



Writing SMART Goals

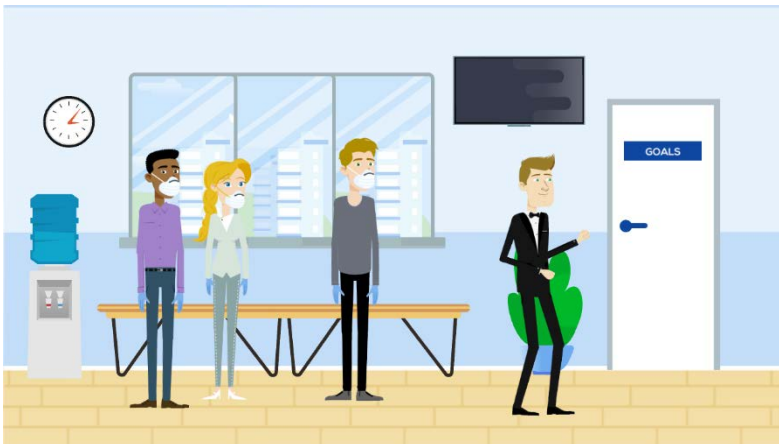
This guide is the print companion to the video tutorial, “Writing SMART Goals.” Additional instructional content for the Annual Performance Evaluation Process is available on the [Annual Performance Evaluation webpage of the Human Resources website.](#)

If you have other questions, please contact the [Office of Human Resources via e-mail](#) at humanresources@furman.edu.

Writing SMART Goals



When you say “goal setting,” staff members have varied responses – confusion, apathy, fear, some like the concept but don’t know where to start.



The objective of this presentation is to help staff members embrace goal setting – the foundation for successful performance.

TOPICS

- Purpose of SMART goals
- What SMART means
- Scope of goals
- Where to start
- How to write

We will cover the purpose of SMART goals, what SMART means, scope of goals,

Writing SMART Goals

TOPICS

- Purpose of SMART goals
- What SMART means
- Scope of goals
- Where to start
- How to write

where to start and how to write.

Purpose of SMART Goals



SMART goals are meant to address all of your major job responsibilities.

Goals are intended to focus attention and resources on what is most important so that you can be successful in achieving your priorities.

Scope of SMART Goals

**"VERB:
THAT'S
WHAT'S
HAPPENING"**

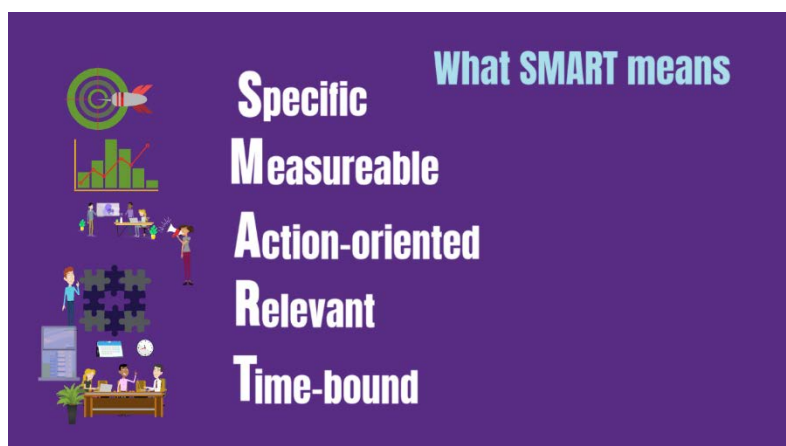


Those of a certain age will remember the Schoolhouse Rock about verbs. This is the 21st century version of the character from that song and the message is applicable to SMART goals – “Verb: That’s what’s happening.



The lyrics say “A verb expresses action, being, or state of being. A verb makes a statement. Yeah, a verb tells it like it is!”

Verbs such as “develop”, “implement”, “plan” and “write” are the action words – the verbs you want to use.



SMART is the acronym for Specific, Measurable, Action-Oriented, Relevant, and Time-Bound.



Start by thinking about your job description and results for which you are accountable.

Take note of the broad areas of responsibility for which you are accountable.

