

SMART Goals Toolkit

What Are SMART Goals:

An important part of managing an employee's performance is establishing goals for the upcoming year. This may include job deliverable and professional development goals. The purpose of setting these goals is not to detail daily activities, but to help define larger challenges that the employee will work toward over the upcoming year. To write effective goals, please utilize the SMART criteria:

- Specific
- Measurable
- Attainable
- Relevant
- Time Oriented

Creating SMART goals helps the employee and supervisor clearly understand what is expected from the employee in order to ensure that they are properly evaluated.

How To Write SMART Goals:

In order to be effective, every goal you write should adhere to each of the SMART criteria:

- **Specific:** The goal should define specific results and provide concrete details on what is to be achieved. For example, "Start writing a monthly department newsletter" is more specific than "Improve inter-department communication." ***What will you accomplish with your goal?***
- **Measurable:** When writing the goal, define how the employee and supervisor can measure its success. There are several ways to measure goals:
 1. Behavior: An observable change in an employee's actions
 2. Quantity: A numerical increase or decrease
 3. Quality: How well the result meets the criteria set in a goal
 4. Cycle time: Time from request to completion; processing time
 5. Efficiency: Resources (time, budget, people) applied to achieve the result***How will you measure the progress of your goal? Will you have people holding you accountable to your progress?***
- **Attainable:** The goal should be within the employee's reach in terms of time and resources. ***Is your goal attainable and do you have the time and resources to achieve it?***
- **Relevant:** The goal should be related to the County's mission, vision, and core strategies. ***How and why is this goal important?***
- **Time Oriented:** The goal should have a deadline or frequency attached. State the date by which results must happen, or, for ongoing expectations, specify how often the goal or expectation must be met as well as how often it will be reviewed. ***When will your goal be complete?***

Types Of SMART Goals: May include all area of performance appraisal: organizational culture, core value, job deliverables and professional development.

Job Deliverables Goals: Are the "what" the employee is working to accomplish and the "how" it relates to supporting a strong organizational culture and demonstrating core values behaviors. They are tied to departmental and/or County's strategic priorities.

Not SMART: Identify a departmental process for improvement.

Example SMART Job Deliverables Goal

SMART Goal – Specific	Measurable	Attainable	Relevant	Time Oriented
Complete process improvement (LEAN) for the departmental property inventory with no increase to the budget	Current and future state value stream mapping completed and future state implemented	Yes; in-house facilitators will coordinate the project	It will improve inventory accuracy and increase productivity	5/1/20XX

Professional Development Goals: Having professional development goals each year will allow an employee to learn new skills, support continuous improvement, enhance career advancement opportunities, and promote the delivery of exceptional customer service and County goal achievement.

Not SMART: Attend a class on Microsoft Excel.

Example SMART Development Goal

SMART Goal – Specific	Measurable	Attainable	Relevant	Time Oriented
Demonstrate proficiency in tracking and sorting employee training information	Microsoft Excel class completion Completion of spreadsheet	Evaluate in house training, webinar or other resources	Ensure accuracy of training records to ensure compliance	3/1/20XX