



A “How-to” Book on **Goal Alignment**

Prepared by:

Employee Learning & Organizational Development



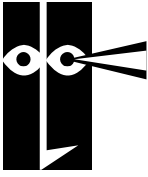
This instruction guide, designed for use by HCC supervisors and employees, offers a straight forward “*how-to*” for aligning individual goals with those of the department, college, and institution. It is intended as a supplement to the materials presented in PEP for Supervisors and PEP for Employees workshops.

Goal alignment ensures that all organizational and individual effort supports and advances the overall goals of the institution.

This alignment can be thought of as creating a line of sight (Figure 1), such that from any vantage point, relevance and contribution can be observed. Yogi Berra stated it well when he said “if you don’t know where you are going, you won’t know when you get there.”

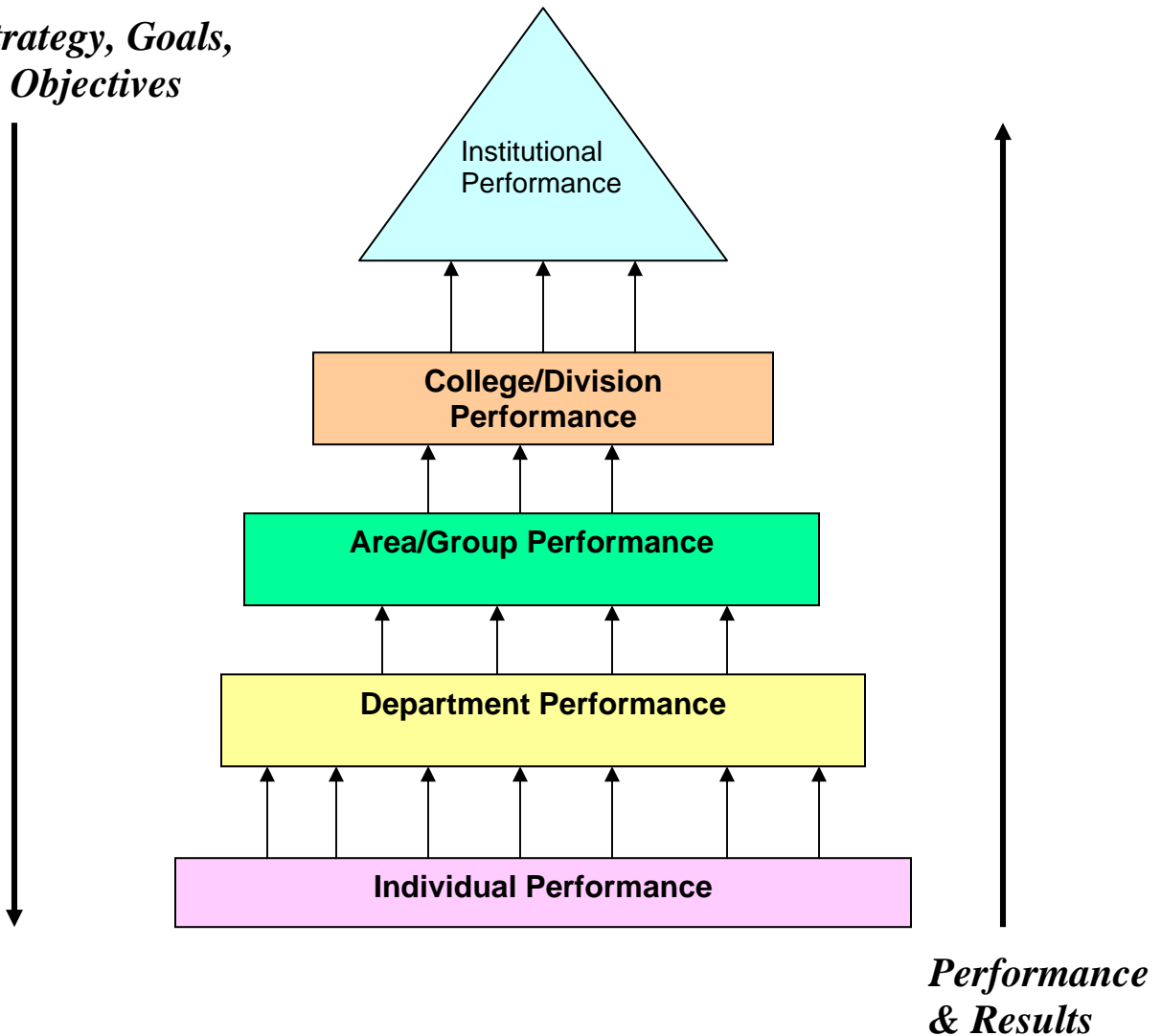
Typically in a hierarchical organization such as HCC, strategy and goals are disseminated from the top down. The accomplishment of these goals (results and outcomes) begins with individual performers and builds upward.

