



DEPARTMENT OF DEFENSE



Defense Civilian Personnel Advisory Service

Writing SMART Performance Elements and Standards

Lisa McGlasson

Chief, Labor and Employee Relations Division

Defense Civilian Personnel Advisory Service

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Topics

- Why are effective performance elements and standards important?
- What are SMART performance elements and standards?
- Developing SMART performance elements and standards





Performance Elements and Standards

- Linking individual performance to organization mission is key to success
- Providing employees with clear, obtainable goals leads to a culture of high performance
- Performance elements describe what work is being performed, how it is to be performed, and when it will be done
 - Example: (1) Provide accurate, timely customer service
 - (2) Repair vehicles in motor pool
 - (3) Manage organizational budget





Writing SMART Performance Standards

- Standards should be written as goals that are Specific, Measurable, Achievable, Relevant, and Timely (SMART)

S Specific: stated as simply, concisely, and explicitly as possible

M Measurable: Outcome-oriented, reflecting the most important aspects of performance

A Achievable: Can be accomplished with available resources

R Relevant: Task is important to the employee and the organization

T Timely: Task will be completed within a realistic timeframe





SMART: Specific

SMART: Specific

- Clear link to organizational goals
- Directly related to decision-making, resource allocation

Context	Very dynamic pharmacy job with constantly changing orders
Goal	Provide quality and timely customer service to internal clients
Performance Standard A	Prescriptions contain only minimal errors
Performance Standard B	Internal customer satisfaction surveys at 90% Agree or Strongly Agree

Is there a clear link to goals?

Which standard best captures the impact of the organization's policies and investments? Standard A or B





SMART: Measurable

sMART: Measurable

➤ Output vs. outcome standards





SMART: Achievable

SMART: Achievable

➤ Can the goal be accomplished with what's available?

Context

Recommend revisions to the office's Contracting Instructions

Goal

Submit recommendations to the appropriate authority by year-end

Performance Standard A

Number of recommendations released for final signature

Performance Standard B

Number of recommendations submitted to the appropriate authority

Which standard is more under control of the employee?





SMART: Relevant

SMART: Relevant

- A direct and obvious link to the job, objectives, and/or goals





SMART: Timely

SMART: Timely

- Goals will be completed within a realistic timeframe

Context

Draft a report with detailed descriptions of findings and recommendations

Goal

Provide quality and timely customer service to internal clients

Performance Standard A

Draft report is due by 31 July

Performance Standard B

Final report is due within 10 business days after feedback is received from the reviewer

Which standards are sensitive to changes within the evaluation timeframe?





Example 1: SMART Performance Standards

1. Provide all-source intelligence reporting

Complete analysis of effects of UN-imposed sanctions on Iraqi industrial sector and present results in appropriately coordinated intelligence report for release to policy-making community by 31 August. Product will reflect engagement with other analysts and stakeholders, and incorporate their coordinated views. The completed product will make use of available intelligence from at least 90% of relevant sources as dictated by Internal Control Directive (ICD) 203.2 and reflect engagement with other stakeholders in the subject of the analysis.





Example 1: SMART Performance Standards

1. Provide all-source intelligence reporting

Complete analysis of effects of UN-imposed sanctions on Iraqi industrial sector and present results in **appropriately coordinated intelligence report** for release to policy-making community by **31 August**. Product will **reflect engagement with other analysts and stakeholders, and incorporate their coordinated views**. The completed product will make use of available intelligence from **at least 90%** of relevant sources as dictated by ICD 203.2 and **reflect engagement with other stakeholders in the subject of the analysis**.

Timely

Specific

Relevant

Measurable/
Achievable





Example 2: SMART Performance Standards

2. Provide accurate, timely customer service

Upon receipt of requests, provide accurate responses using the appropriate format identified in Standard Operating Procedure (SOP) 25 during the evaluation period ending September 30, 2016. This supports the organization's commitment to be responsive to customers and clients. Meet suspenses 90% of the time. Provide accurate responses with no more than 2 errors per request.





Example 2: SMART Performance Standards

2. Provide accurate, timely customer service

Upon receipt of requests, provide accurate responses in the agreed-upon timeframes, as defined by ICD 24.8, using the **appropriate format identified in SOP25** during the evaluation period ending **September 30, 2009**. This supports the **organization's commitment** to be responsive to customers and clients. **Meet suspenses 90% of the time. Provide accurate responses with no more than 2 errors per request.**

Specific

Timely

Relevant

Measurable/
Achievable





Do's and Don'ts of Performance Standards

- Standards are ineffective when they are:
 - Vague
 - Not measurable or verifiable
 - Too complex or lengthy
 - Not tied to a timeline
 - Focused on inappropriate aspects of the work
 - Too numerous





Writing SMART Performance Standards Checklist

➤ Ask yourself:

- ✓ Does the standard describe a result, an outcome, or an ideal future situation?
- ✓ Is the standard specific enough to assess whether it was accomplished?
- ✓ Does the standard challenge the employee?
- ✓ Is achievement of the standard entirely within the employee's control?
- ✓ Can the employee accomplish the standard within a single appraisal period?
- ✓ Is it a backward standard? Can the employee do nothing and achieve the goal? (Example: Make fewer than 2 errors.)





Questions & Contact Information



Email: dodhra.mc-alex.dcpas.mbx.hrops-lerd-perf-mgmt@mail.mil

