**SMART(ER) GOALS**

* **SPECIFIC** – *What needs to be accomplished? What outcomes?*

Although specific tasks can be included in the description, the emphasis should be on the overall deliverable, the end-product of the action. The specific details may come from your answers to the other SMARTER categories.

* **MEASURABLE** – *What data can be used to define success?*

How will you know that this has been accomplished? How can it be measured? You may be able to use quantitative metrics, such as customer satisfaction ratings or fund-raising target amounts, but there can also be qualitative outcomes, such as compliance requirements, like established report formats or design specifications.

* **ACHIEVABLE** – *Is this challenging, but realistic?*

If a goal is too easy to achieve, then it may not be an effective goal. At the same time, the outcome should not be too difficult to achieve. It may help to think about what level of outcome would not be value-added (too small a stretch for the employee) and what would be unattainable (too big a stretch for the employee).

* **RELEVANT** – *Does this align with broader goals/needs?*

There are lots of things employees could accomplish, and there are lots of goals that could be achieved, but are they necessary? For example, this happens a lot with data collection activities, customer satisfaction surveys, document tracking, logbooks, etc. In some cases, these are compliance-related, so there is relevance, but if it is not compliance-related but is being collected, how is it being used? If it isn’t, then the data collection activity is not aligned with business needs.

* **TIME-BOUND** – *What are the deadlines/milestones?*

Similar to the achievable aspect, it is reasonable that this goal can be completed in this performance cycle? If so, what are the deadlines? What key milestones can be defined to measure progress along the way (for example, quarterly updates)?

* **EXPECTATIONS** – *Is it ethical, exciting, and enjoyable?*

This is sometimes called the E3. Is the goal ethical? Does the goal generate some excitement in the employee or work unit (which is an indicator that it may be a worthwhile goal or fulfilling to complete)? And, is it enjoyable for the person(s) who have to accomplish it? The more invested an employee is in achieving a goal, the more likely the goal will be accomplished and completed well. This is not always possible, not all goals are “fun,” but this gives the supervisor some awareness of how much additional support and encouragement might be needed to help the employee succeed.

* **RESOURCES** – *What will be provided to assist this endeavor?*

There are lots of great goals out there, but if employees don’t have access to the resources they need to accomplish them, then they won’t get very far. The outcomes of the goal need to be consistent with the resources available, and employee may need guidance to know what is available to them.

**S.M.A.R.T.E.R. Goal Development Worksheet**

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| --- | --- |
| **SPECIFIC What needs to be accomplished?  What outcomes?** |  |
|  |  |
| **MEASURABLE What data can be used  to define success?** |  |
|  |  |
| **ACHIEVABLE Is this challenging,  but realistic?** |  |
|  |  |
| **RELEVANT  Does this align with broader goals/needs?** |  |
|  |  |
| **TIME-BOUND What are the deadlines/ milestones?** |  |
|  |  |
| **EXPECTATIONS Is it ethical, exciting, and enjoyable?** |  |
|  |  |
| **RESOURCES What assistance will be provided for this?** |  |
|  |  |
| **FINAL DRAFT FOR GOAL:** | |
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