

10 Tips for Setting Performance Goals

1. The process of setting goals is probably more important than the goals created.
2. It's easy to write performance goals that are measurable, but it's hard to write goals that are measurable *and* meaningful or important. Don't shy away from areas that are hard to measure if they are important to your role. For example, the areas that you may find hardest to measure for the purposes of your own self assessment may be:
 - High level complex decisions (if available you may require reference to TV coverage / slow motion etc)
 - Where two officials decisions are contradictory (may require 3rd party analysis)
 - Conflict resolution (i.e. I think what I did was correct but there may have been avoidable consequences like a misconduct card, again another persons analysis / discussion)
 - Decision making process (did I look at all the alternatives, especially where the order of events is complicated etc, Video, role play may be used)
3. Technically perfect goals are great, but it's more important that you understand what each goal means and how it links to the enjoyment of the game for players and spectators. For example, if you're technically correct every time you blow the whistle which sees you blow the whistle every 30 seconds – where's the fun for all involved?
4. Even goals that are phrased perfectly are useless unless there is communication about those goals throughout the year. Share your targets with family, friends and other officials. They'll help keep you focused by simply checking in on your progress.
5. Two major reasons for having goals are to allow officials to monitor themselves during the year and to form the basis for discussions during the year to identify and remove any barriers to achieving the goals.
6. The process of setting individual performance goals should take place at the start and end of each season and revisited regularly.
7. Performance goals should specify the results the official is expected to achieve rather than how the results are to be achieved. Everyone has their own methods and will follow their own path. If your path leads you to achieving those goals then whose to say you didn't do it right?
8. Shift your thinking about performance goals from using goals to *evaluate* performance to using goals to *aim* and *guide* performance. Proper aiming and guiding means you need to evaluate less.
9. It's possible to generate dozens, sometimes hundreds of goals for an official. Clearly the cost and effort of doing so can outweigh the benefits. Strive to cover the *important* functions. Try to limit the number of goals to 10 or so, with those goals covering at least 80% of what the official does most of the time.
10. Goals should not be etched in stone. The world is fast paced and changes often. It's not uncommon for people to modify or even completely remove some goals during the year. Priorities change.