What are SMART Goals?

Specific

- When setting a goal, be specific about what you want to accomplish.
- Specific is the Who, What, When, Why, of the S.M.A.R.T. model.
- Goals should be simplistically written and clearly define what the employee is going to do.
- Who- Consider who needs to be involved to achieve the goal.
- What- Think about exactly what are you trying to accomplish and be detailed.
- When- You will get more specific on this question under the time-bound section of defining SMART goals but you should set time frame.
- Why- What is the reason for the goal?

Measurable

- Once you have clarity on precisely what you want to achieve, you need to quantify your goal.
- What metrics are you going to use to determine if you meet the goal? This makes a goal more tangible because it provides a way to measure progress.
- Quantifying will help track progress so you can determine how far you must go before achieving your goal.
- Making your goal measurable by saying that you're aiming for an improvement of X% helps you track your progress.

Achievable

- This focuses on how important a goal is to you and what you can do to make it attainable and may require developing new skills and changing attitudes.
- The goal is meant to inspire motivation, not discouragement.
- Think about how to accomplish the goal and if you have the tools/skills needed.
- If you don't currently possess those tools/skills, consider what it would take to attain them.

Relevant

- Relevance refers to focusing on something that makes sense with the broader business goals.
- If you're setting a goal to improve your employee retention, how does it help the company achieve its business goals?
- Make sure the goals you set for your team are relevant for the current state of your company, and that they will help achieve the company's overall objectives.

Time Bound

- Providing a target date for deliverables is imperative.
- Ask specific questions about the goal deadline and what can be accomplished within that time period.
- If the goal will take three months to complete, its useful to define what should be achieved half-way through the process.
- Providing time constraints also creates a sense of urgency.

How to Write SMART Goals: A Guide for Managers and Employees

What are SMART GOALS?

A S.M.A.R.T goal is defined as one that is specific, measurable, attainable/aligned, realistic/relevant, and time bound. Designed to foster clear and mutual understanding of what constitutes expected levels of performance and successful professional development. The concept of writing SMART goals is very important for accomplishing individual goals, which in turn are linked to department, division, and university goals. It is critical for ensuring good communication between employees and supervisors so there are no surprises during annual performance evaluations.

Where to start?

1. Start by thinking about your whole job and the broad areas of responsibility and results for which you are accountable.
2. Develop a goal statement for each area. To get the scope right, remember to focus on end results, not tasks.
3. Goals should be high level enough to encompass the core outcomes for which you are responsible, but specific and clear enough so you will be able to measure success.
4. Goals should be on-going job responsibilities and any new projects, assignments, priorities, or initiatives that are specific to this performance cycle.
5. Having too many goals can be an indicator that your goals are scoped at allow level and are focused more on tasks than on end results.
6. If it seems that your goals are becoming too numerous and task-oriented, it may be helpful to consider combining several goal statements into a broader outcome area.

Specific: Goals should be simplistically written and clearly define what the employee is going to do. Specific is the Who, What, When, and Why of the S.M.A.R.T. model.

- ➢ **Example:** By August 1, 2019, implement a new performance management system for Classified and A&P staff using clearly defined processes and guidelines so employees and managers can more competently evaluate performance and establish career development paths.

- ➢ **Explanation of Example:**
- • "Implement a new performance management system for Classified and A&P staff
- • "Classified and A&P staff" = what
- • "Using clearly defined processes and guidelines" = how
- • "So, employees and managers can competently evaluate performance and establish career development paths" = why

Measurable: Goals should be measurable so that there is tangible evidence that the employee has accomplished the goal. Usually, the entire goal statement is a measure for the project, but there are usually several short-term or smaller measurements built into the goal.

➢ **Example:** By August 1, 2019, implement a new performance management system for Classified and A&P staff using clearly defined processes and guidelines so employees and managers can more competently evaluate performance and establish career development paths.

➢ **Explanation of Example:** The essential metric is whether the system is operational by August 1st.

Attainable/Aligned: Goals should be achievable; they should stretch the employee slightly to feel challenged but defined well enough so that the employee can achieve them. The employee must possess the appropriate knowledge, skills, and abilities needed to achieve the goal.

➢ **Example:** By August 1, 2019, implement a new performance management system for Classified and A&P staff using clearly defined processes and guidelines so employees and managers can more competently evaluate performance and establish career development paths.

➢ **Explanation of Example:** For an employee to reach this goal, the employee must have a skill set, that allows the employee to understand the nature of the goal, and the goal must present a large enough challenge for the employee to remain interested in and committed to accomplishing it.

Realistic/Relevant: Goals should measure outcomes, not activities.

➢ **Example:** By August 1, 2019, implement a new performance management system for Classified and A&P staff using clearly defined processes and guidelines so employees and managers can more competently evaluate performance and establish career development paths.

➢ **Explanation of Example:** The result of this goal is a process that allows employees and managers to evaluate performance and develop their careers, not the individual activities and actions that occur to make the goal a reality more competently.

Time-bound: Goals should be linked to a timeframe that creates a practical sense of urgency, or results in tension between the current reality and the vision of the goal. Without such tension, the goal is unlikely to produce a relevant outcome.

➢ **Example:** By August 1, 2019, implement a new performance management system for Classified and A&P staff using clearly defined processes and guidelines so employees and managers can more competently evaluate performance and establish career development paths.

➢ **Explanation of Example:** August 1, 2019, provides the employee with a time-bound deadline.

SMART Goal Questionnaire

Specific: What will the goal accomplish? How and why it will be accomplished?

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_____

Measurable: How will you measure whether the goal has been accomplished? What will indicate progress towards the goal being made?

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Achievable: Is this goal achievable? Is the time-frame adequate for completion? Are there any resource needs?

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Relevant/Realistic: Is this goal worthwhile to the university? Is this goal in line with my job responsibilities and skill set?

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Time Bound: What is the established completion date and does that completion date create a sense of urgency?

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Revised Goal:

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