HUIT Goal Setting

FY23: Objectives & Key Results
Simplifying our FY23 goals

For FY23, HUIT Senior Leadership met to discuss how to better curate, align and focus the work of our service teams by identifying a smaller set of goals.

Our objective is to define goals that are:

- Simple and focused
- Designed to enable cross organizational alignment and advancement
- Metrics driven
A New Framework

The Objective and Key Result (OKR) framework is a collaborative goal setting methodology to set aspirational goals with measurable results.

**Foundational elements:**

**OBJECTIVES (WHAT):**
Qualitative, aspirational statements meant to inspire action and change.

**KEY RESULTS (HOW):**
Quantitative targets used to measure the success of the objective.

Approach

Define Objectives

✓ Select new goal framework (4/7)
✓ Facilitate the creation of 3 HUIT-wide objectives during the SLT retreat (6/28)

Identify Key Results

✓ Create 3, measurable results for each objective (6/28)
✓ Refine and ensure metrics are clearly defined (6/30)

Communicate & Align

✓ Communicate FY23 goals at the HUIT Town Hall (7/19)
● Conduct SLT-led working sessions with service areas to align team planning (by 8/31)

Track & Measure progress

● Institute quarterly goal check-ins at the SLT (starting in 12/22)
● Publish progress and conduct retrospective assessment (starting in 1/23)
# Objectives and Key Results - FY23

## Foster an inclusive HUIT workplace that enables staff to thrive.

**KEY RESULTS:**

1. Measure staff engagement by utilizing qualitative and quantitative tools (e.g., staff surveys, stay conversations, training utilization) and create recommendations (by 12/22)

2. Provide time for professional development opportunities for all staff in FY23, and most specifically for EDIB (by 6/23)

3. Launch the Staff Council and Emerging Technology and Innovation Program (by 9/22)

## Ingrain privacy and security best practices into Harvard's culture and work

**KEY RESULTS:**

1. Deliver campaign and training to increase privacy awareness (10/22) and integrate privacy into policies and services across Harvard (2/23)

2. Provide an architectural assessment and plan for obtaining zero trust for Harvard systems and end points (assessment and plan by 12/22)

3. Reduce our high and critical severity vulnerability count by 75% across Harvard managed servers according to policy (by 12/22)

## Achieve operational excellence across our services

**KEY RESULTS:**

1. Create a refined service catalog with improved navigation, SLAs, and cost models for internal and externally facing services (by 6/23)

2. Develop a plan for automation in each service area for critical, frequently used or heavily manual workflows (by 6/23)

3. Identify 20 candidate services that are “at risk” or “unsustainable” and produce action and/or remediation plans (by 12/22)