S.M.A.R.T. Goals

ANNUAL PERFORMANCE EVALUATION GUIDE

The following information is a guide for your consideration to assist in setting S.M.A.R.T Goals during an Annual Performance Evaluation. It is not absolute…it is simply a guide.

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Setting S.M.A.R.T. Goals – use the S.M.A.R.T. formula:

S ⟹ Specific
M ⟹ Measurable
A ⟹ Attainable
R ⟹ Relevant
T ⟹ Trackable

Specific – Precise Terms – Targeted

The goal should define specific results and provide concrete details on what is to be achieved.

Measurable – How much of what and by when – Means for tracking

When writing the goal, define how you and your manager can measure its success. There are several ways to measure goals:

a. Behavior: Observable change in an employee's actions.
b. Quantity: A numerical increase or decrease.
c. Quality: How well the result meets the criteria set in a goal.
d. Cycle time: Time from request to completion: processing time.
e. Efficiency: Resources (time, budget) applied to achieve the result.

Attainable – Achievable

Goals should be challenging and go beyond your day-to-day duties and at the same time be achievable.

Relevant – Links to results – Results Based

When writing, state the results to be achieved rather than the activity or work

processes leading to those results. Focus on what you are responsible for accomplishing.

Trackable – timeframe for action or completion dates (long- or short-term goal)

Establish a time limit. State the date which results must happen or for ongoing expectations, specify how often the goal or expectations must be met as well as how often it will be reviewed.

Example S.M.A.R.T. Goals

- To reconcile the department financial reports by the fifteenth of every month with no increase or a decrease in reconciliation

- To lead the assessment and redesign of the department's webpage in order to create a professional and resident-focused website. Develop, revise, and design by September 2019.

- To reduce overtime in the department from 150 hours per month to 50 hours per month by the end of the fiscal year.

Performance Goals

Performance Goals are the "what" you are working to accomplish. They are tied to departmental and organizational strategic priorities. Below is an example of a performance goal:

- Implement an enhanced billing management process through web-based technology by April 30th. Develop a master design document, and creating stakeholder buy-in and awareness. Ensure functionality of system and new form. Develop the communication and implementation plan for the new process by the end of September. Ready for delivery in mid-October.

Development/Personal Goals:

Development/Personal goals focus on an area you want to develop in order to grow in your job or advance in your career. Below is an example of a development goal:

- To increase my effectiveness in giving presentations I will join Toastmasters by March 31 and attend at least 6 monthly meetings by end of the year. I will ask for feedback using the Toastmasters format on my presentations after each staff meeting during the year.

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The following are components of an effective goal – one that describes performance standards that will "tell uswhat good behavior looks like." The SMART acronym can help us remember these Components:

- **S**pecific -- The goal should identify a specific action or event that will take place.

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- **M**easurable -- The goal and its benefits should be quantifiable.
- **A**chievable -- The goal should be attainable given available resources.
- **R**ealistic -- The goal should require you to stretch some, but allow the likelihood of success.
- **T**imely -- The goal should state the time period in which it will be accomplished.

Here are some tips that can help you set effective S.M.A.R.T. goals:

1. Develop several goals. A list of five to seven items gives you several things to work on over a period of time.

2. State goals as declarations of intention, not items on a wish list. "I want to apply to three schools" lacks power. "I will apply to three schools," is intentional and powerful.

3. Attach a date to each goal. State what you intend to accomplish and by when. A good list should include some short-term and some long-term goals. You may want a few goals for the year, and some for two- or three-month intervals.

4. Be specific. "To find a job" is too general; "to find and research five job openings before the end of the month" is better. Sometimes a more general goal can become the long-term aim, and you can identify some more specific goals to take you there.

5. Share your goals with someone who cares if you reach them. Sharing your intentions with your parents, your best friend, or your teacher will help ensure success.

6. Write down your goals and put them where you will see them. The more often you read your list, the more results you get.

7. Review and revise your list. Experiment with different ways of stating your goals. Goal setting improves with practice, so play around with it.

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Writing an Effective S.M.A.R.T. Goal Statement

Rules for writing S.M.A.R.T. goal statements:

1. Use clear, specific language.
2. Start your goal statement with TO + a VERB
3. Write your goal statement using SMART Goal Criteria
4. Avoid using negative language. Think positive!

An example of a S.M.A.R.T. goal statement:
- *To run the mini marathon in May and complete the 10 mile race in under 1 hour to beat my personal best time.*

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Notice how the above example begins with the word "To", includes the verb "run", and tells what (the marathon), why (to beat personal best time) and when (May).

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Activity
Use this worksheet to identify the specific S.M.A.R.T. criteria you will use to write your goal statement.

What is your basic goal? _____

1. Is it **Specific?** (Who? What? Where? When? Why?)

2. Is it **M**_easurable?_ How will I measure progress? (How many? How much?)

3. Is it **Attainable?** (Can this really happen? Attainable with enough effort? What steps are involved?)

4. Is it **Realistic?** (What knowledge's, skills, and abilities are necessary to reach   this goal?)

5. Is it **Timebound?** (Can I set fixed deadlines? What are the deadlines?)

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My S.M.A.R.T. Goal Statement
Use the S.M.A.R.T. worksheet you just completed and the rules above for writing a goal statement. This should be a work-related goal that you would like to achieve in 12 months or less. Repeat this exercise as needed to write other goal statements.