S-M-A-R-T Goals

The SMART model is a model used in strategic planning by all industries and types of organizations. SMART goals are more likely to be met than non-specific, non-measurable, non-actionable goals. Once a goal becomes SMART, each identified task or action step should also meet SMART requirements.

Example of a SMART Goal: Implement a Lockout/Tagout Training Program using the guidelines outlined in the Department's safety manual for all 125 employees of the Division of Facilities Management by December 21, 20XX.

Using the **SMART** acronym, review the features of this goal that make it **SMART**.

- **Specific**… There is a clearly defined desired outcome by concretely and specifically answering who, what, when, why, and how.

- **Measurable**… Concrete criteria includes stating the total number of employees (125) being trained.

- **Actionable**… The goal is written in an action-oriented, concrete manner.

- **Realistic**… The goal is practical in its scope and how it relates to the workplace, desired change, and timeframes.

- **Time-oriented**… A specific timeframe is identified – by December 21, 20XX.

Example of a goal that is NOT SMART: We will develop a lockout/tagout program.

Additional Examples of SMART Goals:
Employee will participate in at least two safety meetings or attend one safety training by March 31, 20XX.

Employee will identify one topic to be discussed at the monthly safety meeting by May 31, 20XX.

Employee will comply with the safety procedures in place for operating a forklift safely each time operating a forklift.

Employee will complete two Job Safety Analysis for their position by January 15, 20XX.

Specific	• Clearly define desired outcome or results by concretely and specifically answering:
	  – **Who** is involved?
	  – **What** do I want to accomplish?
	  – **Where** are you now and where do you want to be?
	  – **When** will it happen?
	  – **How** – Identify requirements and constraints
	  – **Why** – Specific reasons, purpose, or benefits
	• **Example**: "Increase daily production of widgets by 100" is more effective than a vague goal of "do your best to improve productivity."

Measurable	• Establish concrete criteria to measure progress on attaining each goal to help you stay on track, reach target dates, and experience achievement that spurs continued effort required to reach goals. • To determine if a goal is measurable, ask questions such as: How much? How many? How will I know it is accomplished? • **Example**: Telling employees to reduce customer wait time from 30 to 20 minutes is more useful than telling them to improve customer satisfaction.
Actionable	• Create a goal and related objectives and actions that you can achieve. A goal should be able to be translated into actionable and concrete tasks that people can accomplish. • Set challenging and purposeful goals, yet be realistic. • **Example**: Achieve an incident-free work environment. To evaluate whether the goal is actionable, ask: Can the goal realistically be carried out? How?
Realistic	• Make sure a goal is practical in terms of how applicable it is to a workplace, scope of desired change, and timeframes – or employees may not try to achieve them. • **Example**: Increase production by 50% next year without new resources. To determine if the goal is realistic, ask: Is the goal possible to achieve? What forces help or hinder accomplishment?
Time-oriented	• Set realistic timeframes, including start and end dates and audit points or milestones, to mobilize employees to achieve goals. Without timeframes, employees may not have incentive to work toward goals or, if unrealistic, employees may be discouraged. • **Example**: "Develop an electrical safety manual and distribute to all departments by April 30, 20XX " is more effective than a goal of "write a safety manual" without a delivery date.