At the highest level, HCC has institutional goals (Figure 2). Achievement of these key results or outcomes requires that every department, work group, and individual work in concert, each contributing in tangible, meaningful ways.



Line of Sight

*Strategy, Goals,
& Objectives*



Individual performers must understand how their efforts are aligned with their departments, colleges, and HCC as an institution. *Understanding, mutual agreement, and buy-in are important at each performance level.* In order to contribute effectively, each performer must have a “line of sight” to the overall goals of the institution.

Figure 1

Institutional Strategic Goals*

Student Learning – Through innovative methods of course delivery, teaching practices, and support services, our students will progress through their education, career and personal goals as we provide the support leading to student learning.

Strategies (Year 1)

- Support faculty and student programs and activities in pursuit and achievement of teaching and learning excellence.
- Institutionalize the *Achieving the Dream* strategies to improve rates of student persistence and successful completion of courses and programs.

Effective Leadership – Ensure that HCC’s practices are executed in a way that is consistent with the values and increasing diversity of our institution. Empower diverse teams and individuals to achieve effective leadership by nurturing healthy behaviors that promote sustainable value to the community at large.

Strategies (Year 1)

- Align strategies, decisions, resource allocations and actions with mission vision and goals.

Resource Development & Enhancement – Enhancing resource by securing new revenue streams is essential to support HCC’s mission, vision and goals. State and federal grants, corporate giving, and philanthropic support will increase our ability to provide high-quality, affordable education. Through deliberate, disciplined and transparent means, resources will be allocated strategically, prudently and equitably.

Strategies (Year 1)

- Improve external fundraising through a variety of efforts.
- Develop and implement a new resource/cost model.

Global Perspective – Considering and supporting a broad range of ideas and best practices when making decisions, demonstrated when many points of view from diverse communities are welcomed and honored inside and outside of HCC. Building and leveraging diverse networks and partnerships advance the institution’s global perspective as it anticipates the future we will experience.

Strategies (Year 1)

- Engage faculty to create unique and innovative curricula that prepare students to think, learn, and act globally.
- Strengthen regional partnerships and connections to develop new breadth image, and scale by engaging the District’s service areas.

Effective Communication – HCC family is well-informed and current on key challenges and opportunities facing the institution. Healthy dialogue between individuals and teams internally and externally are hallmarks of effective communication.

Strategies (Year 1)

- Develop and articulate a strong, relevant and consistent identity with appropriate communication strategies.
- Develop an annualized, integrated brand-building campaign.
- Develop within the District a strong communication program with a clear identity.

Figure 2

Accountability & Strategic Decision-making – Clear definitions of responsibilities and expectations for all employees support the importance of accountability through the institution. Obvious and consistent consequences and acknowledgement of achievements improve performance. Through timely, logical, deliberate and transparent processes, HCC established and honors honest evaluation and both internal and external accountability.

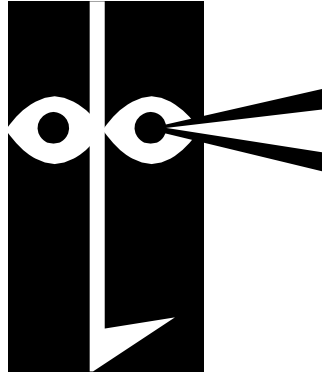
Strategies (Year 1)

- Ensure that all HCC efforts, including the strategic plan, decision-making processes and allocation of resources, are conducted and assessed within the framework established by the institution's core values.
- Strengthen institutional research to ensure data are presented as information that can be acted upon.

** Excerpts from Relevance & Opportunity: a Strategic Plan Essential to Our Future 2008-2011*

Figure 2 (continued)

How Things Get Done



HCC Mission/Vision/Values

Strategic Goals

Student Learning

Effective Leadership

Resource Development & Enhancement

Global Perspective

Effective Communication

Accountability & Strategic Decision-making

Institution – Strategies/Actions/Measures

College - Strategies/Actions/Measures

Department - Strategies/Actions/Measures

Supported by Performance Based Budgets

Individual – Goals, Objectives, Projects/Measures

Outlined in PEP

Figure 3



Don't let terminology trip you up!

