Emory College SMART Goals

Guidelines and Examples

<u>**Guidelines**</u>

A SMART goal describes a specific objective the employee undertakes to fulfill in the coming year. By definition, it is specific, measurable, attainable, result-oriented and time limited. It should provide information about steps necessary to accomplish the goal; the time-line for completion; and the resources and skills (existing or additional) necessary. It places equal emphasis on a measurable process as well as the outcome. Two-to-four sound, well-written, specific job-related goals should be submitted.

SMART Goals and Performance Management: SMART goals bring about clarity in job expectations. By creating goals, the employee can help shape criteria for the following year's department assessment. Through the SMART goal exercise you can demonstrate your ability to create objectives relevant to your department/unit and activities you will undertake in the coming year to achieve them.

SMART Goals and the Department: SMART goals are *tools* intended to help align an employee's efforts with the objectives of the department and co-workers. The development of goals must be guided by the priorities of the department or program for the coming year and the scope of the employee's job duties. They could be aimed at addressing an unmet need; establishing a set of procedures or handbooks where none exist; processing and organizing information into useful data; contributing to solving a problem/concern; assisting with implementation of a new program or initiative; or sustaining a well-functioning department.

SMART Goals vs. job duties: SMART goals are not the same as your regular job duties. Rather, they are objectives you develop to determine what *specific actions you can undertake* to help your department meet its annual goals, given the range of tasks your position entails.

<u>**Examples**</u>

Please find below some examples of SMART goals with a clear statement of objectives, actions, resources and timelines. In each case, they relate to the overall stated department goal.

I. *Department Goal: Enhance undergraduate advising experience in the department*

SMART Goal: Develop a research profile report highlighting faculty and graduate student research. This resource would enhance the department's ability to guide undergraduates to advisors that share a similar interest in regional or topical areas of research.