



# A.G.I.L.E. NEWS

PROFESSIONAL DEVELOPMENT BULLETIN FOR  
STRENGTHENING ORGANIZATIONAL CHANGE  
AT  
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Provided by Aurora Workman, Director, Office of Human Resources

Dear Administrators:

It is time to review the goals you established for this year and make updates and comments in TRAKSTAR.

As a first step you should review your goals and ensure that they are "SMART", That is Specific, Measurable, Achievable, Relevant and Timely. Below is a description of SMART goals :

**A SMART goal** is an acronym that stands for goals that are: **Specific, Measurable, Achievable, Relevant, and Timely.** Using these parameters to write goals helps make the goals fair and achievable for you and your team.

## SPECIFIC

Professional goals should have clearly defined output expectations. This can be in terms of what is to be delivered, how much is to be delivered, and the standards for the deliverables to be measured. Let's take the example of a goal: Update an existing report on emerging trends in e-commerce."

This goal lacks specificity since there is no clear definition of what is meant by "update." A better way to write the goal is:

"Update the report on emerging trends in e-commerce with at least two new trends that aren't listed in the current report."

## MEASURABLE

The performance goal should also include how the completion of the goal will be measured. Two common ways to measure a business output are quality and cost-effectiveness.

### Quality

Accuracy of new information and effectiveness of new information can determine the quality of the work produced.

### Cost-effectiveness

The efficiency of a task measures its cost-effectiveness. For instance, the cost-effectiveness of the goal in the previous example can be measured by calculating the number of hours taken when updating the report. Thus, the revised goal could read, "Update the report on emerging trends in e-commerce with at least two new trends that aren't listed in the report, and try to come up with new research methods to save time

## ACHIEVABLE

The outcome of a performance goal should be under employees' control. External factors should not play a role in whether a goal is considered successfully achieved. For instance, in our example of report update as a goal, it will be unfair not to consider the unavailability of critical data to evaluate trends. A fair performance goal would be "Update the report on emerging trends in e-commerce with at least two new trends that aren't listed in the report and try to come up with new research methods to save time. If statistically significant data is not found for compiling trends, give sources referenced for research. Sources should be reputable."

## RELEVANT

For performance goals to be beneficial for employees and the organization, they should be relevant to employees' job responsibilities, thus leading to their professional development and relevant to their short- or long-term goals.

## TIMELY

This is to ensure that a goal is met promptly. Our example performance goal can thus be updated in the following manner: "Update the report on emerging trends in e-commerce with at least two new trends that aren't listed in the report and try to develop new research methods to save time. If statistically significant data is not found for compiling trends, give sources referenced for research. Sources should be reputable.

*The next step would be to log into TrakStar and make any updates or notes describing your progress on meeting the goals.*



Dear Colleagues:

This month's learning strategies will provide you an additional opportunity to apply your growing knowledge of organizational change by immersing you in the "jigsaw", all the assignments will fit together this academic year. At your leisure review the article in the link below. You are remarkable!

<https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/the-value-of-emotionally-intelligent-people-managers.aspx>