Writing SMART Goals

Where to Start, continued

Sample responsibilities include:



Cleanliness and
appearance



Correspondence
and literature

Partial sample responsibilities include:
Maintains the overall appearance by
(cleaning, polishing, waxing, etc...);
Prepare correspondence and designs
flyers for (students, alumni, faculty,
etc...);

Where to Start, continued

Sample responsibilities include:



Cleanliness and
appearance



Correspondence
and literature



Deposits and
other financial
related matters



Systems and
other machinery

Process all deposits for multiple
entities including (fees, tuition,
benefits, etc...); Manage the
implementation, training, and overall
administration care of systems and
machinery.

Where to Start, continued



Develop a goal statement for each
bucket.

Writing SMART Goals



Focus on end results not tasks.



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; and



Based upon on-going job responsibilities and any new projects, assignments, priorities, or initiatives that are specific to this evaluation period.

Writing SMART Goals



Be mindful of having too many goals...



It can be an indicator that your goals are scoped at too low a level and are focused more on tasks than on end results.

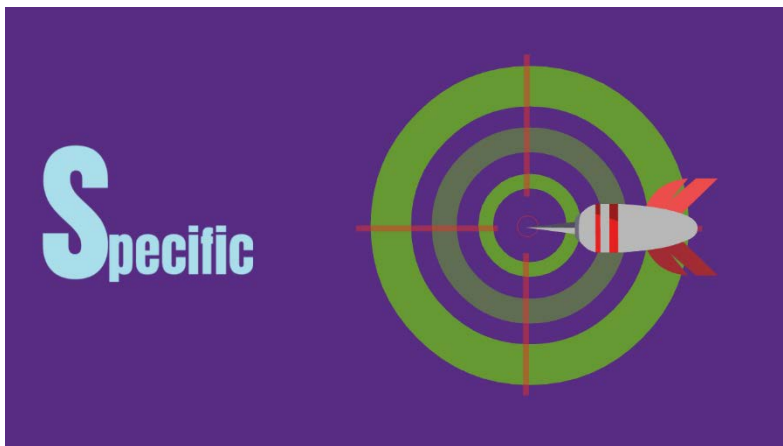


If it seems that your goals are becoming too numerous and task-oriented, it may be helpful to consider combining several goal statements into a broader outcome area.

Writing SMART Goals



Regardless of what your job is or the stage of your career, anyone can write a SMART goal.



The “S” in SMART is for specific. 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:

Writing SMART Goals



Consider who needs to be involved to achieve the goal (particularly when working on a group project).

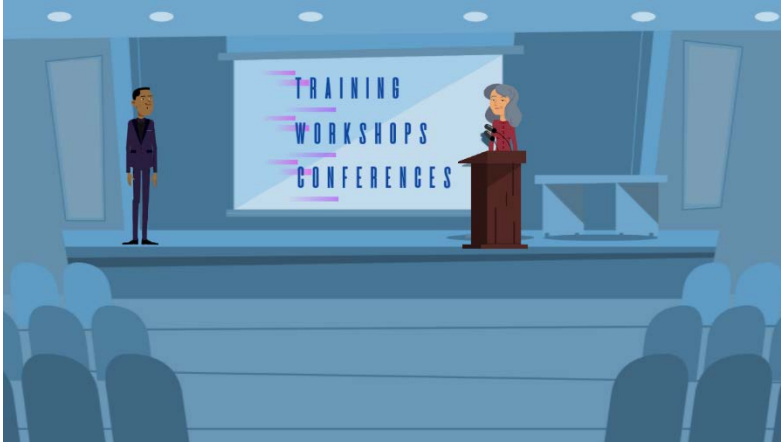


Think about exactly what you are trying to accomplish and don't be afraid to get very detailed.

