



DIOCESE OF NASHVILLE

OFFICE OF HUMAN RESOURCES

2800 McGAVOCK PIKE
NASHVILLE, TN 37214-1402
615.383.6393
dioceseofnashville.com

MEMORANDUM

TO: All Mission Support Directors

FROM: Julie Perrey, Vice Chancellor/Chief Mission Integration Officer

DATE: July 12, 2021 

RE: 2021-2022 Goal Setting

Attached you will an overview and several supporting documents for this year's Goal Setting Process for the 2021-2022 Fiscal Year. Included in these documents are the timeline, goal examples and the 2021-2022 Individual Goal Form. The goal form is for you to develop your performance goals as well as your individual development goal. You will use this same form with your staff to develop their 2021-2022 goals. The 4-5 performance goals will be written based on an expected outcome prior to December 31, 2021. In November, you will develop goals for the January 1 - May 16, 2022 timeframe.

All goals will use the "SMART" Technique meaning they are **Specific, Measurable, Actionable, Relevant and Timely**. They will support the Core Strategy Elements of your division's 2022 Ministry & Stewardship Discipline. As you and your staff develop each of their goals, you align them with your goals and the Discipline. Examples of these goals are attached providing samples of an executive leader and a manager goal.

For more information on how to develop your SMART Goals, please complete the BizLibrary course "Setting Smart Goals for Success." This 5-minute course will provide you with the basis of how to establish the goals.

Additionally, each MSO employee will have a goal that is related to their individual development. This goal should address training, education or other methods to grow as an individual either in their job skills or development as a leader within the diocese. All of our employees should be seen as a leader in their role at the MSO by members of the diocese. A sample of these goals are also attached.

Please submit your goals to Gail.Coates@dioceseofnashville.com by end of business July 30, 2021. Ms. Coates will be contacting you to establish an appointment to meet with Chancellor/COO Cooper to discuss your goals during August 2 - 13, timeline.

Please contact me if you have any questions or need further assistance.



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INDIVIDUAL GOALS 2021-2022 TIMELINE

July 12	Distribution of material to all MSO directors
July 13	Goal setting process begins: Chiefs & Directors meet with direct reports to discuss and begin the goal planning process.
July 30	All MSO Chiefs & Directors' goals sent to Gail Coates
August 2-13	Chiefs & Directors meet with Brian Cooper to discuss goals
August 13	All MSO employees' goals finalized & copy sent to Kathy Wright
October 1-15	Goals reviewed with direct supervisor to discuss progress and next steps.
November 1-12	Goals for January - June 2022 developed
November 12	Chiefs & Directors' goals sent to Gail Coates
November 15-30	Chiefs & Directors' goals for January - June 2022 discussed with Brian Cooper.
November 30	All MSO employees' January - June 2022 goals finalized & copy sent to Kathy Wright
January 3- 14	All MSO employees' July - December goals final report completed and discussed with direct supervisor.
January 14	All MSO employees' final reports sent to Kathy Wright.
March 1 - 15	January - June Goals reviewed with direct supervisor to discuss progress and next steps.
May 16 -31	All MSO employees January - June 2021 goals final report completed and discussed with direct supervisor.
June 1	All MSO Employees' final reports sent to Kathy Wright.
June 1-10	Annual review process Begins

Performance and Individual Development Goal

S.M.A.R.T. Goal Examples

Individual Development Goal:

Position: Director of Human Resources

Development Outcome:

Attend a minimum of two learning opportunities with a focus on the best practices in creating employee engagement.

Individual Development Goal:

Position: Human Resources Service Manager

Development Outcome: Attend a minimum of two learning opportunities with a focus on employee engagement.

Performance Goal:

Position: Director of Human Resources

Work Outcome: Develop and implement the Diocese of Nashville Employee Engagement Survey to be distributed to all MSO employees by October 1, 2021.

Aligns with 2022 Stewardship Plan Core Strategy Element:

Employee Engagement: Recognize and unleash our team's talent so that they will volunteer their best efforts and energies at work.

Action Steps:

- Review previous MSO Employee Survey materials.
- Research best in class Employee Engagement Surveys.
- Determine questions to be included in survey.
- Determine and use best instrument to distribute/collect surveys and results.
- Distribute surveys to all MSO employees.

Reporting Results:

Monthly update to Chancellor/Chief Operating Officer. Compile results and provide report of findings to MSO Executive Leadership.

Performance Goal:

Position: Human Resources Services Manager

Work Outcome:

In collaboration with the Director of Human Resources, develop and implement the Diocese of Nashville Employee Engagement Survey to be distributed to all MSO employees by October 1, 2021.

Aligns with 2022 Stewardship Plan Core Strategy Element:

Employee Engagement: Recognize and unleash our team's talent so that they will volunteer their best efforts and energies at work.

Action Steps:

- In collaboration with the Director of Human Resources develop timeline and responsibilities of the Employee Engagement Survey.
- Research best in class Employee Engagement Surveys.
- Recommend to Director of Human Resources questions to be used in engagement survey.
- Create survey using selected instrument to distribute/collect surveys and results.
- Distribute surveys and collect results.

Reporting Results:

Status report of project and timeline to Director of Human Resources by the end of each month.



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INDIVIDUAL GOALS 2021-2022
July 1, 2021 – December 31, 2021

Employee Name:

Position Title:

Employee Division

Fiscal Year:

2022

Mission/Vision

Mission: Living and proclaiming the good news of Jesus Christ, welcoming all.

Vision: Double the Catholic population of individuals registered in our parishes to 7.5% of the overall population of Middle Tennessee.

Guiding Principles:

Fidelity to God and His Church
Solidarity with all Humanity
Respect for Life
Service to One Another through Love

Individual Development Goal:

Performance Goals:

1. **Work Outcome:**

Aligns with 2022 Stewardship Plan Core Strategy Element:

Action Steps:

Reporting Results:

2. Work Outcome:

Aligns with 2022 Stewardship Plan Core Strategy Element:

Action Steps:

Reporting Results:

3. Work Outcome:

Aligns with 2022 Stewardship Plan Core Strategy Element:

Action Steps:

Reporting Results:

4. Work Outcome:

Aligns with 2022 Stewardship Plan Core Strategy Element:

Action Steps:

Reporting Results:

5. Work Outcome:

Aligns with 2022 Stewardship Plan Core Strategy Element:

Action Steps:

Reporting Results: