

PERFORMANCE MANAGEMENT

Goal Setting



GEORGETOWN UNIVERSITY
Department of Human Resources
Office of Faculty & Staff Benefits

Setting goals allows employees and managers to work collaboratively to establish clear expectations and improve performance. It creates context and structure for ongoing dialogue about work performance, achievements, and areas of concern.

WHAT ARE GOALS?

For Employees: The “Goals” feature is a flexible tool within the Georgetown Management System (GMS) that allows employees to capture performance goals in writing with an associated core competency and completion date to encourage structure and accountability. Goals can be updated or adjusted to one of the following statuses: *Not Started*, *No Longer Applicable*, *Partially Complete*, or *Successfully Completed*. To learn more about how to set Goals in GMS, please review the [Goals Job Aid](#).

For Managers: Goals allow managers to track performance progress and facilitate discussions around individual priorities. Managers are encouraged to request that employees set at least three goals annually.



DEVELOPING GOALS

Goals should be tied to an employee’s core duties, specific areas for improvement, proposed stretch projects, or professional development intentions. They should be specific, measurable, attainable, relevant, time-bound (SMART), and connect to the department/unit or University. Managers are expected to provide guidance on goals, tying them back to core performance competencies that can be enhanced.

WRITING GOALS USING THE SMART MODEL



SPECIFIC

What will be done? How? Why?
And by whom?



MEASURABLE

Quantify the goal or how you
will measure your success.
How often? How many?



ATTAINABLE

Can it be done? Why or why
not? Are there potential
obstacles?



RELEVANT

How does this goal fit into the
organization’s larger goals and the
employee’s responsibilities?



TIME-BOUND

When should the goal be accomplished?
Indicate if the goal is ongoing or finite.
Include milestones when possible.

SMART GOALS EXAMPLE

Janelle Hoya is the Program Coordinator in the Bulldog Studies Department (fictional). She is responsible for coordinating all vendor communications for the Department's receptions, lectures, and faculty roundtables, both in person and virtually. She also manages the department's marketing efforts, including managing emails to students and faculty about program updates and events. Janelle wants to take initiative and respond to the need for alumni engagement with the department.

JANELLE'S DRAFT GOAL

vs.

MAKE IT SMART

I want to engage our Bulldog Studies alumni more by expanding my marketing strategy to target alumni and motivate them to give back to the hilltop.

Starting August 1st, I will produce a monthly Bulldog Studies Newsletter that summarizes program enhancements and highlights the events, research, and accomplishments of our current students and alumni. I will first work collaboratively with our Alumni Engagement partner Jorge to identify the best strategy for sourcing alumni stories and retrieving an alumni listserv, and then produce and execute the letter each month on the last Friday at 9:00am. | *Competency: Initiative*

GOALS AS PART OF THE ANNUAL REVIEW

Goals appear as a component of the Annual Self-Evaluation. Managers and employees should use the evaluation process and conversation to address or update the prior year's goals, develop new goals, and discuss available opportunities for professional development.



EVALUATION AND FEEDBACK

Employee and Manager submit evaluations and conduct the Annual Performance Review conversation



GOAL SETTING

Employee and Manager work together to review and update prior goals and develop new goals for the next Fiscal Year



PROFESSIONAL DEVELOPMENT

Employee and Manager work together to identify opportunities for growth that support goal achievement

ADDITIONAL RESOURCES

The Department of Human Resources is here to support you throughout the performance review process and beyond. [Tools and training opportunities](#) will be available to Managers and Employees at the start of the self-evaluation period. HR Business Partners are available for additional questions and guidance.



hr.georgetown.edu/hrbp

Connect with your designated HR Business Partner (HRBP).

