

## Report #31/05/13/804 - Report to Council for May 31, 2013

### Goals and Objectives Training presented by Bruce Beakley on May 9, 2013

The goals of this training was to provide participants with an overview of the foundations of an employee evaluation system; to recommend options for corporate and individual goal and objective setting and to offer various “tools” to “self-audit” goal and objective statements.

### Employee Evaluation

Much of this portion of the presentation was based on the system of evaluation used for county employees. This system of evaluation comes from the program Situational Leadership II. This was a review for Reeve Stewart and me since we had training on this system with our CAO in October of 2012.

### Corporate and Individual Goal & Objective Setting

It is most important for us to understand the distinct difference between goals and objectives.

**Goals** are broad general intentions; goals are often intangible, abstract and can't be validated.

The goal is where we want to be and states what we hope to accomplish.

**Objectives** are narrow, precise, tangible, and concrete and can be validated.

The objectives are the steps needed to get here. Measureable objectives are the specific measures we use to determine our success. **Time – Quantity – Quality – Cost**

### Measuring (audit) of Goals and Objectives

When setting goals, questions such as “What are we trying to Achieve – to Preserve – to Avoid – to Eliminate” must be considered.

In the goal setting exercise there are **Three Goal Types**.

**Essential Goals:** necessary for carrying out ongoing processes. *In HCM the daily business of providing services to the ratepayers as an example.*

**Problem Solving Goals:** propose a more appropriate or desired condition.

**Innovative Goals:** makes something good even better

A measureable objective statement formalizes **What – Who – When – How**.

For an **objective** to be measureable, it must include: an **action verb** that identifies an observable behaviour; the **conditions** under which the result should be performed; the **criteria** for determining how well and when the behaviour is to be performed.

Objectives should meet the **SMART** audit

**SPECIFIC – MEASUREABLE – ACTION ORIENTED – REALISTIC – TIME AND RESOURCE  
CONSTRAINED**

This is a very brief overview of the half day training. For additional understanding, I have included copies of Mr. Beakley's handouts for the CAO and Councillors Antler and Gibson. These may be helpful as council works on our own Strategic Planning with Steve Seller of MMAH.

Councillor Debbi Grills