It's really very simple...to achieve goal alignment, simply ask:

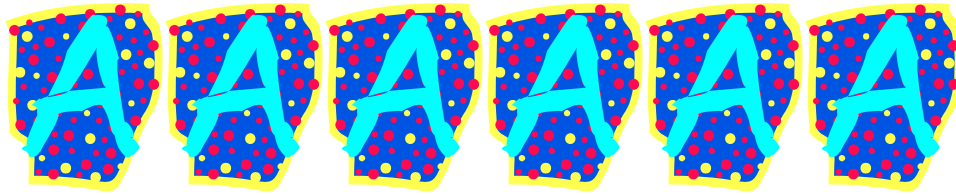
What can	my college/division my department my workgroup		
I	do to help	HCC my college/division my department my workgroup	achieve its goals?

Then answer, SMAARTLY...

In terms that are:

Specific
Measurable
Attainable
Agreed Upon
Realistic
Time Oriented

For more about writing SMAART goals, refer to next page.



Responsibilities, Goals, Objectives and Projects are clear when both the supervisor and employee “see” the same results. Remember the **SMAART** acronym to create clear and measurable performance expectations. As you write your goal, consider each **SMAART** attribute: is it specific, how will success be measured, is it attainable and mutually agreed upon, is it within my control to accomplish and finally, when will it be completed.

Specific
Measurable
Attainable
Agreed Upon
Realistic
Time Oriented

Specific. They should enable the employee to know what he or she has to do to meet the expectation and should enable the manager to measure the employee’s actual performance against the expectation. Ask, “What does this activity ‘look like’ when it is done?” Visualize the desired result and describe it as clearly as possible.

Measurable. While quantitative measures may not always be possible, they provide a motivation to the employee by identifying a standard to which they can strive.

Attainable. Performance expectations should be set at the performance level that you expect of a fully trained and competent employee. They should be realistic and attainable, within the ability of the employee to perform with the resources and skills available. Unreasonable performance expectations lead to lack of commitment and frustration.

Agreed Upon. Both the manager and the employee should agree upon the goals and performance expectations. Employees who help establish and agree to goals are more likely to meet the standard. If performance expectations are “given” to the employee, they are less likely to buy into the goals.

Realistic. It is common sense that performance expectations should be realistic. It is not a good idea to establish a performance expectation without considering other factors that may come into play. For example, if a person is assigned a project to complete by the end of the year, but funding, staff, or time needed have not been approved, the goal will be impossible to meet. Keep in mind that sometimes goals that appear to be reasonable may be affected by unforeseen events and may need to be revised during the year.

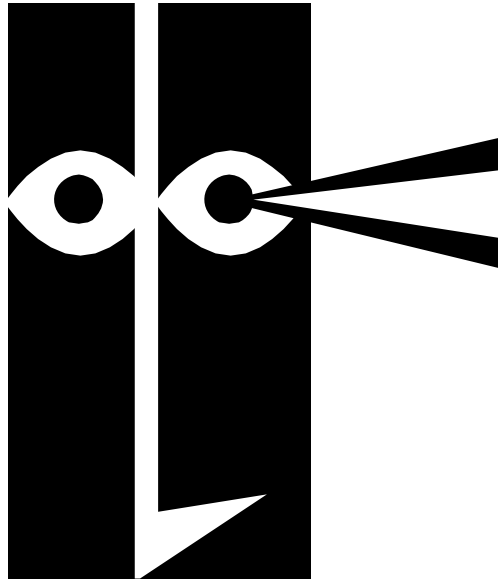
Time-Oriented. Whenever an expectation is defined, the timeframe or deadline should also be identified. This can be expressed as a deadline, or by identifying a frequency such as daily, monthly, etc.



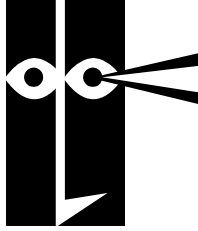
Putting It All Together

1. Review your College or Division goals and strategies and the Department and Work Group goals that support these.
2. Note expected key results for your Department and Work Group.
3. Consider how your Department or Work Group can achieve these key results.
4. Given limited resources (time, people, dollars) what individual goals are most critical to the accomplishment of your Department or Work Group results?

Remember that goal alignment isn't just a matter of making everything that you do "fit". It is a process for being selective in what you do; a way to ensure that you are devoting your time and resources to the "right" things.