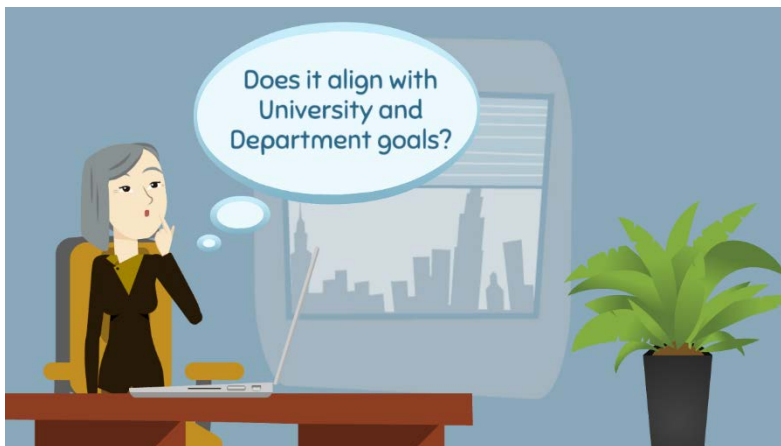


Consider when the goal can be accomplished. We'll talk more about this later.

Writing SMART Goals



Where may not always be applicable, however there may be a relevant event which requires out of town travel.



Think about why this goal is important and the reason you want to accomplish it. The reasons may include advancement, career development, and/or alignment with the department division or University.



Remember the verbs...the list did not include verbs like "improve," "reduce," or "increase," such as "improve customer service" or "reduce cost."

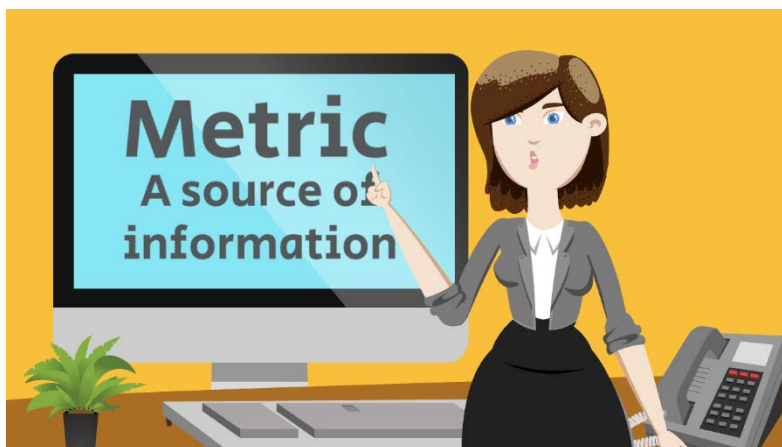
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These verbs imply the direction toward which you want a result to move, however, they do not explain the role or specific action that you will take to accomplish this change.



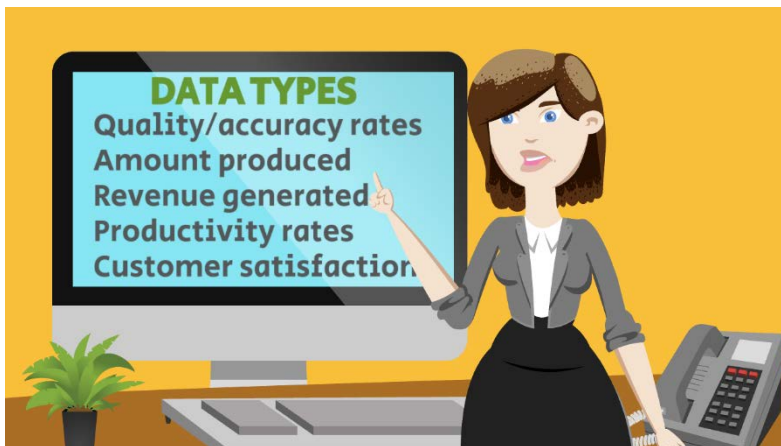
M is for "Measurable. What metrics will be used to determine if goal is met?"



This is a metric - A source of information to measure or determine whether a goal has been achieved.



It can be quantitative or qualitative. Regardless, it is an indicator of what success for a particular goal will look like.



Data types include: quality/accuracy rates; amounts produced; revenue generated; productivity rates; and customer satisfaction.

