SMART – From Article 30 of the HUD-AFGE Labor Management Agreement

Specific – The elements in the employee’s performance plan need to clearly identify what needs to be accomplished – that is, the results that the employee is aiming towards should be the central focus of each critical element (i.e., if the goal is to complete reports, the standard should specify what milestones need to be achieved to count the report as complete).

Measurable – Elements should have clearly defined measures (qualify, quantity, timeliness or cost-effectiveness), which will allow both the employee and the supervisor to know that the requirement has been achieved. The supervisor will communicate to the employee how the results will be determined. To maximize the value of performance measures, they must reflect accomplishments that are meaningful and important.

Attainable – All elements and standards must be achievable. The employee and the supervisor will discuss the work relating to the critical elements to establish a clear expectation of what must be done to achieve the results expected. In the discussion, consideration will be given to the time, tools, training, support or other resources and control factors that are necessary for the employee to perform at the required level.

Relevant – Critical elements and performance standards are to be aligned with the goals of the Department and the mission of the employee’s organization. Critical elements must be related to a particular position, the employee’s organization’s Management Plan or the organization’s Annual Performance Plan. Supervisors will communicate to employees how their role contributes to the success of the organization and how their critical elements support that contribution.

Time-bound – The employee will be made aware when the expected result is to be achieved. Critical elements should include milestones, or a schedule, and all dates should be clearly communicated so that the employee will have an understanding of what is expected and by when it is expected.

No absolute standards – The requirements should avoid requiring perfection or allowing no room for error.

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