

## SMART Performance Standards Worksheet Exercise

**Instructions:** Rewrite the following performance standards to make them SMART, effective performance standards.

- S** Specific
- M** Measurable
- A** Achievable
- R** Relevant
- T** Timely

Number	Non-SMART Performance Standard	SMART Performance Standard
1	Take care of all incoming inquiries for Chief Financial Officer Affairs. Be sure to respond to all inquiries in a timely manner.	
2	Come up with at least one innovative solution for the organization's current data storage management system problem.	
3	By the end of the year, review the computer security system training and provide a report on what's working and what needs improvement.	

<b>Number</b>	<b>Non-SMART Performance Standard</b>	<b>SMART Performance Standard</b>
4	In support of the Business Excellence Campaign #6, Goal 1, Performance Element 1.1, serve as team leader for the Travel Team. Ensure that a 100% quality review is performed on all travel vouchers prior to being forwarded for payment. Analyze and report on performance metrics monthly. Provide required metric data for travel within 5 business days after the close of the month.	
5	For all projects that you are assigned, be sure to provide high quality deliverables. You must also meet specified timeframes.	
6	Identify one aspect of a current collection strategy that needs improvement. Research and report on solutions. The report should have minimal editing errors, conform to the organizational format, and be submitted soon.	

**9. Write a SMART performance standard for your job that you can use in the coming performance year. (We will refer to this again this lesson.)**

## Answers

Number	SMART Performance Standard	Why it's SMART
1	<p>Manage receipt, tasking, tracking, and closure of all incoming congressional inquiries relating to Chief Financial Officer Affairs. Provide review of all draft responses to inquiries and ensure delivery of final product. Achieve closure within 10 business days of receipt, with 95% of responses satisfying request without need for follow-up.</p>	<ul style="list-style-type: none"> <li>• Specific – “Manage the receipt, tasking, tracking, and closure.”</li> <li>• Measurable – “95% of responses satisfy the initial request.”</li> <li>• Achievable – It is assumed the employee has the resources to accomplish this Performance Element.</li> <li>• Relevant – It supports the mission of the organization.</li> <li>• Timely – “Achieve closure within 10 business days of receipt.”</li> </ul>
2	<p>With minimal guidance, develop and recommend one feasible alternative process or long-term solution to recurring server-limitation problems by the end of the fiscal year. The recommendations should be unique from other existing solutions and be able to meet projected data storage needs over the next three years. That is, it should enhance the organization’s ability to efficiently manage, organize, and store increasing amounts of data. Present recommendations in a briefing following the standard organizational format. Give a draft to your supervisor at least one month in advance of the due date and incorporate supervisor’s feedback into the final briefing by the end of the fiscal year.</p>	<ul style="list-style-type: none"> <li>• Specific – “The recommendations should be unique from other existing solutions and be able to meet projected storage needs over the next three years.”</li> <li>• Measurable – The result is observable (a briefing) and has specific standards related to quality of the report (organizational format) and timeliness (given to supervisor one month before the final deadline), and quality of the recommendations (unique and able to meet projected needs over the next three years).</li> <li>• Achievable – Developing potential solutions is challenging but doable.</li> <li>• Relevant – It enhances the organization’s ability to efficiently manage, organize, and store increasing amounts of data.</li> <li>• Timely – “By the end of the fiscal year.”</li> </ul>

Number	SMART Performance Standard	Why it's SMART
3	<p>By the end of the fiscal year, evaluate the computer security system (CSS) training, assessing the extent to which the training is easy to use and if it covers the learning objectives sufficiently. Document the evaluation in a report that provides a detailed description of the evaluation methodology and results, and includes feasible recommendations for improvements that address the complaints as determined by your supervisor and one other reviewer. Write the report in the standard department format with no more than minimal editing errors. The draft report is due by July 31, and the final report is due within 10 business days after feedback is received from the reviewer.</p>	<ul style="list-style-type: none"> <li>• Specific – Acronyms is spelled out, report is explained, and it tells the employee who should review all documents.</li> <li>• Measurable – Two reports are due (draft and final).</li> <li>• Achievable – It is assumed the employee has the resources to accomplish this performance element.</li> <li>• Relevant – Determining how to better train individuals to use the computer security system will help protect the organization against threats.</li> <li>• Timely – “The draft report is due by July 31, and the final report is due within 10 business days after feedback is received from the reviewer.”</li> </ul>

Number	SMART Performance Standard	Why it's SMART
4	<p>In support of the Business Excellence Campaign #6, Goal 1, Performance Element 1.1, serve as team leader for the Travel Team over the next 12 months. As team leader, develop a system to monitor the review process, ensuring that the quality review checklist is used on travel vouchers prior to being forwarded for payment. Ensure that no more than 5% of the spot-checked vouchers contain more than two errors. Analyze and report on performance metrics monthly. Provide required metric data for travel within 5 business days after the close of the month.</p>	<ul style="list-style-type: none"> <li>• Specific – “Serve as a team leader for the Travel Team...” “Analyze, report... provide required data...”</li> <li>• Measurable – “Ensure that no more than 5% of the spot-checked vouchers contain more than two errors. Analyze and report on performance metrics monthly.”</li> <li>• Achievable – It is assumed the employee has the resources to accomplish this performance element.</li> <li>• Relevant – “In support of the Business Excellence Campaign #6, Goal 1, Performance Element 1.1...”</li> <li>• Timely – “Over the next 12 months.”</li> </ul>

Number	SMART Performance Standard	Why it's SMART
5	<p>For every project to which you are assigned over the next fiscal year, provide high quality deliverables in the timeframe specified at the beginning of the project. Each deliverable must be produced according to applicable guidelines and procedures and may contain only minimal errors, as determined by supervisor review. As part of this objective, you must also develop a feasible draft personal work plan for each project that shows how you will accomplish the deliverables on time. This draft must be submitted to your supervisor within one week of receiving the project. You may work with your supervisor to finalize this plan.</p>	<ul style="list-style-type: none"> <li>• Specific – “Provide high quality deliverables...” “Develop a feasible draft personal work plan...”</li> <li>• Measurable – “Each deliverable must be produced according to applicable guidelines and procedures and may contain only minimal errors, as determined by supervisor review.”</li> <li>• Achievable – It is assumed the employee has the resources to accomplish this performance element.</li> <li>• Relevant – Guidelines and procedures are referenced and it is assumed that this performance element aligns with larger organizational goals.</li> <li>• Timely – “Over the next fiscal year.”</li> </ul>

6	<p>Identify one aspect of a current collection strategy that needs improvement. Independently research the issue and coordinate with collectors from other agencies to brainstorm and gather relevant information. Draft a report with at least two thoroughly detailed and realistic options for changes to the strategy that may mitigate the current problem. The recommendations must meet relevant laws and regulations. The report should have minimal editing errors, conform to the organizational format, and be submitted to your supervisor by June 30.</p>	<ul style="list-style-type: none"> <li>• Specific – “Identify one aspect...”</li> <li>• Measurable – “Draft a report with at least two thoroughly detailed and realistic options for changes to the strategy...”</li> <li>• Achievable – It is assumed the employee has the resources to accomplish this performance element.</li> <li>• Relevant – “...that may mitigate the current problem.”</li> <li>• Timely – “...by June 30.”</li> </ul>
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