Writing SMART Goals

Instructions for Writing SMART Goals for Step 3 in the Workday evaluation process

Set Review Content (Identify SMART Goals)

Staff Member

Purpose
To address all of your major job responsibilities as well as focus attention and resources on what is most important so that you can be successful in achieving your priorities.

Sample Verbs to Use for Goal Statements

<table>
<thead>
<tr>
<th>Administer</th>
<th>Evaluate</th>
<th>Plan</th>
<th>Supervise</th>
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<tbody>
<tr>
<td>Coordinate</td>
<td>Implement</td>
<td>Process</td>
<td>Support</td>
</tr>
<tr>
<td>Create</td>
<td>Maintain</td>
<td>Produce</td>
<td>Transition</td>
</tr>
<tr>
<td>Develop</td>
<td>Manage</td>
<td>Provide</td>
<td>Update</td>
</tr>
<tr>
<td>Direct</td>
<td>Overseen</td>
<td>Reconcile</td>
<td>Write</td>
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Where to Start
Think about your job description and the results for which you are accountable. Take note of the broad areas of responsibility for which you are accountable. Then develop a goal bucket, focusing on the results and not the tasks. The above-referenced verbs are sample actions for your goal statements.

Goals should be high level enough to encompass the core outcomes for which you are responsible, but specific and clear enough so you will be able to measure success. Goals should be based upon on-going job responsibilities and any new projects, assignments, priorities, and initiatives specific to the evaluation period.

Be mindful of having too many goals as that can be an indicator that your goals are scoped at too low a level and are focused more on tasks, than on end results. If that is the case it may be helpful to consider combining several goal statements into a broader outcome area. You should draft between three (3) and five (5) goals evaluation period.
Exactly what do I want to accomplish?
The goal should be simply written, well-defined and clear. It is not a detailed list of how you’re going to meet a goal, but it should include answers to the basic “W” questions: Who, What, Where, When, and Why?

How will I measure my progress during and/or after?
This is the source of information to measure or determine whether a goal has been successfully achieved. Sample data collection methods include reports, audits, tests, surveys, work product, or other document. Data types include, quality and accuracy rates, productivity rates, amounts produced, revenue generated, or customer satisfaction.

What are the logical steps I need to take?
Identify the activity and the tools or the means by which the goal will be accomplished. Examples include taking a course, attending a conference, participating in an online training, or utilizing a coach/mentor. Also, identify what support you anticipate receiving from your supervisor to complete the goal (i.e. release time, registration costs, etc.)

How is this in line with my job, my team’s, my department’s/ division’s and Furman’s strategic plan and mission
Weigh the importance of completing the goal as it pertains to alignment with the objectives of your job, department/ division, and University. Also, consider whether you have the prerequisite skills to complete the goal and if it is the appropriate time to complete the goal.

When will I complete this goal?
Set a target date to complete the goal. If the goal is on-going for a period of weeks or months, define what should be achieved at designated points in the process (i.e. at the 30-day mark, at the 60 day mark).
### Writing SMART Goals

**Examples**

<table>
<thead>
<tr>
<th>Specific</th>
<th>Measurable</th>
<th>Action-oriented</th>
<th>Relevant</th>
<th>Time-bound</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Implement a correspondence response plan that allows for students to receive communication from the department within two-business days. A success rate of 90% should be reflected in the response time log which is reviewed at the end of each month.&quot;</td>
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**What Next?**

Please use the SMART Goals Worksheet to help you draft your goals. It can be downloaded from the Annual Performance Evaluation section of the HR website.

The Office of Human Resources will notify you that **Step 2: Start Performance Review**, has been executed. **Staff members** shall then complete **Step 3: Set Review Content (Identify Goals)**.

**Questions?**

If you have any questions, please send an e-mail to humanresources@furman.edu.