

Executive Summary

S.M.A.R.T. Performance Planning

What is S.M.A.R.T. Performance Planning?

- S.M.A.R.T. Performance Management is the first phase in developing a comprehensive approach to performance management. S.M.A.R.T. offers supervisors and managers the knowledge and skills needed to develop individual performance plans and establish a baseline of accountability.
- It is designed to promote a shared definition and unified approach in all agencies of performance expectations by creating S.M.A.R.T. Performance Plans.
- The performance management skill set is mission critical to the success of creating a high performing workforce. This skill set includes providing clear expectations for performance, continuous feedback and coaching.

Who goes through S.M.A.R.T. Performance Planning?

- All supervisors and managers who are responsible for developing S.M.A.R.T. individual performance plans for their employees should participate in learning S.M.A.R.T.

The Importance of S.M.A.R.T. Performance Planning

- Directly supports the Governor’s priorities for the State of Tennessee.
- Directly reflects the strategic and operational goals of each agency.



Critical Components of S.M.A.R.T. Performance Planning

- Review performance management procedural steps, myths and critical components
- Learn the S.M.A.R.T. formula acronym and definitions
- Learn how to use the S.M.A.R.T. formula to write work outcomes and action steps for an Individual Performance Plan
- Using the S.M.A.R.T. formula is a requirement of the performance management program.
- All performance expectations are to be written to the mid-point of the rating scale. These expectations describe a solid performer. A rating of “Valued” is used to describe performance of a work outcome that meets the expectations. This rating implies that the standards for expected performance of a work outcome are met.
- It is the supervisor’s responsibility to coach the employee for higher performance through brainstorming potential ideas for achieving ratings above “Valued”.
- Individual Performance Plans should have 4-6 work outcome statements.
- Work outcomes should be listed in priority order with most important on top.
- All references to policy driven activities should be removed (i.e., attendance, punctuality etc.).

The Performance Management Procedural Steps



1. Individual Performance Planning
2. A minimum of 2 interim review discussions during the review cycle
3. Annual Performance Review

NOTE: All annual reviews are rated as Unacceptable, Marginal, Valued, Advanced or Outstanding. Unacceptable and Outstanding reviews must have approval from the appointing authority.

S.M.A.R.T. Formula Planning Tool

"There's a difference between interest and commitment. When you're interested in doing something, you do it only when circumstance permits. When you're committed to something, you accept no excuses, only results."

– Unknown

Specific	Measurable	Achievable	Relevant	Time Sensitive
Work outcomes should specify what they need to achieve.	The work outcomes need to be measured as to whether or not they have been met.	The work outcomes must be able to be met with the resources available.	The work outcomes are important to the agency's goals and the specific job function.	The work outcomes need to have a time limit for completion.
Specific means the work outcome is concrete, detailed, focused and well defined. It must be straightforward and emphasize action and the required outcome. The work outcome must communicate what you want to see happen.	A work outcome must be measurable so that its progress can be determined. It's important to have measures that will encourage and motivate and will allow one to determine when the work outcome has been achieved or not.	The work outcomes must be capable of being accomplished based on the skills, knowledge and resources available. The work outcome can be challenging, but not so much so as to cause constant frustration.	The work outcomes must relate to the overall agency strategic and/or operational goals.	The work outcome must have a begin date and an end date. Interim dates for assessment may also be included. Agreed timeframes create the necessary urgency and prompts action.
What exactly is to be done, with and for whom? What strategies will be used? Is the work outcome well understood? Is the work outcome described with action verbs? Is it clear who is involved? Is it clear where this will happen? Is it clear what needs to happen? Is the outcome clear? Will this work outcome lead to the desired results?	How will it be known the work outcome has been achieved or not? Is there a reliable system in place to measure progress towards the achievement of the work outcome? How much? How many?	Can the work outcome be met within the proposed timeframe? Are the limitations and constraints understood? Can the work outcome be met with the available resources? Is the work outcome possible?	Can the people with whom the work outcome is assigned to make an impact on the situation? Do those tasked with the work outcome have the necessary knowledge, authority and skill to accomplish the work outcome? Will this work outcome help the agency reach its strategic and/or operational goals?	Is the start and finish date/time for the work outcome clearly set? Is the date/time within the capacity of those to whom the work outcome is assigned? Is the date/time for accomplishment reasonable?