

Creating S.M.A.R.T. Goals

Specific
Measurable
Achievable
Relevant
Time-bound

Specific: Goal objectives should address the five Ws... who, what, when, where, and why. Make sure the goal specifies what needs to be done with a timeframe for completion. Use action verbs... create, design, develop, implement, produce, etc. *Example: resolve accounting discrepancies within 48 hours.*

Measurable: Goal objectives should include numeric or descriptive measures that define quantity, quality, cost, etc. How will you and your staff member know when the goal has been successfully met? Focus on elements such as observable actions, quantity, quality, cycle time, efficiency, and/or flexibility to measure outcomes, not activities. *Example: secure pledges from ten new donors by the end of each week.*

Achievable: Goal objectives should be within the staff member's control and influence; a goal may be a "stretch" but still feasible. Is the goal achievable with the available resources? Is the goal achievable within the timeframe originally outlined? Consider authority or control, influence, resources, and work environment support to meet the goal. *Example: obtain the XYZ professional certification within two years.*

Relevant: Goals should be instrumental to the mission of the department (and ultimately, the institution). Why is the goal important? How will the goal help the department achieve its objectives? Develop goals that relate to the staff member's key accountabilities or link with departmental goals that align with the institutional strategic goals. *Example: develop and implement a diversity recruitment plan that increases the number of diversity candidates by ten percent*

Time-bound: Goal objectives should identify a definite target date for completion and/or frequencies for specific action steps that are important for achieving the goal. How often should the staff member work on this assignment? By when should this goal be accomplished? Incorporate specific dates, calendar milestones, or timeframes that are relative to the achievement of another result (i.e., dependencies and linkages to other projects). *Example: check the fire alarms and emergency lighting in all buildings every six months.*

S.M.A.R.T. Goal Examples

Not SMART: Improve customer service.

SMART: Achieve and maintain an average customer service rating of at least 4.0 (out of a possible 5.0) on our annual survey by 4/30/2011.

Not SMART: Create the unit's 2012 strategic plan.

SMART: Create the unit's 2012 strategic plan, obtain final approval from executive leadership, and discuss with department so individuals can begin setting performance objectives by July 2011.

Not SMART: Improve project management skills.

SMART: Take the Project Management Essentials workshop on 11-18-2010, report what was learned to our team by 01-01-2011, and apply the relevant concepts while implementing our 2012 IT plan.

Not SMART: Send out welcome letters to new students.

SMART: Produce and distribute personalized welcome letters, error free, to all new students by 9-26-11.

Not SMART: Be more receptive to coaching suggestions and feedback.

SMART: At our monthly progress meetings, ask for feedback on what you are doing well and what things to improve. Keep a notebook with this information, try out the suggestions, and document each week what worked and what did not work.

Not SMART: Keep the department's Website up-to-date.

SMART: Solicit updates and new material for the Website from department managers on the first Friday of each month; publish this new material by the following Friday. Each time material is published, review the Website for material that is out-of-date and delete or archive that material.

Remember the S.M.A.R.T. acronym when establishing goals and objectives. This formula for goal-setting helps ensure that both supervisors and staff members share the same understanding and clarity on goals set during the performance management cycle.

The Ohio State University Values

How we accomplish our performance objectives and conduct ourselves on behalf of the institution.

Excellence: In the standards we set, the results we produce, the relationships we are in and the dedicated service we provide.

Behaviors: Connects own work with unit and university goals and priorities; meets commitments; continuously gains knowledge, builds skills, increases engagement and improves productivity; seeks simple solutions; overcomes obstacles; makes tough decisions; focuses on customer and increasing customer satisfaction; develops positive working relationships with internal and external customers; identifies/participates in opportunities to serve the university and community.

Collaborating As One University: Our aspirations demand we remove internal boundaries – we must share information, promote teamwork, and think creatively to make this happen.

Behaviors: Develops relationship across the university to share information, collaborate, and enhance the quality of work; involves others from different backgrounds/perspectives in decisions/plans to avoid surprises; thinks creatively about challenges and issues, seeking multiple sources of input; promotes teamwork through positive attitude and encouragement; commits to team objectives

Integrity And Personal Accountability: We must accept responsibility for our actions, we keep our word, we focus on solutions rather than fault and blame, and we take initiative to make things happen.

Behaviors: Attends and effectively engages in work; produces complete and accurate work in a timely manner; sets goals and achieves results; produces results with limited guidance; acknowledges reality; owns problems; finds solutions and gets on with the work; takes initiative to share ideas, learn and offer solutions; conducts business in an ethical manner and adheres to our values, conduct guidelines and policies and procedures; takes responsibility for decisions, actions and results; practices “be here now” to maximize creativity, productivity and quality.

Openness And Trust: Our communication is direct and honest, we promote authenticity and transparency in our relationships and activities, we’re open to feedback and coaching, and we give feedback with candor and respect.

Behaviors: Communicates accurately and honestly in an open, candid and respectful manner; listens to understand and build rapport; admits mistakes and seeks to make improvement; organizes and expresses ideas/information clearly; promotes authenticity and transparency; gives and receives feedback and coaching from multiple sources with candor and respect; assumes positive intentions even in challenging situations; resolves conflict in a timely, respectful and constructive manner; encourages others to set challenging goals and high standards of performance; celebrates the success of others and the team.

Diversity In People And Ideas: The health of our environment demands that we respect each other, that we are inclusive, and that we profoundly value who each of us is as a whole person and what each of us uniquely contributes.

Behaviors: Treats everyone with dignity, respect and fairness; establishes and maintains respectful, trusting, cooperative relationships; applies knowledge of other work styles and personal filters to enhance teamwork; promotes an inclusive work environment; appreciates and seeks deeper understanding of each person’s unique contribution; listens as a participant/supporter/coach rather than as an observer/critic/judge; inspires others to stretch beyond what they thought they could do.

Change And Innovation: These principles are our heritage and our future – we’re curious, we’re creative, and we embrace positive, constructive conflict.

Behaviors: Anticipates and prepares for change and changing demands; anticipates internal/external customer needs and understands the customer perspective; maintains curiosity, especially in difficult situations; pursues creative and unique solutions; asks questions and seeks information; seeks new knowledge/understanding/skills, and incorporates them into daily work; focuses on how something can be done instead of why it cannot; takes risks, initiating action despite uncertainty of outcome.

Simplicity In Our Work: In the administration and management of our enterprise we are responsive, ethical, and transparent and we strive to make the functioning of this complex institution simple and efficient.

Behaviors: Strives to make work simple and efficient; acts resourcefully to ensure work is completed within specified time and quality parameters; communicates in a clear, concise manner; prepares for and contributes to effective meetings; removes obstacles to move the work forward and/or get efforts back on track; surfaces problems and issues before projects get derailed; recognizes times when perfection is not necessary and moves on with the work.