**S.M.A.R.T. goals should be developed through an interactive discussion between the employee and supervisor to ensure they align with those of the University, college/division, department, and/or unit.**

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| **S** | **SPECIFIC** | * The goal clearly defines the outcomes to be delivered, with any necessary interpretation by the employee and manager in advance. * Although specific tasks can be included in the description, the emphasis should be on the overall deliverable or end-product. |
| **M** | **MEASURABLE** | * The goal is quantified or an indicator of progress is presented. * Consider how you will know that this goal has been accomplished and/or how the goal can be measured? * You may use quantitative metrics, such as customer satisfaction, or qualitative outcomes, such as compliance requirements. |
| **A** | **ATTAINABLE** | * The employee has the resources (time, access to people and data, tools, etc…) to achieve the goal. * If a goal is too easy to achieve, it may not be an effective goal. Simultaneously, the outcome should not be unrealistic. * Consider what level of outcome would not be value-added (too small of a stretch for the employee) and what would be unattainable (too big of a stretch for the employee). |
| **R** | **RELEVANT** | * The goal addresses work and results that clearly align with the goals of the unit, department, college/division and/or University. * There are many projects that employees could accomplish and many goals that could be achieved; consider what is relevant and necessary. |
| **T** | **TIME-BASED** | * The goal clearly specifies a delivery or completion date. * Consider if it is reasonable for this goal to be completed in the current performance cycle. * What deadlines and/or key milestones can be defined to measure progress? |

**S.M.A.R.T. Goal Development Worksheet**

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| **SPECIFIC**  **What is to be accomplished?  What are the outcomes?** |  | |
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| **MEASURABLE**  **What data can be used  to define success?** |  | |
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| **ACHIEVABLE**  **Is this goal challenging,  but realistic?** |  | |
|  |  | |
| **RELEVANT**  **Does this goal align with broader goals/needs?** |  | |
|  |  | |
| **TIME-BASED**  **What are the deadlines and/or milestones?** |  | |
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| **SMART GOAL:** | | |
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