ESTABLISHING SMART GOALS

The key to delivering a feedback-rich cycle is the development of SMART goals. SMART goals must be developed through an interactive discussion involving both staff and supervisor. Both must agree on the goals and ensure that the goals align with the goals and strategic initiatives of the school, unit, or department, and those of the University.

SMART Goals
Goals should describe accomplishments, not activities. Division, department, team, and individual goals should be:

Specific: Goal objectives should address the five Ws... who, what, when, where, and why. Make sure the goal specifies what needs to be done with a timeframe for completion. Use action verbs, such as create, design, develop, implement, and produce.
Example: Develop an action plan in response to the Mini “Pulse” Survey results by September 30, 2015.

Measurable: Goal objectives should include numeric or descriptive measures that define quantity, quality, and cost. Focus on elements such as observable actions, quantity, quality, cycle time, efficiency, and/or flexibility to measure outcomes, not activities.
Example: Update ten HR policies and procedures each month.

Attainable: Goal objectives should be within the staff member’s control and influence. Is the goal achievable with the available resources? Is the goal achievable within the timeframe originally outlined? Consider authority or control, influence, resources, and work environment support to meet the goal.
Example: Obtain the PHR certification by December 2015.

Relevant: Goals should be instrumental to the mission of the school, unit, or department, and the University. Develop goals that relate to the staff member’s key accountabilities or link with departmental goals that align with the institutional agenda.
Example: Develop and implement a diversity recruitment plan that increases the number of diversity candidates by 10 percent.

Time-bound: Goal objectives should identify a specific target date for completion and/or frequencies for specific action steps that are important for achieving the goal. Incorporate specific dates, calendar milestones, or timeframes that are relative to the achievement of another result (i.e., dependencies and linkages to other projects).
Example: Conduct a compensation equity audit for each campus every quarter.