Guide to Setting Effective Goals for Employee Performance, Engagement and Professional Development.

Why set goals? Goal setting can accomplish many things. Setting meaningful goals can help an employee prioritize their work, reduce distractions and stay focused. Specific goals can also help each employee understand their impact on the library district as a whole. Goals allow you to measure progress in specified areas and can provide a framework for ongoing development conversations.

What are SMART Goals? "SMART" goals give us a framework to set effective goals. If we use the SMART acronym this helps to ensure that goals are clear, realistic and actionable.

How Many Goals Should Employees have? Most employees should have 3 solid goals. Librarians and Managers could have 4 goals, depending on the year and what projects are at hand. It is not recommended for an employee to have more than 5 goals.

What Areas should Employee Goals Target? Goals should not all be in one area of focus. Areas for Goal setting typically include:

- **Performance Goal** – key deliverables or outputs – skills to boost performance (such as database training, specific competency training, etc.) This can also include networking and relationship building, such as building relationships with others across the district in the employee's same role to learn from them or foster collaboration.
- **Professional Development Goal** – This goal can also be around professional development, such as boosting skills or learning new skills. Employees can set goals to enhance existing skills or acquire new ones, such as mastering new software, improving leadership skills, or staying current with industry trends.
- **Time Management and Productivity Goal** – Setting goals to reduce time spent on specific tasks, increase output or eliminate inefficiencies in processes. Improving the ability to prioritize work, set realistic deadlines, and meet project milestones.
- **IDEA Goal** – Participate in IDEA training, learning about unconscious bias, promoting a more inclusive work environment. Setting goal to support diverse teams, foster inclusion and help build a respectful, equitable workplace.
- **Strategic Goal** – Contributions to larger initiatives. This primarily includes Leadership, except this year the Culture Committee might be involved in more overarching strategic goals, per the Annual Plan.
- **Behavioral Goal** – Workplace Behavior and Values.

SMART Framework

Specific: Well defined. Focused.

Measurable: Quantifiable to track progress - What metrics will be used to determine if the goal is met? Can you frame the objective in terms that can be measured? If it's a project that's going to take a few months to complete, then plan and set some milestones by considering specific tasks to accomplish by specific dates.

Achievable: Realistic and attainable. A goal is meant to inspire motivation and to be realistic given the resources at hand. Think about how to accomplish the goal and if you have the tools/skills and resources needed. If you don't currently possess them, consider what it would take to attain them.

Relevant: Connected to team and/or organization objectives. A goal needs to align with PCCLD's objectives. Does the goal seem worthwhile? Is it the right time for this goal? Does the goal align with the PCCLD Annual Plan or Strategic Plan? Is this the right person to be working on this particular project or task?

Time-Based: Defined timeframe for completion. The goal should have realistic timing or it is very difficult for the goal to be achieved. Determine the goal deadline and what can be reached and accomplished within that time period.

Guide to Setting SMART Goals

1. **Prepare for the Goal-Setting Conversation**

Before meeting with the employee:

Review their role and job description.

Consider the team and the Annual Plan. The Annual Plan outlines the year's priorities.

Encourage the employee to reflect on their own aspirations, challenges, and areas for development or projects that they envision need to be achieved.

Enter the employee meeting prepared with SMART goals to guide the conversation.

2. **Collaborate! Be sure to work with your employees to set goals. Collaborate with your employees to come up with SMART goals together. Ask for their input. See examples for each.**

3. **Document and Track Goals**

Ensure that prior years' goals are updated and deactivated. Instructions are attached.

Enter the Goals in the Paylocity goal area. Instructions are attached.

As you regularly check-in through WABs or conversations with your employees during the year, discuss the goals and talk about any challenges the employee has and what progress has been made. Adjust timelines if needed. Celebrate milestones and achievements!

4. **Provide ongoing support and feedback**

At the end of the goal period:

- Conduct a formal review to assess progress and outcomes.
- Reflect on what worked, what didn't, and how to improve future goal-setting.
- Acknowledge achievements and discuss next steps for development.

Example Reflection Questions:

- What helped you achieve this goal?
- What challenges did you encounter?
- How can we adjust for future goals?

