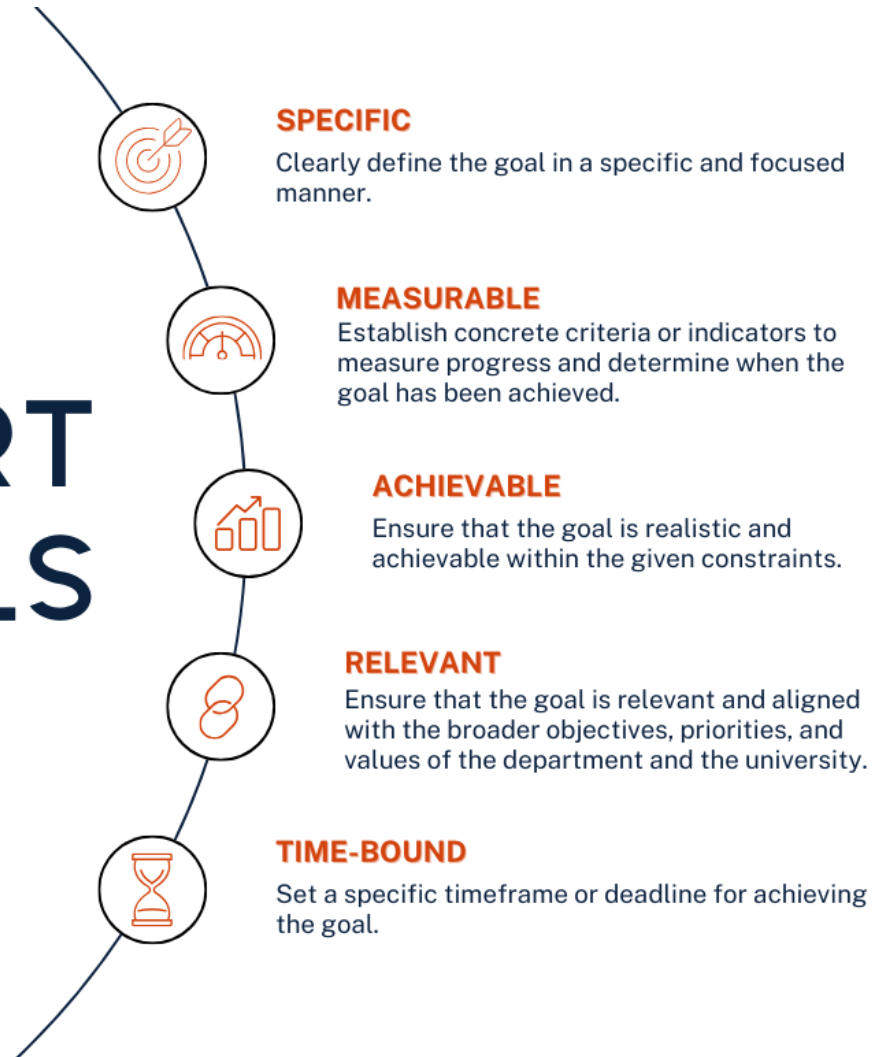


# Guide for Creating SMART Goals

# SMART GOALS



A SMART goal incorporates the criteria (shown in the graphic on the right) to help focus your efforts, develop reasonable objectives, and increase the chances of achieving your overall goals.

At the beginning of each performance evaluation period, you will work with your manager to set SMART goals. Each employee should enter **three to five goals**, which are strategically linked to department, division, and university goals.

On the following pages, you will see an example of a SMART goal and a more detailed explanation.

## Example Goal

*To improve customer satisfaction, I will decrease the average customer response time from 48 hours to 24 hours by creating a more efficient process for prioritizing needs and the assignment of service requests to be fully implemented by August 20XX.*

## Specific

Goals should be clearly defined in a specific and focused manner. Specific is the *what, why, and how* of the SMART model.

**Explanation of Example Goal:** This is very specific because it states:

- *what you will do* - decrease average response time to customer inquiries by 24 hours
- *why you will do it* - to improve customer satisfaction
- *how you will do it* -by creating a more efficient system for prioritizing needs and the assignment of service requests

## Measurable

Goals should establish concrete criteria or indicators to measure progress and determine when the goal has been achieved. There should be tangible evidence that you have accomplished the goal.

**Explanation of Example Goal:** This goal is measurable because the response time for each inquiry can be documented in a spreadsheet. At the end of each month an average can be calculated to determine if response times are decreasing.

## Achievable

Goals should be realistic and achievable within the given constraints. Goals should stretch your abilities but still remain possible. You can meet almost any goal when you have a solid plan and established timeframes.

Remember: *Achievable goals motivate; impossible goals demotivate.*

**Explanation of Example Goal:** This goal is achievable because analyzing, refining and creating a process to support customer service is appropriate within the given timeline.

## Example Goal

**This is the same example from the previous page and is provided again here for easy reference:**

*To improve customer satisfaction, I will decrease the average customer response time from 48 hours to 24 hours by creating a more efficient process for prioritizing needs and the assignment of service requests to be fully implemented by August 20XX.*

## Relevant

Goals should be relevant and aligned with the broader objectives, priorities, and values of the department and the university.

A relevant goal can answer "yes" to these questions:

- Does this seem worthwhile?
- Is this the right time?
- Does this align with the goals of my team or department?
- Am I the right person to reach this goal?

**Explanation of Example Goal:** Waiting for a person to answer questions or hear concerns is often one of the biggest complaints customers have so decreasing the time it takes for them to receive a response could positively impact customer satisfaction.

## Time-bound

Goals should be linked to a timeframe and have a deadline. Every goal needs a target date so that you have a deadline to focus on and something to work toward. This part of the SMART goal criteria helps to prevent everyday tasks from taking priority over your longer-term goals.

**Explanation of Example Goal:** Because it includes the phrase "*to be fully implemented by August 20XX*", this goal is time-bound.

See the next page for more examples of SMART goals.

# Examples of **SMART** Goals

Each position and department across the university will have unique SMART goals. Below are some examples.

- I will increase community engagement through the development and implementation of a department volunteer program by August 31, XXXX.
- By the end of the second quarter, I will implement a new budget template that will outline program expenses, such as tuition/fees, scholarships, stipends, grants, salaries, etc.
- By April 20XX, I will develop an online department manual which will include key policies and procedures for our department to standardize our operations and to assist in the onboarding of new employees.
- To support our college recruitment strategies, I will create a video that highlights the opportunities of enrolling in our college by the end of the Spring Semester 20XX.