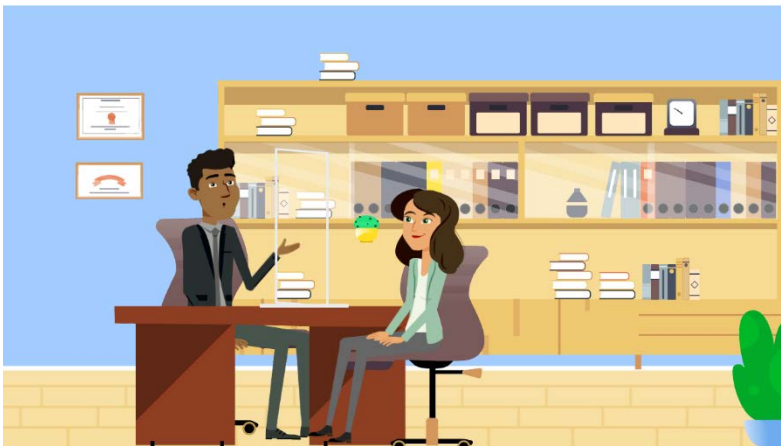


Data collection methods include: automated reports; audits; tests; surveys; work products; samples; other documents.

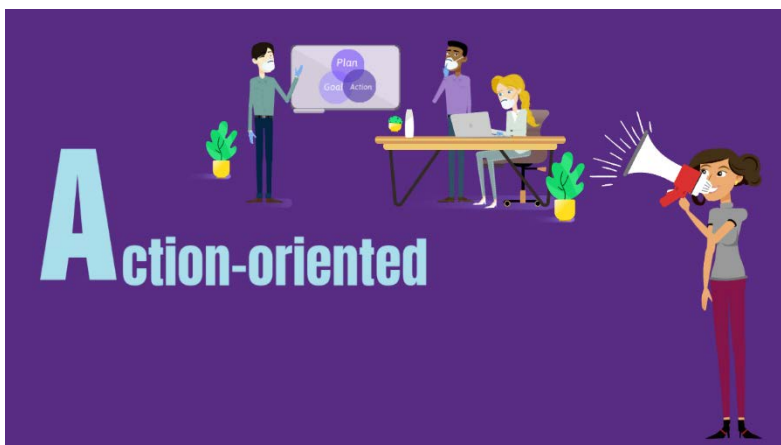
Writing SMART Goals



Sometimes measurement is difficult and supervisors and staff members should work together to identify the most relevant and feasible data sources and collection methods.



Even if a perfect, direct measurement source is not immediately feasible for a given goal, the discussion about the desired end result (why this goal is important) and what the measurement options are (what success might look like) is an important and valuable part of performance planning.



The next letter is A for Action-oriented.

Writing SMART Goals



This focuses on how a goal will be accomplished. What are the tools or the means by which the goal will be accomplished?

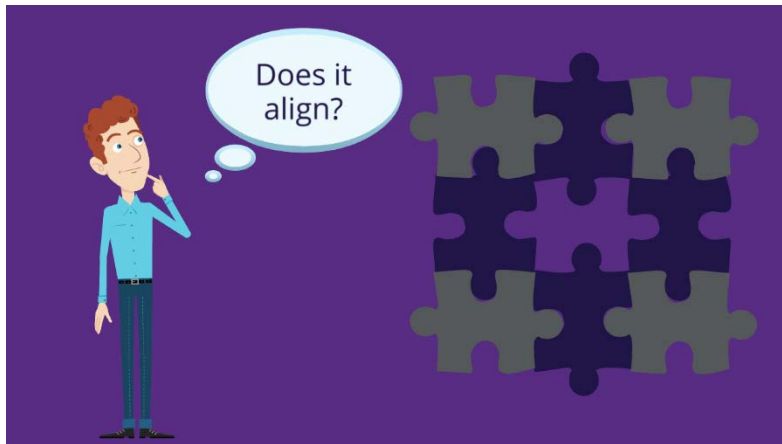


Examples include: taking a course; attending a conference; attending a workshop; utilizing a coach; participating in on-line training.

