

SMARTIE Goals

A Powerful Tool for Informing CCO Deliverables

What is a SMARTIE Goal?

Specific

S

What is it you want to achieve? Consider including the 5Ws: what, why, who, where, and when.

Measurable

M

How will you know when you have achieved your goal? To be able to track progress and to measure the result of your goal, consider: how much or how many?

Action-Oriented

A

To keep you motivated toward attaining your goal, are there identifiable intermediate actions or milestones?

Relevant

R

What results can realistically be achieved given your available resources, including people, knowledge, money, and time?

Time-Bound

T

What is an appropriate deadline for achieving your goal? How will you track progress?

Inclusive

I

How will you include disproportionately affected people into processes, activities, and decision making in a way that shares power?

Equitable

E

How will you include an element of fairness or justice that seeks to address systemic injustice, inequity, or oppression?

SMART to SMARTIE Goal: An Example

SMART Goal

Expand youth mentorship program into three new counties by the end of June.



SMARTIE Goal

Expand youth mentorship program into three new counties by the end of June, with volunteer task forces that are **representative of the community** (by age, gender, race and other characteristics) **advising the expansion**.

Why SMARTIE Goals Matter

Goals are a concrete way to drive results, but without an explicit **equity and inclusion** component, goals won't produce better outcomes for (...) communities, address disparities, or create **belonging**.

- The Management Center

SMARTIE goals embrace the **idea of power with others and power within when (...) people** and communities, particularly those impacted by a goal, are included in a way that shares power, shrinks disparity and leads to more equitable outcomes.

- The Alford Group

Six Principles to Consider When Crafting SMARTIE Goals

	Principles	Considerations
	Convene a diverse group of people to co-design goals.	✓ Who has experience and expertise around the topic to design goals? ✓ What diverse lived and professional experiences are needed to ensure a balanced perspective around the topic?
	Clarify decision-making process for final approval.	✓ What decision-making process will be used: consensus, majority vote, one group, or one person? ✓ Who has authority to make or participate in final approval of goals?
	Don't start with a blank slate; begin with what you have.	✓ What assessment documents exist? ✓ What past or current strategic plans exist that may inform design of goals?
	Consider designing goals at multiple levels.	✓ What mix of goals may be useful? ▪ Strategic: Overarching ▪ Operational: Human capital, resources ▪ Tactical: Activities
	Use a planning worksheet or template to guide the design process.	✓ What worksheets or templates may be most relevant to your situation? ✓ What is the process for the group to use these worksheets or templates?
	Apply litmus test questions to assess quality.	1) Does this goal mitigate potential inequities in the outcomes and/or process? 2) Will achieving this goal represent significant progress towards our mission? 3) Did we get input from people who will be impacted by the process or the outcomes? 4) Are the measures of success for this goal clear to everyone? 5) Is there a deadline for this goal? 6) Do we have the capacity, systems, and processes needed to achieve this goal?

Resources for Drafting SMARTIE Goals

Definitions: [The Management Center definition](#), [The Alford Group definition](#), [Engineer Inclusion definition](#)

Examples: [The Management Center examples](#)

Worksheets: [The Management Center worksheet](#), [Engineer Inclusion worksheet](#)