

# HR QUICK TIPS: SMART Goals

<p><b>The FOCUS Cycle</b></p>	<p>Feedback and <b>Ongoing Coaching For University Success</b></p> <p><b>FOCUS</b> is Yale’s annual performance review process for staff and it is designed to:</p> <ul style="list-style-type: none"> <li>• Support Yale’s commitment to being a high performing organization;</li> <li>• Provide clear and useful feedback to the employee about his/her performance;</li> <li>• Elicit the employee’s self-evaluation of performance;</li> <li>• Focus the employee on being the best that he/ she can be; and</li> <li>• Improve the communication between supervisors and employees</li> </ul> <p>For more information on FOCUS and related documents, visit:  <a href="http://www.yale.edu/focus">http://www.yale.edu/focus</a></p>	
<p><b>Setting SMART Goals</b></p>	<p>Setting performance goals and success measures is the first step in the FOCUS Performance Management cycle. To simplify this process, the <b>SMART</b> acronym should be used to develop goal statements:  <u>Specific Measurable Achievable Relevant Time-framed</u></p> <p><b>SMART</b> goal setting is designed to:</p> <ul style="list-style-type: none"> <li>• Acknowledge exactly what is set to be accomplished by the employee (the who, what, where, when, how) behind the objective;</li> <li>• Recognize all intervals of progress in the goals created, from start to finish;</li> <li>• Challenge the employee to reachable, yet fulfilling results; and</li> <li>• Commit to a deadline for a more likely and satisfying success.</li> </ul>	
<p><b>Specific</b></p>	<ul style="list-style-type: none"> <li>• Easy to understand</li> <li>• Specifies desired future results</li> <li>• Identifies actions to be taken or results to be achieved that will contribute to the achievement of a larger objective within a specified period of time</li> <li>• Uses concrete action verbs</li> </ul>	
<p><b>Measurable</b></p>	<ul style="list-style-type: none"> <li>• Describes how each goal will be measured (numeric or descriptive)</li> <li>• Answers the questions: <ul style="list-style-type: none"> <li>○ How will I know when the result has been achieved?</li> <li>○ How will I verify the achievement/performance of this goal?</li> <li>○ To what level do we need to achieve this result?</li> </ul> </li> <li>• Identifies the qualitative factors involved and sets measures for them</li> </ul>	
<p><b>Achievable</b></p>	<ul style="list-style-type: none"> <li>• The individual has the capabilities (skills, knowledge), tools, or resources to accomplish this goal</li> <li>• It is appropriate in scope</li> <li>• The goal is realistic even with all other commitments within the unit</li> <li>• The goal is within the individual’s/unit’s/team’s control and influence</li> </ul>	
<p><b>Relevant</b></p>	<ul style="list-style-type: none"> <li>• The goal is in alignment with the mission of your department, unit, or work group</li> <li>• The goal relates to the broader objectives that your department wishes to achieve</li> </ul>	
<p><b>Time-Framed</b></p>	<ul style="list-style-type: none"> <li>• There is a specific time frame to achieve this goal (beginning and end date)</li> <li>• May include interim steps and a plan to monitor progress</li> <li>• May establish a time frame for short and long term goals</li> </ul>	
<p><b>SMART Goal Example</b></p>	<p>Install EMS in assigned departments by September 2008, including testing of the system for 100% accuracy and training all appropriate staff to be able to use the system to process expenses.</p>	