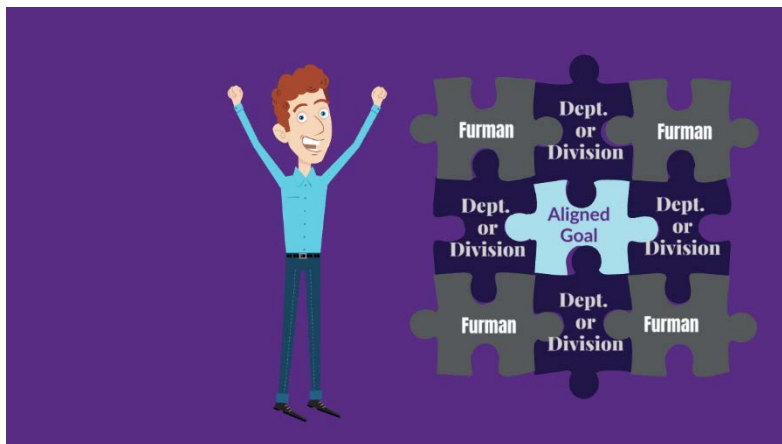


The next letter is R for Relevant. It can also mean realistic.

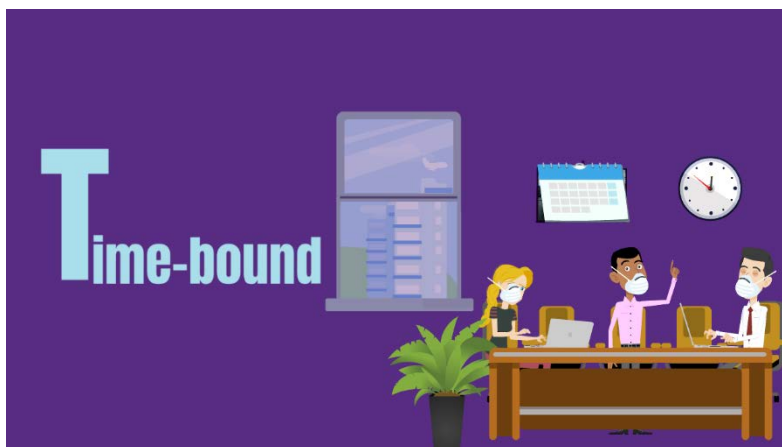
Writing SMART Goals



This refers to the feasibility of accomplishing the goal. Do you have the prerequisite skill to complete the goal? Is it in alignment with my department, division or University?

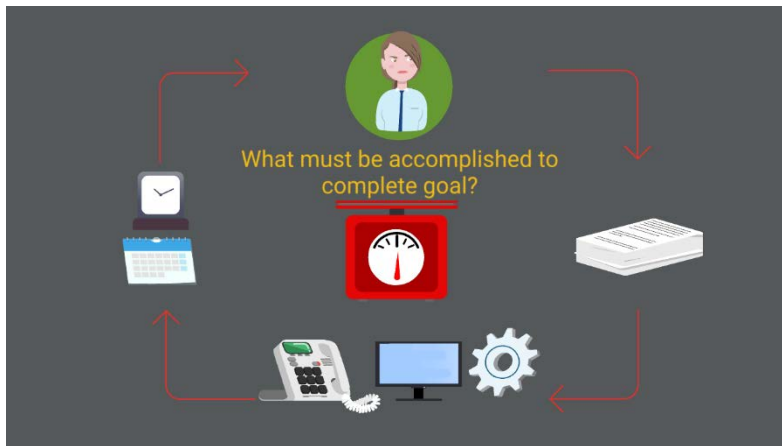


Furman has its objective and missions...your department or division has its objectives and missions, too that are in line with Furman. Your goal can't be an outlier – it must fit with those of the department, division and University.

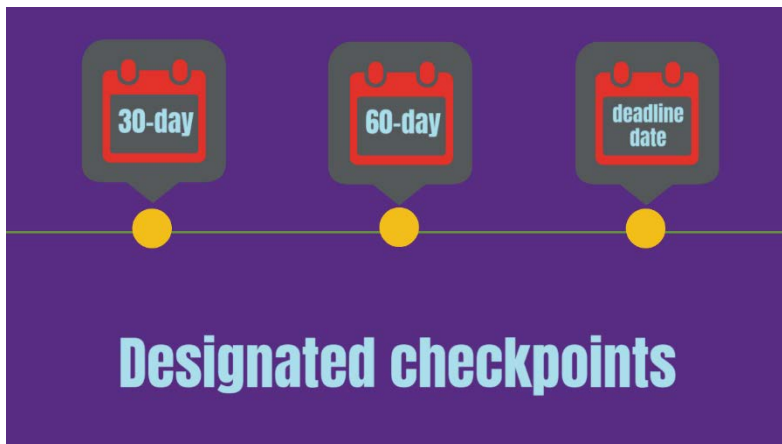


T for "Time-bound" is the last letter in the acronym.

