Establishing Smart Goals

Let US Dare

Aligning Goals throughout the Organization

Champlain College's Mission and Vision

Organization's Strategic Plan

Divisional Goals

Department Goals
Expected Measurable Results (SMART goals)

Individual Employee Goals
Performance expectations (SMART goals)

Employee Development Plans
Plans for Skill Development and Career Aspirations
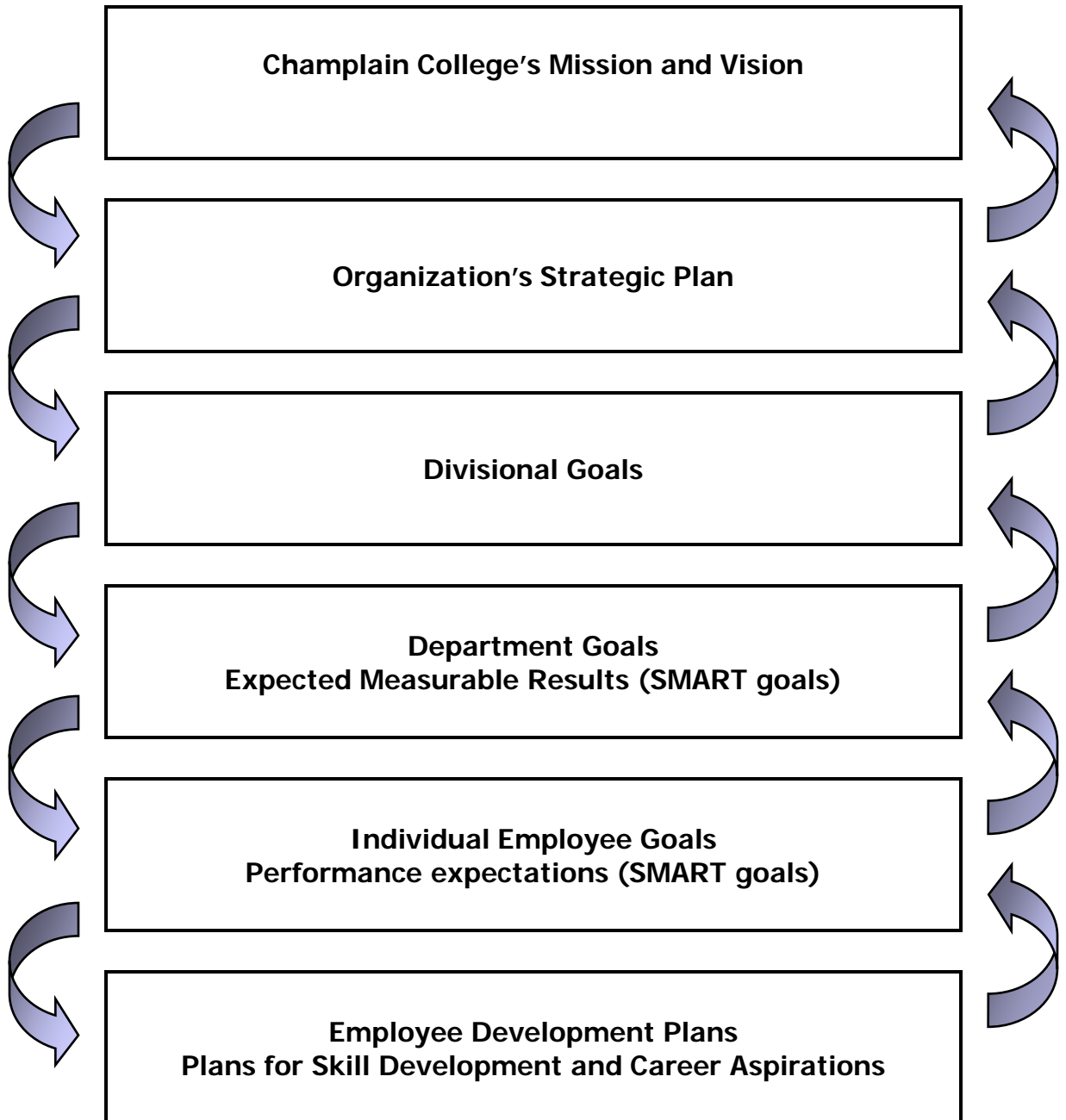
S	**M**	**A**	**R**	**T**
Specific	Measurable	Achievable	Relevant	Time Bound

SMART goals allow leaders to:

✓ Maintain clarity of what it is they wish to achieve

✓ Monitor their progress on an ongoing basis

✓ Allocate resources in support of reaching a goal

✓ Praise an employee's progress towards reaching goals

✓ Redirect or refocus an employee's energy back towards a goal when necessary

SMART goals allow employees to:

✓ Understand what is expected of them

✓ Monitor their own performance against the goals

✓ Empower them to achieve results

✓ Be clear on the criteria for evaluation

✓ Know what the target for solid performance looks like, so that they can hit it!
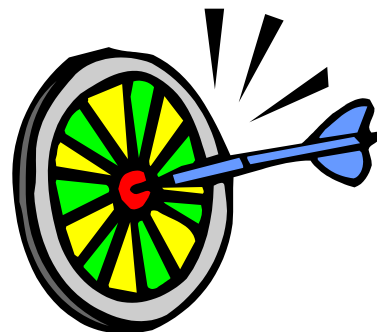
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Specific

Specific goals are detailed and focused on the end results. Specific goals highlight one area and describe exactly what will be accomplished. The goal should specify the desired performance or result; there should be no doubt about what is expected. Specific goals answer many of the 6 "w" questions (who, what, where, when, which, and why).

Is it clear exactly what is needed to achieve this goal?

