Setting Goals Using the Behavioral Competency Model for Shared Success

1. Select a competency from the Behavioral Competency Model for Shared Success.
2. Review the BARS (Behavioral Anchored Ratings Scale) for the appropriate level (i.e. Team Member).
3. Determine current competency rating (Needs Improvement, Meets Expectations, Exceeds Expectations)
4. Think through what success should look like to move to the next level of competence.
5. Use the S.M.A.R.T format (see below) to craft your goal and action steps toward achievement. Include elements of training as appropriate.

- **Specific** – What exactly should be impacted by this effort? (e.g.) Patient satisfaction, fiscal bottom line, productivity, accuracy, timeliness.
- **Measurable** – Specify the increase or decrease of something and by what amount. Measurable can also be satisfied by the creation of a process or procedure. The process didn’t exist before and now it does. Consider what you will use as a measurement tool (e.g.) surveys, logs, self-report.
- **Appropriate** – Ask, should this goal be achieved? Does this goal link to others in the department, in the institution. Are we the right unit or department to impact the goal?
- **Realistic** – Ask, can this goal be achieved? Are there enough human, fiscal and technical resources available? Do we have enough time to realize the goal?
- **Time-based** – Within what time frame should the goal be achieved, by the end of the quarter, the year?

### Example

<table>
<thead>
<tr>
<th>Competency and definition</th>
<th>BARS</th>
<th>S.M.A.R.T Goal</th>
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<tbody>
<tr>
<td>Agile Decisions: Uses critical and analytical thinking to make confident decisions that keep the organization moving forward and anticipate future needs</td>
<td>Meeting Expectation includes: Leverages established best practices, evidence and rational judgment to make beneficial decisions. Seeks out the advice and expertise of others when needed to move decisions forward in an effective, timely manner. Applies experience to address common issues and make good decisions that balance current and future needs. Shares ideas with experienced team members when facing new situations, listens to input, and makes appropriate adjustments before acting. Moves issues forward under the direction of others, appropriately balancing the need to move forward with the need to seek clarity from those in authority.</td>
<td>By January 31st attend and implement strategies and processes found in the following trainings: 1. Process Improvement 2. Strategic Thinking to create a standardized reporting form which contains all critical information needed to provide accurate project updates.</td>
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