5. **Common Mistakes to Avoid**

- Setting vague goals without clarity or direction.
- Overloading employees with too many goals.
- Neglecting regular check-ins or feedback.
- Ignoring employee input or aspirations.
- Failing to adjust goals when priorities shift.

Examples of SMART Goals

Non-Smart Goal - Increase Outreach
How might I make this a SMART Goal?

Specific:
Identify and establish partnerships with at least **3 community organizations** to support library programs and provide resources for adults, teens, and children.

Measurable:
Successfully connect with at least **3 community organizations** by the end of **6 months**, securing collaboration on at least **1 program or resource** per organization.

Achievable:
Reach out to local organizations (e.g., schools, non-profits, senior centers) and propose

mutually beneficial partnerships. Schedule at least **1 meeting per month** to discuss potential collaborations and program support.

Relevant:
Building community partnerships enhances the library's ability to provide diverse programs and resources to the community, increasing engagement with patrons across all age groups.

Time-Bound:
Achieve this goal within **6 months**, with regular monthly check-ins to track progress and adjust strategies as needed.

Smart Goal Statement:
Over the next 6 months, I will establish partnerships with at least 3 community organizations to collaborate on library programs and resource sharing for adults, teens, and children. I will meet with at least 1 organization per month to discuss potential opportunities, with progress reviewed monthly.

Non-Smart Goal: Increase School outreach
How might I make this a SMART goal?

Specific:
Establish partnerships with local schools to promote library services, increase student engagement, and encourage library usage.

Measurable:
Conduct outreach presentations or workshops at 5 local schools (could name the schools) and distribute library program information for X number of programs to at least 500 students and educators.

Achievable:
Partner with school principals, teachers, and counselors to schedule visits and presentations. Use existing materials and programs that are already developed to ensure efficiency.

Relevant:
This goal aligns with the library's mission to increase youth literacy, promote access to resources, and foster lifelong learning habits among students.

Time-Bound:
Complete outreach visits to all 5 schools within the next 6 months, with a progress check-in at the 3-month mark.

Smart Goal Statement
Over the next 6 months, I will conduct outreach visits to 5 local schools, engaging at least 500 students and educators, to promote library programs and resources, with a mid-point progress review after 3 months.

Non-Smart Goal -Increase outreach to daycare facilities
How might I make this a SMART goal?

Specific:
Develop and implement early literacy outreach programs at X number of daycare facilities to promote reading readiness and library engagement for children ages 0-5.

Measurable:
Partner with at least 6 daycare facilities and deliver early literacy story-times or workshops to a minimum of 100 children and their caregivers over the next 6 months.

Achievable:
Schedule bi-weekly visits to daycare centers, using prepared story-time materials and activities aligned with early literacy development principles.

Relevant:
This goal supports the library's mission to foster early literacy skills in the community, strengthen relationships with local daycare providers, and encourage families to utilize library resources.

Time-Bound:
Complete partnerships and programming delivery within the next 6 months, with progress reviewed at the 3-month mark to assess outreach and adjust as needed.

Smart Goal Statement
Over the next 6 months, I will establish partnerships with 6 daycare facilities to deliver bi-weekly early literacy story-times or workshops, reaching at least 100 children and caregivers, to promote reading readiness and increase awareness of library resources.

Non-Smart Goal: Access to Services – increase access to serves by promoting programs.
How might I make this a SMART goal?

Specific:
Increase awareness and participation in library programs by promoting services and providing targeted resources to underserved community groups, such as seniors, job seekers, and families.

Measurable:
Increase the number of program attendance and/or registrations by 10% within the next quarter.

Achievable:
Promote programs during customer interactions, distribute program flyers, post program information on social media.

Relevant:
This goal aligns with the library's mission to expand equitable access, increase community engagement, and ensure people are aware of and utilize library programs and resources.

Time-Bound:
Achieve this goal within the next quarter. Evaluate how much attendance increased to the programs promoted.

Smart Goal Statement:
In the next quarter, I will review program materials for X number of library programs to gain knowledge of upcoming programs. In addition, I will initiate conversations about library programs with patrons. I will suggest programs based on patrons' interest and needs. I will evaluate attendance on a quarterly basis to 3 programs that I focus on promoting.

Non-Smart Goal: Increase Library Programming
How might I make this a SMART goal?

