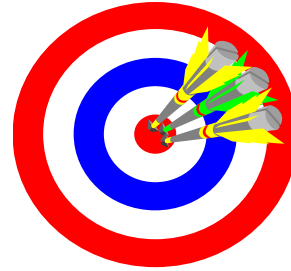


Writing SMART Goals

The first step in the performance appraisal process is to develop your goals. When setting your goals, you will take inputs from business needs to create the direction for your own objectives. The actual goals you set need to meet certain criteria in order to be clear and meaningful.

An easy way to remember the five components of a sound performance goal is to think **SMART**.

- S** Specific
- M** Measurable
- A** Attainable
- R** Relevant
- T** Time-bound



Specific goals...

- State a clearly observable result
- Identify the conditions expected to be met in the result
- Identify a specific reference point from which to track progress
- Are concise

To ensure the goal is specific, answer the following questions:

- Where am I starting from?
- How will I see the result?
- Have I stated it clearly?

Measurable goals...

- Quantify the expected result (includes number, percentage, frequency)
- Describe criteria by which the result will be evaluated (what factors will be met and how well)

To ensure the goal is measurable, answer the following questions:

- How will the data be collected?
- What needs to be done?
- When does it need to be completed?
- What is the measure that can verify that the task is completed to the appropriate degree?

Attainable goals...

- Needed resources are available (budget, equipment, support)
- Timeframe is realistic
- Individual's current capabilities and skills support the goal
- Current environment supports the goal
- Goal challenges the individual to grow

To ensure the goal is attainable, answer the following questions:

- Do the current processes allow the goal to be reached?
- Are other complementary activities occurring at the same time?

- Are there barriers that will not be gone by the due date?
- Are necessary resources (budget, people realistically within reach?)

REMEMBER: It's important to set challenging goals. It's equally important to set goals that can be reached.

Relevant goals...

Align individual goals in support of higher goals or strategies.
Integrate company values into the objectives.

To ensure a goal is relevant, answer the following questions:

- Does the goal support Heller's Vision?
- Does the goal support business objectives?
- Are our customers served well if the goal is achieved?

Timebound goals...

Identify the expected deadline for completion.
Identify the frequency or duration of the project.

To ensure the timeframe is useful, answer the following questions:

- When does the product or result need to be completed to support business goals?
- Does the deadline consider other complementary projects?

Now YOU do it:

In the space below, write your own SMART goal, and confirm how it meets the SMART criteria.

Goal: _____
(write your goal)

Smart: _____
(What are the observable results?)

Measurable: _____
(How will you quantify the results?)

Attainable: _____
(What support do you need to attain the goal? Is this realistic?)

Relevant: _____
(How does your goal align to the broader business goals?)

Time-bound: _____
(What is the deadline for completion?)