1. Hire supervisor by September 15th, create a training and assimilation plan in order for this person to be fully functional within 6 months. ◯

2. Broaden communication skills. ◯

3. Continue to have an excellent attendance record. ◯

4. Establish and maintain a minimum inventory system for all controls and PLC items in all college offices. ◯

5. Training new staff members. ◯

Measurable

Measurable goals are quantifiable. They provide criteria for measuring progress toward the attainment of each goal. Measurements may include quantity, magnitude, timelines, cost, quality, or other criteria. A measurable performance standard, allows improvement to be effectively tracked.

Does the goal indicate clear, measurable end points to track progress along the way and see how far it is to completion?

1. Continue to suggest improvements to the policies and processes of the department. ◯

2. Master the standard operating procedures and routinely prepare the various reports required of this position. ◯

3. Cover at least one desk shift per week. ◯

4. Take 2 Excel computer courses and apply learnings to spreadsheets. ◯

5. Project budgets are completed in a timely manner and are 100% accurate. ◯

Achievable

Achievable goals are practical, possible, and attainable. Everyone must be able to conceptualize the goal and believe it can be reached. The goal must also be compatible with strengths and abilities. Conditions such as control, authority, skills, resources, and a business need can bring a goal within reach.

Is the goal within reach? Is it achievable?

1. Increase focus on program quality, improve course curriculum on all business courses and increase student enrollment by 20%. ◯

2. Work with supervisor to understand role to resolve all team problems before they become conflicts. ◯

3. Spend some time in another department to observe their operation. ◯

4. Be trained on the operation of the new teleconferencing equipment. ◯

5. Manage the agenda for bi-weekly meeting and facilitate meetings. ◯

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Relevant

Relevant goals are aligned with the organization's mission and vision and current strategic objectives. Relevant goals meet the needs of key stakeholders.

How is the goal aligned with the overall organizational objectives? How does the goal fit into the divisional goals?

1. By December 31, conceptualize three new courses for Computer Forensics to be taken to the committee for decision. ◯

2. All final exams will be essay exams, taken using paper and pen. ◯

3. Improve the timeliness of programming classrooms with new faculty identification numbers. ◯

4. Reduce the amount of spam in Champlain email accounts. ◯

5. All paper time sheets will be submitted by Friday at 3 PM. ◯

Time Bound

Time bound goals are just that, bound by time. Time constraints can encourage the completion of activities and ensure that there is a practical cost/benefit relationship to achieving the goal. Milestones and deadlines are critical for success.

Does the goal have a deadline? Does the goal have interim time frames?

1. By 2008-2009 academic year Champlain College will have seven satellite campuses in seven different countries. ◯

2. All goals will be made into SMART goals by October 31. ◯

3. The department meeting will be scheduled weekly. ◯

4. Students will turn in their financial aid paperwork on time. ◯

5. All adjunct contracts will be mailed no later than two weeks before the semester begins. ◯

SMART Criteria for Goals

Department and individual performance goals meet the SMART criteria.

S Specific	• Is the goal specific? (who, what, where, when, which, why) • Is it clear what's to be accomplished?
M Measurable	• What quantitative measures apply in this situation? • What qualitative measures apply in this situation? • Will the results be able to be measured? • How will I know that I have achieved the result?
A Achievable	• Can I/we realistically achieve the result? • Do I/we have the knowledge, skill and resources necessary to achieve the result? • If not, what do I need?
R Relevant	• Is the result aligned with the organization's objectives? • Does the result meet the needs of key stakeholders?
T Time Bound	• What is the target date for achieving the result? • What interim timeframes are necessary?

Goal Action Words

The chart below are words to help you describe the action required to create either a department or an individual performance goal.

Analyze	Communicate	Construct	Convert
Assess	Contract	Build	Alter
Compare	Disclose	Compile	Change
Contrast	Draft	Create	Combine
Estimate	Explain	Design	Decrease
Evaluate	Gain Commitment	Develop	Enhance
Forecast	Lead	Establish	Improve
Infer	Negotiate	Form	Increase
Judge	Outline	Frame	Promote
Observe	Present	Generate	Reduce
Rate	Publish	Make	Remodel
Research	Respond	Manufacture	Reverse
Select	Translate	Prepare	Shorten
Survey	Write	Produce	Streamline
Track		Program	Transform
Value		Replicate	Upgrade

Describe	Organize	Perform	Solve
Define	Arrange	Accomplish	Add
Delineate	Categorize	Achieve	Compute
Determine	Classify	Administer	Connect
Diagram	Designate	Delivery	Contract
Identify	Group	Employ	Find
Indicate	Hire	Execute	Integrate
Outline	Itemize	Fulfill	Link
Report	Manage	Implement	Prove
Represent	Modify	Institute	Show
Specify	Number	Meet	Substantiate
State	Rank	Plan	Test
	Separate	Practice	Validate
	Sequence	Prevent	
	Sort	Produce	
	Supervise	Sell	
	Systematize	Use	
	Tabulate	Utilize	

Goal Setting Worksheet

Start with your overall goal or objective here:

Specific	❐ Is the goal specific? (who, what, where, when, which, why) ❐ Is it clear what is to be accomplished?	If not, how can the goal be more specific?
Measurable	❐ How will I know I have achieved the result? ❐ What quantitative and qualitative measures apply? ❐ Is the result measurable?	
Achievable	❐ Can we realistically achieve the result? ❐ Do we have the knowledge, skill and resources necessary to achieve the result?	If not, what do I need?
Relevant	❐ Is the result aligned with the organization's objectives? ❐ Does the result meet the needs of key stakeholders?	
Time Bound	❐ What is the target date for achieving the result? ❐ What interim time frames are there??	

Rewrite "SMART" goal here (use the goal action words to craft your goal):

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