PACE UNIVERSITY

Human Resources

# How to Write Goals Using the

# "What, How, Who, When, To What Extent" Formula

Use the five elements below to structure a goal that is clear, focused, and results driven.

### 1. WHAT – What is the specific task, responsibility, or outcome?

Define exactly what needs to be accomplished.

Use action verbs like: develop, implement, complete, launch, improve, etc.

**Example**: "Develop a new onboarding process…"

### 2. HOW – How will the goal be achieved?

Outline the method, approach, tools, or strategy you'll use to accomplish it.

**Example**: "…by collaborating with department managers and using employee feedback…"

### 3. WHO – Who is responsible or involved?

Identify the person(s) responsible for the goal.

This could be "I", "my team", "the department", or include specific collaborators.

**Example**: "…with input from HR and the training coordinator…"

### 4. WHEN – What is the timeline or deadline?

Specify when the goal will be completed (e.g., within a set timeframe or milestone).

Avoid vague phrases like "soon" or "ASAP."

**Example**: "…within the next phase of the project."

### 5. TO WHAT EXTENT – What is the measurable outcome or success criteria?

Describe the desired result or how success will be measured.

Use percentages, numbers, quality benchmarks, or other quantifiable metrics.

**Example**: "…to reduce onboarding time by 20%."

### Full Goal Example (Putting it All Together)

"Develop a new onboarding process (what) by collaborating with department managers and using employee feedback (how), with input from HR and the training coordinator (who), within the next phase of the project (when), to reduce onboarding time by 20% (to what extent)."

### Tips for Writing Effective Goals

- Keep them SMART: Specific, Measurable, Achievable, Relevant, Time-bound.
- Use clear and active language.
- Align goals with team or organizational objectives.
- Review and adjust if circumstances change.