

# PERFORMANCE MANAGEMENT

## Goal Setting



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

### PURPOSE



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.



### GOALS AS PART OF THE ANNUAL REVIEW

Goals should be discussed at the beginning of the Annual Performance Management Review period. Managers and employees should use the review 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



### DEVELOPING GOALS

Goals should be tied to the Employee's performance competencies, job description, and professional development interests. They should be specific, measurable, attainable, relevant, time-bound (SMART), and connect to the Department or University's goals and mission. Job descriptions can be obtained by contacting your HR Business Partner (HRBP).

Goals can and should be updated or adjusted at any time in GMS to: Not Started, No Longer Applicable, Partially Complete, or Successfully Completed.

[Additional information on Managing Goals in GMS.](#)

# 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

Jane Hoya is the Program Coordinator in the Research Center for Political Studies (fictional). She is responsible for coordinating all vendor bookings and communications for the Center's receptions, lectures, and roundtables. When her role shifted to hybrid, she became responsible for managing these events in a virtual capacity, as well as for overseeing the Center's weekly newsletter and any emails for student and faculty outreach.

### JANE'S GOAL

vs.

### SMART GOAL

Communicate announcements regularly  
with members of the community.

Starting June 2nd, I will produce a bi-weekly newsletter summarizing our program offerings and events, and email it to all Research Center staff and students every other Friday at 9:00 a.m.

## 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/clientservices](https://hr.georgetown.edu/clientservices)

Connect with your designated HR Business Partner (HRBP).