Specific:
Expand library programming by introducing 4 new programs over the next 6 months to attract diverse community groups, such as families, teens, adults, and seniors, and increase foot traffic to the library.

Measurable:
Launch 1 new program each month for the next 4 months, with a goal of increasing monthly library visits by 15% compared to the same period last year. Track attendance and program participation for each event.

Achievable:
Leverage existing staff, volunteers, and community partners to develop programs, such as family story-times, teen STEM workshops, adult book clubs, and senior technology training sessions.

Relevant:
This goal supports the library's mission to serve as a community hub, increase engagement, and attract new and returning visitors.

Time-Bound:
Introduce all 4 new programs within the next 6 months, with monthly progress check-ins to assess participation and make adjustments as needed.

Smart Goal Statement
Over the next 6 months, I will introduce 4 new library programs—one per month—to attract diverse community groups and increase monthly library visits by 15% compared to last year, tracking attendance and participation for each program.

Non-Smart Goal: Increase tech proficiency to support customer needs.
How might I make this a SMART goal?

Specific:
Improve my technology skills to assist patrons with using computers, personal devices, and accessing digital library resources, such as e-books, databases, and online services.

Measurable:
Complete 3 library-led or online training sessions on technology topics (e.g., computer basics, e-reader troubleshooting, digital resource navigation) within the next 3 months. Use these skills to assist at least 10 patrons per month with technology-related questions.

Achievable:
Utilize free training resources provided by the library, online courses (e.g., Niche Academy or tutorials), and hands-on practice during slow work hours to develop skills.

Relevant:
Enhancing my technology proficiency will enable me to better support patrons who need help with digital resources, increasing their access to the library's services and improving the patron experience.

Time-Bound:
Complete the training sessions within 3 months, with monthly progress check-ins to evaluate knowledge gained and track the number of patrons assisted.

Smart Goal Statement:
Over the next 3 months, I will complete 3 training sessions on technology and digital resources to improve my ability to assist patrons with computers, personal devices, and accessing digital library services. I will aim to help at least 10 patrons per month with technology-related questions.

Non-Smart Goal: Increase circulation and elevate the customer service experience by actively promoting and creating displays for signature events.
How might I make this a SMART goal?

Specific:
Create and maintain engaging book or material displays for signature library events, such as Summer Reading, Themed Months, and local community celebrations, to actively promote resources and increase circulation.

Measurable:
Design and set up 4 themed displays over the next 3 months, aiming for a 10% increase in

material checkouts from these displays compared to regular shelving. Track circulation statistics for featured items.

Achievable:
Use existing library materials, staff input, and online resources to create visually appealing displays. Collaborate with colleagues to identify relevant themes and signature events.

Relevant:
This goal supports the library's mission to increase circulation, engage patrons, and elevate the customer service experience by promoting materials in an accessible and attractive way.

Time-Bound:
Complete the creation of all 4 displays within the next 3 months, with circulation data reviewed monthly to measure success and adjust future displays if needed.

Smart Goal Statement:
Over the next 3 months, I will create 4 themed book or material displays tied to signature library events, with the goal of increasing circulation of featured items by 10% compared to regular shelving. I will track circulation data monthly and adjust display strategies as needed to engage patrons.

Non-Smart Goal: For a Materials Handling technician - Work more at the customer service desk. Do more Niche Academy courses. Do more shelf reading and organizing. How might I make this a SMART goal?

Specific:
Cross-train on customer service desk duties, improve skills through hands-on training, and dedicate time to shelf-reading and organizing library materials to ensure accuracy and customer satisfaction.

Measurable:
Spend at least **4 hours per week** on the customer service desk for the next 3 months, complete **2 formal customer service training sessions** provided by Niche Academy or by working with my manager to shadow a Customer Service Representative, and dedicate **1 hour per week** to shelf-reading and organizing assigned sections.

Achievable:
Balance desk hours with shelving duties by coordinating with the manager to schedule desk time. Use available training resources, checklists, or mentoring from colleagues to ensure training progress.

Relevant:
These activities will enhance cross-training skills, improve customer service performance, and ensure that library shelves remain accurate and organized for a better patron experience.

Time-Bound:
Achieve these goals over the next **3 months**, with a progress review at the 6-week mark to discuss strengths, challenges, and opportunities for further improvement.

