirations?

### TIPS

- Discuss potential future opportunities with your supervisor.
- Read job restrictions for the jobs you are interested in pursuing.
- Interview someone in a field/area you would like to learn and develop in.

9. What are gaps in knowledge, skills, abilities, and experiences you might need to develop for your desired future role/aspirations?

### TIPS

- Meet with your supervisor to gain insight into your current competency level and/or potential gaps.
- Review your MBTI Global Personal Impact Report.
- Talk with a trusted individual who knows you well and will provide honest feedback.



## Learning and Development Plan (Leading Self Example)

### Organizational Assessment

<p><b>Need(s)</b></p> <ul style="list-style-type: none"> <li>• Common leadership practices</li> <li>• Individuals ready to take on formal leadership roles within the organization</li> <li>• Leadership development activities for shared experiences and networking</li> </ul>	<p><b>Goal(s)</b></p> <ul style="list-style-type: none"> <li>• Increase leadership readiness</li> <li>• Increase learning and development activities / opportunities</li> </ul>
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### Individual Assessment

<p><b>Current Role</b></p>	<p><b>Future Role / Aspiration(s)</b></p> <ul style="list-style-type: none"> <li>• Build foundational leadership competencies and develop my leadership practices.</li> </ul>
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## **Individual Development Plan**

Consider the following questions and use your responses to populate the Individual Development Plan section of the Learning and Development Plan (Template):

10. What are some learning activities that may help you improve or develop the competencies (knowledge, skills, and abilities) and experiences needed to achieve your desired future role/aspirations?



## Examples of Learning and Development Activities

- Read a book, attend a webinar, or take a class related to the knowledge, skill, ability, or experience (competency) you want to learn and develop.
- Seek a mentor or coach to help guide or give feedback on the knowledge, skill, ability, or experience (competency) you want to learn and develop.
- Teach someone something in an area of expertise you possess or want them to learn...Sometimes a good way to learn something is to teach it.
- Interview individual(s) whose role interests you or you admire something they do or did, or want to learn from.
- Shadow, job swap with someone, or take on temporary job duties in a role in which you are interested in doing or something you would like to do or learn from.
- Actively participate in professional organization such as organizational events, being on a committee, or be in a board position.
- Create a process map for a service you provide to your customer groups and analyze it for potential improvements.
- Build a business case for change in your unit and present it to your supervisor.
- Lead a task or project such as above process improvement project or related to the competency.
- Mentor an individual in your organization.



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## **Phase Three – Learning & Development Discussion**

During this phase, you and your supervisor collaborate to refine your learning and development plan. Your refined learning and development plan is used in Phase 4 of the learning and development plan process.

In preparation for this discussion, consider the following questions:

1. What questions might you expect from your supervisor?
  
  
  
  
  
  
  
  
  
  
2. What feedback might you receive from your supervisor?
  
  
  
  
  
  
  
  
  
  
3. What tools might help you prepare for this discussion?



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## Phase Four – Implementation

This phase is about ensuring your successful implementation of your learning and development plan. It is your responsibility to monitor your progress and provide feedback to your supervisor to ensure on-going supervisor support.

Consider the following questions:

1. How frequently will you update your learning and development plan to monitor your progress?
2. How will you provide feedback to your supervisor regarding your progress?
3. How frequently will you provide your supervisor with feedback?
4. How will you access needed resources and support identified in your plan?



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## Learning and Development Plan (Template)

### Organizational Assessment

Need(s)	Goal(s)

### Individual Assessment

Current Role	Future Role / Aspiration(s)



**Competency (Knowledge, Skills, and Abilities)**

**Rating Scale:**

1 = not competent

2 = partially competent

3 = broadly competent

4 = fully competent

Competency	Level of Competence



## Individual Development Plan

Learning and Development Goal(s)	Contribution to Organization	Learning and Development Activities	Resources / Support Needed	Target Start	Target Completion



## Sample Development Plan

Learning and Development Goals	Contribution to Organization	Learning and Development Activities	Resources / Support Needed	Target Start	Target Completion
Build my leadership competencies	Increases organizational leadership readiness	<ul style="list-style-type: none"> <li>Complete Leading Self leadership development program</li> </ul>	Supervisor support to participate; Program fees		
Increase competency in Diversity and Inclusion	University consists of and serves a diverse population and values diversity and inclusion.	<ul style="list-style-type: none"> <li>Complete Leading Self Diversity and Inclusion Competency</li> <li>Attend Brazos Valley WorldFest</li> <li>Volunteer as a Conversation Partner with Center for Teaching Excellence</li> <li>Read "We can't talk about that at Work!" by Mary-Frances Winters</li> </ul>	Supervisor support to participate in leadership development program; Program fees; support to attend event / volunteer, if applicable		