Writing SMART Goals



Consider your work, possible interruptions, and the time frame. Weigh the time to complete a goal and what must be accomplished to complete it.



Setting a target date is a must, particularly, if it is a long range goal.



Let's look at a couple of examples

Writing SMART Goals

Not SMART



"Improve our student services."

The not SMART goal is "Improve our student services."

Not SMART



"Improve our student services."

SMART



"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."

The SMART goal is "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."

SMART



"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."

Now let's take a look at each element of the SMART acronym as it applies to this goal.



SMART



"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."

"Implement a correspondence response plan" is specific.



SMART



"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."

"A success rate of 90% should be reflected in the response time log" is our measurable.



SMART



"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."

"Allows for students to receive communication from the department within two business days" is our action.

Writing SMART Goals



SMART



*Serving
Students*

"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."

Is the goal relevant? You bet! It talks about serving students, which is what we do here at Furman.



SMART



"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."

Time bound doesn't necessarily have to refer to a specific date on the calendar. For this goal it refers to "at the end of each month."

Not SMART



"Increase knowledge of hazardous materials."

Let's look at another example. Not SMART goal would be "Increase knowledge of hazardous materials."

Not SMART



"Increase knowledge of hazardous materials."

SMART



"Participate in infectious materials workshop offered at XYZ University on MM/DD/YYYY. Objective is to learn what materials are considered infectious, the standard for cleaning such materials to maximize safety for custodial staff members and campus. Authorization of release time to attend the off-campus workshop, along with the \$XX.00 fee are necessary. Supervisor will be notified by the workshop facilitator at XYZ University of certification which will be valid for two years."

The SMART Goal would be
"Participate in infection materials workshop offered by XYZ University on such and such a date."

Not SMART



"Increase knowledge of hazardous materials."

SMART



"Participate in infectious materials workshop offered at XYZ University on MM/DD/YYYY. Objective is to learn what materials are considered infectious, the standard for cleaning such materials to maximize safety for custodial staff members and campus. Authorization of release time to attend the off-campus workshop, along with the \$XX.00 fee are necessary. Supervisor will be notified by the workshop facilitator at XYZ University of certification which will be valid for two years."

"Objective is to learn what materials are considered infectious, the standard for cleaning such materials to maximize safety for custodial staff members and campus."

Not SMART



"Increase knowledge of hazardous materials."

SMART



"Participate in infectious materials workshop offered at XYZ University on MM/DD/YYYY. Objective is to learn what materials are considered infectious, the standard for cleaning such materials to maximize safety for custodial staff members and campus. Authorization of release time to attend the off-campus workshop, along with the \$XX.00 fee are necessary. Supervisor will be notified by the workshop facilitator at XYZ University of certification which will be valid for two years."

"Authorization of release time to attend the off-campus workshop, along with the fee are necessary. Supervisor will be notified by the workshop facilitator at XYZ University of certification which will be valid for two years."

Writing SMART Goals

SMART



"Participate in infectious materials workshop offered at XYZ University on MM/DD/YYYY. Objective is to learn what materials are considered infectious, the standard for cleaning such materials to maximize safety for custodial staff members and campus. Authorization of release time to attend the off-campus workshop, along with the \$XX.00 fee are necessary. Supervisor will be notified by the workshop facilitator at XYZ University of certification which will be valid for two years."

Let us now find the elements of the SMART acronym for this goal.