SMART Goal Statement:
Over the next 3 months, I will spend 4 hours per week on the customer service desk to cross-train and improve my skills, complete 2 formal customer service training sessions, and dedicate 1 hour per week to shelf-reading and organizing my assigned sections. I will review my progress with my manager after 6 weeks.

Non-Smart Goal: Create a display
How might I make this a SMART goal?

Specific:
Create engaging and visually appealing book displays to promote library materials for themed months and signature events, encouraging patron interest and increasing checkouts.

Measurable:
Design and set up **one new book display every other month** for a total of **6 displays** this year, with a goal of increasing circulation of displayed materials by **10%** compared to non-displayed items. Track circulation data for featured items.

Achievable:
Use library calendars to plan ahead for themed months (e.g., Black History Month, National Poetry Month) and signature events (e.g., Summer Reading Program/All Pueblo Reads). Utilize existing materials and collaborate with colleagues for display ideas and support.

Relevant:
Creating regular, themed book displays supports the library's mission to engage patrons, highlight collections, and increase circulation.

Time-Bound:
Complete the planning, creation, and setup of **6 displays** over a **6-month period**, with circulation data reviewed each month to measure effectiveness and adjust display themes or placement as needed.

SMART Goal Statement:
Over the next 12 months, I will create 1 themed book display every other month for library signature events and themed months, with the goal of increasing circulation of displayed materials by 10% compared to non-displayed items. I will track monthly circulation data to evaluate success and make improvements.

Non-Smart Goal: Identify a volunteer that is qualified and excited about reading to the senior population at one of our nearby facilities
How might I make this a SMART goal?

Specific:
Recruit and onboard a qualified volunteer to read to seniors at local senior living facilities, enhancing their access to library services and promoting literacy and social engagement.

Measurable:
Find and secure **1 volunteer** by the end of the next month, and schedule **at least 2 reading sessions per month** at local senior living facilities for the next 6 months.

Achievable:
Leverage existing library volunteer recruitment channels, such as the library website, community bulletin boards, and social media. Offer training or orientation to ensure the volunteer is prepared and excited for the role.

Relevant:
This goal aligns with the library's mission to expand outreach and support community members, particularly seniors, through literacy initiatives that enhance their well-being and engagement.

Time-Bound:
Complete the volunteer recruitment and training process within **the next month**, with the first reading session occurring within **6 weeks**. Regular check-ins to assess volunteer satisfaction and program impact will occur every 3 months.

Non-Smart Goal: Build relationships with P&O Specialists and librarians – at all branches to learn more about programming conducted at each location.
How might I make this a SMART goal?

Specific:
Connect with 3 colleagues who facilitate library programs for teens, children, and adults, and observe or collaborate with them to learn how they develop and run programs effectively.

Measurable:
Meet with 3 colleagues (one each for teens, children, and adults) over the next **2 months** and observe or co-facilitate at least **1 program** with each. After each meeting or observation, summarize key takeaways and discuss with my supervisor how I might apply them to develop my own programming.

Achievable:
Reach out to colleagues within the library district and schedule time to shadow them during their programs. Attend 2 program planning meetings. Use any available training materials or resources they may provide.

Relevant:
This goal will help me gain hands-on experience, improve my program facilitation skills, and ensure that I can effectively engage teens, children, and adults in library programs.

Time-Bound:
Complete these observations and co-facilitation sessions within the next **2 months**, with a final review of progress and learning at the end of this period.

SMART Goal Statement:
Over the next 2 months, I will meet with 3 colleagues who facilitate programs for teens, children, and adults to observe or co-facilitate 1 program with each. I will summarize key learnings after each session and apply them to my own program development.

Non-Smart Goal: Improving Patron Engagement and Interaction
How might I make this a SMART goal?

Specific:
Increase staff engagement with patrons by proactively offering assistance and introducing library services during interactions.

Measurable:
Each staff member will engage with at least **5 patrons per shift** by offering assistance or introducing a library service or resource.

Achievable:
Staff will receive training on active listening and service-oriented language, and use tools like library flyers or displays or the library newsletter, etc. to guide patrons.

Relevant:
Engaging patrons proactively improves their overall experience and builds stronger connections between the library and the community.

Time-Bound:
Achieve this level of engagement daily for the next **3 months**, with a monthly check-in to assess progress and share best practices.

