

What are SMART Goals?

- Statements of the important results you are working to accomplish
- Designed in a way to foster clear and mutual understanding of what constitutes expected levels of performance and successful professional development

What is the SMART criteria?

S	Specific	What will be accomplished? What actions will you take?
M	Measurable	What data will measure the goal? How much? How well?
A	Attainable	Is the goal doable? Do you have the necessary skills and resources?
R	Relevant	How does the goal align with broader goals? Why is the result important?
T	Time-Bound	What is the time frame for accomplishing the goal?

How do I decide the right scope for my SMART Goals? (How big? How many?)

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

Remember, goals are intended to focus attention and resources on what is most important so that you can be successful in achieving your priorities. SMART Goals are goals for your day-to-day job.

Common types of goals are to:

- Increase something
- Make something
- Improve something
- Reduce something
- Save something
- Develop someone (yourself!)

SMART Goal Examples

Ongoing

- Provide high quality customer service resulting in a 90% customer satisfaction rating from external customers on accuracy, timeliness and courtesy measures on an ongoing basis.
- On an ongoing basis, reconcile the department financial reports by the 15th of every month with no increase in reconciliation errors.
- Resolve 90% of complaints through a collaborative process without need for formal mediation on an ongoing basis.
- Manage the department budget to stay within appropriations and accomplish 85% of service results by the end of the fiscal year.
- Coach and support my direct reports resulting in attainment of 85% of all performance plan goals and feedback from direct reports that I provided them with clear expectations, meaningful feedback and fair performance evaluations by the end of the fiscal year.

New Project/Performance Cycle-Specific

- By March 2022, develop and implement a customer service plan that results in staff reporting that they understand expectations for excellent customer service and have the skills and support to perform at that level resulting in customers reporting receiving excellent customer service.
- Transition to a new automated case management system with minimal affects on customer service by developing a training program that ensures all staff can process 30 cases per day no later than three months after the end of the training classes.
- Complete the Energy Watch Program to reduce countywide carbon emissions by 605 tons by the end of the fiscal year.

Development Goals

- By June 30, 2022, develop and apply upgraded computer skills that enable me to produce budget reconciliation reports each month in a timely and accurate fashion.
- Develop and practice my coaching skills so that my direct reports report that they feel more satisfied with their work and able to perform at a higher level and such that I achieve a 30/70 split between coaching and doing by June 30, 2022.
- By June 30, 2022, complete course work and attain a CSAC credential to enhance my skills as an effective leader as measured by feedback from my supervisor and the accomplishment of my performance plan goals.