JOB AID FOR MANAGERS: SMART GOALS

WHAT ARE SMART GOALS?

- Statements that are results-based and geared towards achieving a benchmark, milestone or accomplishment
- Statements that are clear for both the employee and manager to pick up and understand, without an abundance of context. Expectations of performance level and indicator(s) of success are built in
- Should be specific to the determined performance cycle
- Numeracy of goals depends on number of buckets, complexity of responsibilities and place in organization. Should not be too many (more than 5-7), because then they are likely more tasks than goals
- Too many tasks and not enough goals indicates a workload issue that would need to be addressed separately

SMART Method		
S	Specific	What will be accomplished? What actions will you take?
M	Measurable	What data will measure the goal? (How much? How many? How well?)
A	Achievable	Is the goal doable? Do you have the necessary skills and resources?
R	Relevant	How does the goal align with broader goals? Why is the result important?
T	Time-Based	What is the time frame for accomplishing the goal? Is it reasonable?

WHAT ARE *NOT* SMART GOALS?

- They are not just statements
- They are not action items; unattached to a goal
- They are not copied and pasted from previous year's performance evaluation
- They are not requests

Adapted from the University of California *SMART Goals: A How to Guide* https://www.ucop.edu/

WHAT IS THE DIFFERENCE BETWEEN PERFORMANCE AND DEVELOPMENT GOALS?

Performance	Development
• Appropriate to the level of the position • Related to job responsibilities and deliverables • Aligned to higher level goals • Focus on the day-to-day not, not just above and beyond	• Learning-oriented • Support higher level performance in the employee's current job and career advancement

WHY ARE PERFORMANCE GOALS IMPORTANT?

1. Setting clear and concise expectations at the performance review cycle creates a reasonable roadmap for both the manager and staff member
2. Effective and proper goal setting and achievement can divert an employee and manager from needing progressive discipline
3. Goal setting can help with the accountability loop for both manager and employee
4. Opportunity to celebrate accomplishments

WHY ARE DEVELOPMENT GOALS IMPORTANT?

1. Continuous learning is a key indicator of high performing individuals
2. Development goals can help employees hone industry standardized skills, or learn new skills that will position them for growth
3. Employees who feel their employer has an interest and concern for their development are proven to be more engaged and committed to their organization

WHERE DO YOU START?

1. Look at the job and separate out areas of responsibility in broad areas or "buckets" of responsibility
2. Create a list of results the employee is responsible and held accountable for in each bucket
3. Using the formula below, develop a performance goal for each bucket – focus on end result, not task

SMART GOAL FORMULA

Goal Statement	What makes it SMART
Do _____ . . .	Specific action taken
in order to _____ . . .	to accomplish Measurable, Relevant result
By _____	Within certain Time frame
And make sure it's achievable! (realistic time frame, sufficient resources, feasible target)	

LET'S BREAK IT DOWN!

"S" Specific Action

- The goal should indicate your role and responsibility
- The "S" of the goal should also help indicate whether the goal relates to an ongoing responsibility or a new project

"S" actions may include:					
Oversee	Update	Write	Supervise	Develop	Provide
Coordinate	Upgrade	Process	Manage	Create	Maintain
Support	Evaluate	Dispatch	Plan	Implement	Reconcile
Direct	Transition	Produce	Administer	Establish	Generate
"S" actions to avoid: *These words direct a result, but are not specific of the person's role in that direction or the specific action to accomplish the direction*					
Improve		Reduce		Increase	

"M" Measurement

- What does successfully completing the goal look like?
- What data, either qualitative or quantitative, could be used to prove success? Data and measurement are the most difficult aspect of performance planning. Nonetheless, the conversation is necessary.

Data Types	Data Collection Methods
Quality/accuracy rates	Automated reports
Quantity of …	Automated reports
Customer satisfaction rates	Survey results
Percentage on-time of services (turnaround times)	
Cost reduction efforts	
Time saved	

Adapted from the University of California *SMART Goals: A How to Guide* https://www.ucop.edu/

"A" Achievable

This is a gut-check component of the SMART goal and placed to ensure that the goal is realistic for an employee to accomplish, within reason. It can also be used to inspire performance.

Think about:

- How does someone accomplish the goal?

- Do they have the tools/skills needed?

- If not, consider what it would take to attain the skills. Perhaps, that should be the initial goal and scaffold the goals over time

"R" Relevant

This is all about alignment. The individual goal should align with the department goal, which should align with divisional goals and with the University imperatives. For example, an individual goal should not contradict division goals about timely customer service for assurance of graduation rate benchmarks.

"T" Time-Bound

Create benchmark dates that take into account workload and progress. Adding deliverables into an action plan is not a bad idea either.

Adapted from the University of California *SMART Goals: A How to Guide* https://www.ucop.edu/

Appendix

A. EXAMPLES OF SMART GOALS

Ongoing

- Provide high quality customer service resulting in a 90% customer satisfaction rating from external customers on accuracy, timeliness and courtesy measures on an ongoing basis.
- On an ongoing basis, reconcile the department financial reports by the 15th of every month with no increase in reconciliation errors.
- On an ongoing basis, accurately process and dispatch 95% of service requests received via phone, email and work order.
- Conduct education, monitoring and outreach to ensure that 95% of campus clients are utilizing the zone management program as a first-stop to Facilities customer service.
- Manage the department budget to stay within allocations and accomplish 85% of service results by the end of the fiscal year.
- Coach and support my direct reports resulting in attainment of 85% of all performance plan goals and feedback from direct reports that I provided them with clear expectations, meaningful feedback and fair performance evaluations by the end of the fiscal year.

New Project/Performance Cycle-Specific

- By March 2011, develop and implement a customer service plan that results in department staff reporting that they are clear about expectations for excellent customer service and have the skills and support to perform at that level and that results in customers reporting that they receive excellent customer service.
- 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.
- Develop a quality improvement process for the sanitary sewer system that reduces the failure rate to 1% by 12/31/19.
- By 11/30/19, update the employee handbook to include a process map for the top 10 most used processes.
- Conduct outreach and education that reduces the amount of non-process compliant requests by __% by June 30, 2020.
- Develop and implement vehicle replacement plan to increase the Average Fuel Economy to 30 Miles per Gallon by 2020 for Midsize and Compact Vehicles and to increase the average Miles per Gallon on the total fleet to 25 MPG by 2022.

Development Goals

- By June 30, 2020, develop and apply upgraded computer skills that enable me to produce budget reconciliation reports each month in a timely and accurate fashion.
- Develop and practice my coaching skills so that my direct reports report that they feel more satisfied with their work and able to perform at a higher level and such that I achieve a 30/70 split between coaching and doing by June 30, 2020.

Adapted from the University of California *SMART Goals: A How to Guide* https://www.ucop.edu/

B. Worksheet

Initial Goal (Write the goal you have in mind):

_____

1. Specific (What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this a goal?)

_____
_____
_____

2. Measurable (How can you measure progress and know if you've successfully met your goal?):

_____
_____
_____

3. Achievable (Do you have the skills required to achieve the goal? If not, can you obtain them? What is the motivation for this goal? Is the amount of effort required on par with what the goal will achieve?):

_____
_____
_____

4. Relevant (Why am I setting this goal now? Is it aligned with overall objectives?):

_____
_____
_____

5. Time-bound (What's the deadline and is it realistic?):

_____
_____
_____

S.M.A.R.T. Goal (Review what you have written, and craft a new goal statement based on what the answers to the questions above have revealed):

_____
_____
_____

Adapted from the University of California *SMART Goals: A How to Guide* https://www.ucop.edu/