Smart Goal Statement:
Over the next 3 months, each staff member will proactively engage with at least 5 patrons per shift, helping or introducing library services, with progress reviewed monthly.

Non-Smart Goal: Handling Patron Concerns and Complaints Effectively
How to make this a SMART goal?

Specific:
Ensure all staff members are trained to handle patron complaints effectively and resolve issues with empathy and professionalism.

Measurable:
Staff will complete **2 customer service training sessions** on handling complaints and de-escalation techniques within the next 2 months. This can be by attending a PIC training, reviewing the PIC training guide on the Portal, completing a Niche Academy session or attending an in-person session.

Achievable:
Training will be conducted through available online modules or in-house sessions <u>with feedback mechanisms</u> to reinforce learning.

Relevant:
A quick and empathetic resolution of complaints improves patron satisfaction and fosters a positive reputation for the library.

Time-Bound:
Complete training within the next **2 months** and implement learned techniques immediately after training. Review complaint-handling experiences during monthly team meetings.

Smart Goal Statement:
Within the next 2 months, all staff will complete 2 training sessions on handling complaints and de-escalation techniques, implementing skills immediately after training with monthly reviews.

Non-Smart Goal: Increase Leadership Skills
How to make this a SMART goal?

Specific: Complete a leadership development program to strengthen my communication, decision-making, and team management skills.

Measurable: Attend 3 leadership training sessions and apply at least 2 learned strategies in managing team projects.

Achievable: Utilize resources provided by the organization, such as leadership workshops or mentorship opportunities.

Relevant: Improving leadership skills will help me better support my team, enhance organizational goals, and build confidence in leading initiatives.

Time-Bound: Achieve this within the next 6 months, with quarterly check-ins to evaluate progress.

Smart Goal Statement:
Over the next 6 months, I will complete 3 leadership training sessions and apply at least 2 strategies learned to improve my communication and team management. I will evaluate my progress quarterly to ensure I am successfully increasing my leadership effectiveness.
Non-Smart Goal: Work with incarcerated individuals to help them get on their feet. Use surveys to develop and determine class offerings. Work with incoming Adult literacy.

Non-Smart Goal: **Work with incarcerated individuals to help them get on their feet. Use surveys to develop classes. Work with Adult Literacy Specialist at Rawlings on this.**
How to make this a SMART Goal?

Specific: Collaborate with the Adult Literacy Specialist at Rawlings to develop and deliver classes tailored to incarcerated individuals, using surveys to identify their needs and help them successfully reintegrate into the community.

Measurable: Conduct at least 2 surveys to identify key needs, and develop and deliver 3 classes or workshops based on the survey findings.

Achievable: Work with the Adult Literacy Specialist to create relevant content, leveraging existing library resources and partnerships to ensure the classes meet participant needs.

Relevant: Supporting incarcerated individuals aligns with the library's mission to provide equitable access to resources and foster community growth.

Time-Bound: Complete surveys and develop classes within the next 4 months, delivering the first class no later than the end of the 5th month.

Smart Goal Statement

Within the next 4 months, I will collaborate with the Adult Literacy Specialist to conduct 2 surveys identifying the needs of incarcerated individuals. Based on the results, I will design and deliver 3 tailored classes or workshops to support their reintegration, with the first session delivered by the end of month 5.

Non-Smart Goal For CSR: **Take Niche Academy classes on customer service and homelessness to stay current and brush up on skills.**
How to make this a SMART goal?

Specific: Complete Niche Academy classes focused on customer service and also the Ryan Dowd classes focused on homelessness to stay current and improve skills for working with diverse library patrons.

Measurable: Successfully complete at least **2 Niche Academy courses** (one on customer service and one on homelessness) and apply **3 key takeaways** to daily interactions. Discuss my takeaways and how I will apply these in my WAB with supervisor.

Achievable: Allocate 1-2 hours per week to complete the courses within a reasonable timeframe.

Relevant: Enhancing customer service and understanding homelessness will improve interactions with patrons and contribute to a more inclusive and supportive library environment.

Time-Bound: Complete both courses within the next **8 weeks** and share insights or applications during the next team meeting.