SMART



"Participate in infectious materials workshop offered at XYZ University on MM/DD/YYYY. Objective is to learn what materials are considered infectious, the standard for cleaning such materials to maximize safety for custodial staff members and campus. Authorization of release time to attend the off-campus workshop, along with the \$XX.00 fee are necessary. Supervisor will be notified by the workshop facilitator at XYZ University of certification which will be valid for two years."

Specific refers to "Participate in infection materials workshop offered by XYZ University on such and such a date."



SMART



"Participate in infectious materials workshop offered at XYZ University on MM/DD/YYYY. Objective is to learn what materials are considered infectious, the standard for cleaning such materials to maximize safety for custodial staff members and campus. Authorization of release time to attend the off-campus workshop, along with the \$XX.00 fee are necessary. Supervisor will be notified by the workshop facilitator at XYZ University of certification which will be valid for two years."

The measurement for this goal is that the supervisor will be notified by the workshop facilitator at XYZ University of certification.



SMART



"Participate in infectious materials workshop offered at XYZ University on MM/DD/YYYY. Objective is to learn what materials are considered infectious, the standard for cleaning such materials to maximize safety for custodial staff members and campus. Authorization of release time to attend the off-campus workshop, along with the \$XX.00 fee are necessary. Supervisor will be notified by the workshop facilitator at XYZ University of certification which will be valid for two years."

There are two elements to the action oriented component of this goal. One is the learning objective. The other is the authorization of release time and the payment of the fee.



Professional Development
Healthy Campus

SMART



Staff Safety

"Participate in infectious materials workshop offered at XYZ University on MM/DD/YYYY. Objective is to learn what materials are considered infectious, the standard for cleaning such materials to maximize safety for custodial staff members and campus. Authorization of release time to attend the off-campus workshop, along with the \$XX.00 fee are necessary. Supervisor will be notified by the workshop facilitator at XYZ University of certification which will be valid for two years."

This goal is relevant for several reasons. There is professional development of the staff, promotion of staff safety, and contributions to a health campus.



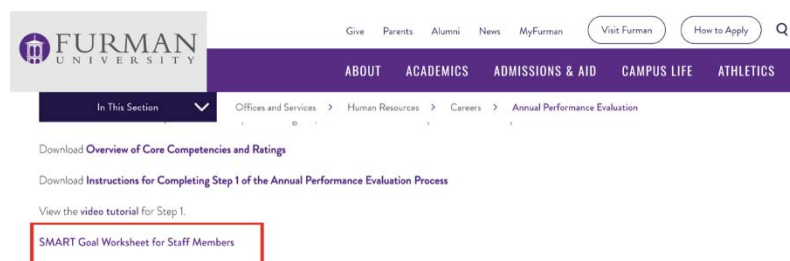
SMART



"Participate in infectious materials workshop offered at XYZ University on MM/DD/YYYY. Objective is to learn what materials are considered infectious, the standard for cleaning such materials to maximize safety for custodial staff members and campus. Authorization of release time to attend the off-campus workshop, along with the \$XX.00 fee are necessary. Supervisor will be notified by the workshop facilitator at XYZ University of certification which will be valid for two years."

There are also two elements to the time-bound component. One is the date on which the workshop is offered. The other is the validation of the certificate – two years.

Writing SMART Goals



From the HR webpage, follow the prompts to the Annual Performance Evaluation section. In that section you will see a SMART goals worksheet for staff members.

In the space provided below, provide the goal statement, and answer to the corresponding question for each element of the SMART goal. Then in the space for "SMART Goal Description" craft two or three sentences using the responses to the questions. No fewer than three (3) SMART goals should be drafted.

SMART Goal Statement:		In one sentence, broadly state the goal/objective.
S	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? Exactly what do I want to accomplish?	
M	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. How will I measure my progress during and/or after?	
A	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.) What are the logical steps I need to take?	
R	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. How is this in line with my job, my team's, my department's/division's and Furman's strategic plan and mission?	
T	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). When will I complete this goal?	
SMART Goal Description:		Use the information above to create two or three sentences for the description.

Click on that link to download the worksheet. The worksheet will help you craft your SMART goals.



To learn how to enter your goals into Workday, go to the instructions "How to Edit and Add Goals" on the Annual Performance Evaluation page of the Human Resources webpage.



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