



# **DPMAP: 21st Century Performance Management IMCOM Update - #12**

## **DPMAP: Writing SMART Standards - “A”**

Standards should be written using the SMART criteria, providing the framework for developing effective results and expectations.

In order to help you remember the criteria for an effective performance standard, we will utilize the acronym SMART, where the letters S-M-A-R-T have a particular meaning. Not every performance standard has to have a quantitative standard assigned to it. Whenever possible, supervisors should include specific deadlines, time limitations, budget restrictions, or other standards for quality, quantity, timeliness, or cost-effectiveness.

While not every performance standard lends itself to utilizing all five aspects of the SMART criteria, supervisors should strive to include as many of the SMART elements as possible.

Let's take them one at a time...

**“A” is for “Achievable.”** Can the goal be accomplished with the resources, personnel, and time available?

Is the goal sufficiently challenging but not so complex that it is unrealistic? Achieving the performance standard is something an employee or a team can reasonably be expected to do to support a work-unit goal. The performance standard is achievable with the resources and personnel available and within the time available.

The performance standard should be achievable within the employee's control and not overly dependent on outside factors. The employee should be rated only on work for which he or she is responsible.

For example: If the standard requires higher authority approval within the performance appraisal cycle, the employee should not be penalized if the external approval is not received, unless the delay is associated with the employee missing a deadline and/or an activity that was within his or her span of control.

**Until next time.....Stay Tuned and Stay Positive!**