Smart Goal Statement:
Within the next 8 weeks, I will complete 2 Niche Academy courses—one on customer service and one on homelessness—to improve my skills in supporting library patrons. I will dedicate 1-2 hours per week to this training and identify 3 key takeaways to apply in my daily work. I will share these insights with my supervisor and also with the team at our next staff meeting.

Non-Smart Goal – Boost the Volunteer usage at the Branch
How to make this a SMART goal?

Specific: Increase volunteer capacity at the library branch by actively recruiting, onboarding, training, and assigning volunteers to specific tasks that support library operations and programs.

Measurable: Recruit and onboard **3 new volunteers** within the next **4 months**, provide training sessions for all volunteers, and assign them to at least **2 ongoing tasks** or programs where their contributions can be tracked.

Achievable: Utilize community outreach, library website, library events, and existing partnerships to recruit volunteers, and leverage current training materials to efficiently onboard and assign tasks. Identify 5 specific tasks that volunteers can do.

Relevant: Expanding volunteer capacity will enhance library services, increase program support, and strengthen community engagement.

Time-Bound: Complete recruitment and onboarding of 3 volunteers, with task assignments in place, within the next **4 months**, with a progress check-in at the halfway point.

Smart Goal Statement:
Over the next 4 months, I will build volunteer capacity at the library branch by recruiting and onboarding 3 new volunteers. I will identify 5 specific tasks that volunteers can do and provide training. I will assign each volunteer to at least 2 ongoing tasks or programs that support library services. Progress will be evaluated midway to ensure successful implementation and adjustments if needed.

Non-Smart Goal: Continue to provide good Customer Service
How to make this a SMART goal?

Specific: Improve knowledge of library resources to provide more effective support to patrons.

Measurable: Complete **2 training sessions** (on digital resources, databases, or circulation tools) and assist **10 patrons** using these tools.

Achievable: Utilize training materials, internal workshops or Niche Academy or library trainings, or online tools.

Relevant: Better resource knowledge enhances the patron experience and supports library goals.

Time-Bound: Achieve this within the next **2 months**.

Smart Goal Statement
Within the next 3 months, I will complete 2 training sessions on library resources and assist at least 10 patrons in using digital tools or databases to improve the quality of support provided.

Non-Smart Goal: Training and Life-long learning
How to make this a SMART goal?

Specific: Take training classes that focus on skills relevant to my role. (Depending on the role, this could include specific database or technical training, customer service and/or de-escalation training, library resources and/or community outreach training.) Discuss the type of training with supervisor and decide together on what training might be most beneficial for the employee and where they might get this training (Niche academy, attending a conference, online training, in-person training through the state library or other group.)

Measurable: Complete **3 training classes** and identify **2 actionable takeaways** from each class to apply in my daily work. Discuss with supervisor on what the key take-aways are and how these might be implemented.

Achievable: Use available training opportunities, such as online platforms (Niche Academy) or in-person workshops, and schedule time to complete the classes.

Relevant: Taking these classes will improve my job performance, keep me current in my role, and enhance library services for patrons.

Time-Bound: Complete all 3 training classes by the **end of the year**, with progress checked every 3 months.

Smart Goal Statement
By September, I will complete 3 training classes in X, X and X. After each class, I will identify 2 actionable takeaways and implement them in my daily work to improve my skills and better serve library patrons. My supervisor and I will discuss these in our regular WABs.

Non-Smart Goal – Document Processes in the department
How to make this a SMART goal?

Specific: Create clear, step-by-step documentation of key processes to facilitate cross-training within the team, ensuring that all team members can effectively perform each other's duties when needed.

Measurable: Complete documentation for **5 critical processes** and have at least **2 team members** and the supervisor review the materials for clarity and accuracy.

Achievable: Allocate **2 hours per week** to draft and revise the documents, collaborating with colleagues for feedback on the content.

Relevant: Documenting processes for cross-training will improve team flexibility, ensure continuity during absences, and increase overall efficiency.

Time-Bound: Finalize and review the documentation within **6 weeks**, with the goal of implementing cross-training sessions in the following month.

Smart Goal Statement

Within the next 6 weeks, I will document 5 key processes for cross-training, collaborating with 2 team members to ensure accuracy and clarity. I will spend 2 hours per week drafting and revising the documents, and after completion, review them with the team and implement cross-training sessions in the following month.