Examples: Line of Sight



Example Goal Alignment

HCC Strategic Goal: Accountability & Strategic Decision-making

Institutional Outcomes: Healthy dialog between individuals and teams throughout the institution, clear definitions of responsibilities and expectations for all employees, obvious and consistent rewards and consequences to improve performance, timely, logical, deliberate, and transparent decision-making processes

Institutional Strategy: Ensure that all HCC efforts, including the strategic plan, decision-making processes and allocation of resources, are conducted and assessed within the framework established by the institution's core values.

Key Outcomes: Clear definitions of responsibilities and expectations are created for all employees. Obvious and consistent rewards and consequences are established to improve performance.

Human Resources Division Strategy: Complete implementation of PeopleSoft enabled performance excellence process (PEP) to strengthen individual accountability for results commencing FY 2006-7. Compensation structures deployed to recognize and reward excellence and accountability at all levels of HCC.

Department Strategy (HR-ELOD): Performance management is an explicit job responsibility for all supervisors to include the following activities:

- Work group planning & goal setting
- Individual planning & goal setting (including professional development plans)
- Informal reviews
- Mid-year and yearly formal reviews

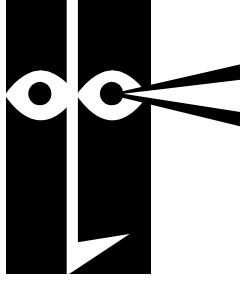
ELOD will modify performance management components of the College Leadership Program (CLP) to incorporate the PEP philosophy and process.

Key Result: Performance management is an explicit job responsibility for **all** HCC supervisors. Appropriate skills-based training will be provided via the CLP.

Individual Goal (HR-ELOD Training Specialist): Incorporate PEP concepts, including PeopleSoft components (planning, goal alignment, two-way communication, coaching and feedback) into Mastering Performance Reviews lesson plan by December 1, 2007..

Academic Department Strategy: All department chairs will use PS PEP process for planning, coaching, and evaluation commencing performance year 07-08 and attend the updated performance management training offered by HR/ELOD.

Individual Goal: Identify PEP skill improvement needs and attend recommended training as part of professional development plan for year 2007-8. Using these skills and knowledge, incorporate PEP concepts into your performance management work practices (performance planning, goal setting, coaching, feedback, rating).



Example Goal Alignment

HCC Strategic Goal: Student Learning

Institutional Key Outcomes: Supporting students as they progress through their educational programs and using timely, logical, deliberate, and transparent processes in making decisions.

College Goal: 100% of all HCC students' financial needs are met. Meeting need includes combination of student/parent contribution, scholarships, grants, and loans.

College Key Result: Students will persist in meeting their educational goals because financial needs are met.

Student Services Goal: To enhance student satisfaction and retention, **all** currently enrolled students register for next semester coursework in the current semester, using online tools. "Registration" includes application for financial aid, advising, testing, and payment strategy (if applicable).

Student Services Strategy #1: Currently enrolled students are emailed email schedule of key "registration" dates and activities, one month prior to earliest key deadline.

Individual Goal: Create and maintain "currently enrolled student" email distribution list, utilizing Microsoft Access and updating no less than once per month.

Student Services Strategy #2: Offer financial aid workshops during spring semester for students and parents at hours convenient for the audience (daytime and nighttime sessions). By the end of workshop, students have completed all necessary applications for financial aid and can effectively search for available scholarships using the Internet. 75% of currently enrolled students will participate in a workshop.

Individual Goal: Prepare lesson plan for financial aid workshop, keeping in mind target audience and adult learning styles. Plan will be completed and approved by Dean of Student Services by February 15, 2008.

Individual Goal: Handle logistics for financial aid workshops, including room reservations, advertising and promotion, refreshments, preparation of handouts, technology support, and workshop staffing. Project plan to be completed and approved by Dean of Student Services by January 5, 2008.

Student Services Strategy #3: Set up priority registration timetable, giving students with the most credit hours first priority. Schedule registration appointments to complete the registration process (advisement, course selection, payment strategy, etc.)

Individual Goal: By the beginning of the ninth week of the traditional semester, run PeopleSoft report that flags current students with most earned credit hours.

Individual Goal: Develop priority registration process handbook to instruct part-time, work study, and other staff in registration process. Handbook will be completed and distributed in time for Spring 2008 registration.

Individual Goal: In time for spring 2008 registration, become familiar with priority registration process in order to answer student questions.