

HR QUICK TIPS: SMART Goals

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