

SMART is a framework for developing (and evaluating) Critical Elements

Specific

- Define an observable action, behavior, or achievement
- Link to a level of performance, frequency, percentage, or other number
- Are specific regarding the description of the result (not the activities to achieve that result)

Measurable

- Provide a method to allow tracking, recording, and validation of quality of a specific behavior, action, or outcome
- Define:
 - Quantity (how many)
 - Time (how long)
 - Quality (how good)
 - Resources (how much)

Aligned

- Line of sight is drawn between the employee's work, unit's goal, and the organization's mission
- Critical Elements ensure all are working toward shared goals
- All Critical Elements in the organization pull in the same direction
- Managers/supervisors need understanding of their own goals, objectives and Critical Elements before they can work with their employees to establish theirs

Realistic/Relevant

- Realistic: Goals and objectives achievable with the resources and personnel available, and within the available time
- Relevant: Goals and objectives are important to the employee & organization
- Responsibility must be appropriate to employee's grade

Timed

- Established start and/or end dates are defined
- Specific dates (e.g., March 15) are preferred over relative descriptions of time (e.g., 6 months)
- Milestones can be included

Writing Critical Elements Worksheets

S (specific)

M (measurable)

A (aligned)

R (realistic/relevant)

T (timed)

Final Critical Element: