

SMART Goals

Goals should be written so that they describe how the results are to be obtained, how results will be measured, and when the work will be done: They should be **SMART**:

Specific (Use an action verb, e.g., to develop..., to design..., to implement..., to produce...):

Make sure the goal specifies what needs to be done, with a timeframe for completion, e.g., *resolve student complaint on bursar's charges within 24 hours of receipt*.

- Definition of how and what needs to be done
- Clear Understanding

Measurable (Contains numeric or descriptive measures that define quantity, quality, and cost):

How you will know your employee has been successful in meeting this goal, e.g., *Process course grades by end of finals week*.

- Behavior: observable actions
- Quantity: number or amount
- Quality: how well the result meets the criteria; what it's like when it's right
- Cycle time: time from request to completion
- Efficiency: resources used to get the result
- Flexibility: will accommodate special needs

Achievable (Within employee's control and influence; a "stretch" yet feasible):

Is the goal achievable by your employee? Can they complete the goal as you stated in the timeframe you originally outlined?

- Authority or control to meet the goal
- Influence to meet the goal
- Resources to meet the goal
- Environmental support to meet the goal

Results-Focused (Measures actual outputs or results, not activities, such as products, deliverables, and accomplishments)

Time-Bound (Identifies target date):

How often the employee should work on this task or by when the employee should accomplish this goal.

- Specific date
- Calendar milestone
- Relative to the achievement of another result

Examples of SMART Goals

- To reconcile the department financial reports by the fifteenth of every month with no increase in reconciliation errors.
- To install a new computer system by planning work so that one operator is online at all times, by November 1st.
- To reduce overtime in the department from 150 hours per month to 50 hours per month by the end of the fiscal year with no increase in incident reports.

Are These SMART Goals?

Read each statement below and determine if it is SMART. If not, why not?

Goal: To understand the student registration process by December 1, 20XX.

Is this SMART? No.

- “Understand” is not a results-focused output. Instead, consider what the understanding will enable the employee to do.
- Better to state: To register students using the new student registration process to be able to assist with registration on peak days by December 1st.

Goal: To improve team morale by the end of the calendar year.

Is this SMART? No.

- How does one measure team morale? Is this within the employee’s control and influence?
- Better to state: To research, develop, and submit recommendations for improving department communications by the end of the calendar year.

Goal: To become actively involved in Student Affairs restructuring process.

Is this SMART? No.

- What does actively involved mean? How will you measure this?
- Better to state: To represent the department in the restructuring process by attending restructuring team meetings ensuring the department’s interests and needs are addressed. Communicating issues that will affect department personnel in staff meetings, and alerting department managers when issues require their involvement. This will be done through the duration of restructuring process to ensure that the department needs are considered.

Goal – To learn Access database software by the end of the 1st semester.

Is this SMART? No.

- What’s really the goal? Is it “to learn” access or to actually apply it?
- Better to state: To develop a student database using access software that will include demographic and contact information. The database will be tested by the end of the 1st semester and implemented for department use by Jan 9th. This will allow department to contact students at start of second term.

Keys for Developing SMART Goals and Duties

For each goal or duty, answer the following questions:

What? Describe what the result or accomplishment will be.

How? Describe the process you will take to achieve your goal.

Why? Describe why this particular goal/duty is important or relevant.

When? Establish when the goal/duty will be completed as well as any interim steps

Action Item #1

Area or issue I would like to address / improve upon: _____

Some specific examples of why this is a concern for me/my organization/the fraternity and sorority community are: _____

My SMART goal for addressing this concern is: _____

The people and/or resources which can help me address this concern are: _____

The challenges and/or obstacles I might encounter in addressing this area of concern are: _____

I will know I have been successful in addressing this area of concern when I/my organization/the fraternity and sorority community: _____

My time line for addressing this action item is: _____

Action Item #2

Area or issue I would like to address / improve upon: _____

Some specific examples of why this is a concern for me/my organization/the fraternity and sorority community are: _____

My SMART goal for addressing this concern is: _____

The people and/or resources which can help me address this concern are: _____

The challenges and/or obstacles I might encounter in addressing this area of concern are: _____

I will know I have been successful in addressing this area of concern when I/my organization/the fraternity and sorority community: _____

My time line for addressing this action item is: _____

Action Item #3

Area or issue I would like to address / improve upon: _____

Some specific examples of why this is a concern for me/my organization/the fraternity and sorority community are: _____

My SMART goal for addressing this concern is: _____

The people and/or resources which can help me address this concern are: _____

The challenges and/or obstacles I might encounter in addressing this area of concern are: _____

I will know I have been successful in addressing this area of concern when I/my organization/the fraternity and sorority community: _____

My time line for addressing this action item is: _____