

# Writing S.M.A.R.T. Goals

January 2025



Human Resources

# Our values are foundational in everything we do.

“The mission and the values are not just words on paper. They describe who we are and who we aspire to be every day.”

– President Ángel Cabrera

# Performance Management Philosophy



Georgia Tech strives to provide an environment where **all** employees understand the impact their contributions have on the achievement of Institute goals **and** are provided the opportunity for ongoing professional growth.

We reinforce this belief through **strong performance management** that culminates in a review of annual performance.

# Living Our Values Every Day (L.O.V.E. GT)



## Share the L.O.V.E.

The Living Our Values Every Day (L.O.V.E. GT) campaign advances the values that are central to the Georgia Tech strategic plan, which drives us to increase the impact we have in the world – through ambitious goals and bold actions.

To reach our goals, our community's actions must be firmly grounded in our shared values, including behaviors, practices, policies, processes, and rewards that demonstrate our commitment to Georgia Tech.

1. Students are our top priority
2. We strive for excellence
3. We thrive on diversity
4. We celebrate collaboration
5. We champion innovation
6. We celebrate freedom of inquiry and expression
7. We nurture the well being of our community
8. We act ethically
9. We are responsible stewards

# Staff Competencies



# Leadership Competencies



# Georgia Tech Performance Management Cycle



## Planning

Establish S.M.A.R.T goals

- Performance Values Based Goals
- Leader Competency Goals
- Career Development Goals



## Managing

Year-Round Activities

Engagement between the managers and employee on progress towards successful completion of goals and expectations.



## Review

Employee self-assessment and yearly performance evaluation discussion.



## Reward

Year-Round Activities

Recognition and support of the employee's achievements

Reward through merit increases. When they are available, employees may receive an increase to their annual base pay in accordance with their overall performance rating.

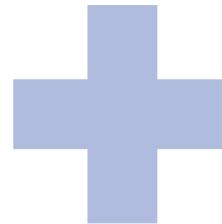
# What are SMART Goals?

**SMART** is an acronym for Specific, Measurable, Achievable, Relevant, and Time-Bound.

				
<b>Specific</b>	<b>Measurable</b>	<b>Achievable/Attainable</b>	<b>Relevant/Realistic</b>	<b>Time-Bound</b>
Who and what?	By how much?	How?	Why?	When?
Direct, Detailed, and Meaningful	Quantifiable to track progress or success.	Realistic to the tools and/or resources to attain it	Aligns with your organization's mission.	Deadline, target date
What do you want to do?	How will you know when you've reached it?	Is it genuinely possible to achieve it?	Does it contribute to your organization's mission?	When exactly do you want to accomplish it?
Your goals are focused and identify a tangible outcome. Being more specific helps you identify what you want to achieve	Have a clear definition of success. This will help you to evaluate achievement and progress.	Your goal should be challenging but reasonable to achieve. Reflecting on this component can reveal any potential barriers that you may need to overcome to realize success.	Ensures that you're working towards goals that are worthwhile and meaningful.	Set realistic, ambitious end-date for task prioritization and motivation

# Creating Values-Based Goals

Establish two Values Based Performance Goal for 2024



**\*\*minimum of two goals but expect more**

# Values-Based Performance Goal Example Starters

## Strive for Excellence Example:

- Improve the performance of **XX** by **XX** % by utilizing a **XX** in the next quarter.
- Decrease **XX** rate by **XX** % by the end of the year.
- Achieve **XX** through **XX** in the next quarter.
- Support the organizational initiative to **XX** through **XX** and contribute to improving the performance by 10% in the next 6 months.

## We Celebrate Collaboration Example:

- Take a lead on improving the team's collaboration to improve overall team's performance by 10%

## We Champion Innovation:

- Test a **XX** on a monthly basis to measure **XX** (customer satisfaction/performance/etc.)
- Automate **XX** in the next quarter.

## Students are our top priority:

- Design a new process to **XX** and improve **xx** for Students in the next 6 months.





# SMART Values Based Goal

GT Value:

#Values Based Goal concept:

S.M.A.R.T.

Specific:

Measurable:

Attainable:

Relevant:

Time-Bound:

**SMART GOAL STATEMENT:**



# SMART Leader Competency Goals

COMPETENCIES



Vision  
Innovation & Change  
Prioritization & Decision Making  
Implementation  
Risk Taking



Courage  
Psychological Safety  
Belonging  
Bias Awareness  
Judgement  
Respect



Trust and Vulnerability  
Empathy  
Communication  
Cultural Awareness  
Builds Relationships



Conflict Management  
Feedback & Motivation  
Performance & Growth  
Self-Awareness  
Resilience

DIMENSIONS

VALUES

Students are our top priority  
We strive for excellence  
We champion innovation  
We are responsible stewards

We thrive on diversity  
We celebrate collaboration  
We act ethically  
We safeguard freedom of inquiry and expression

We thrive on diversity  
We nurture the well-being of our community

We celebrate collaboration  
We safeguard freedom of inquiry and expression



# SMART Goal for Leaders

**Leader Competency:** Developing Self and Others  
**Dimension:** Feedback and Motivation

**#1 Goal concept:** Building a psychologically safe environment that includes recognition.

## S.M.A.R.T.

**Specific:** I will intentionally focus on building a psychologically safe environment by highlighting and valuing individual and team accomplishments.

**Measurable:** I will give a quick 4-question pulse check survey twice a year to gain insight if my team feels valued and appreciated.

- *Do you feel that staff are recognized when going above and beyond?*
- *Do you feel valued and appreciated?*
- *Are you satisfied with the amount of recognition you receive at work.*
- *Do you understand what type of behavior is recognized in this department?*

**Attainable:** All of my team members currently use the Microsoft Teams platform. I can leverage this platform to provide team and individual praise. I can schedule reminders to post team accomplishments and send individual praise weekly.

**Relevant:** Our institute is focused on building psychologically safe environment. One of our nine values are to celebrate collaboration. Informally and formally recognition helps foster employee mental health and well-being.

**Time-Bound:** I will post Team accomplishments and send individual praise weekly and measure the success of my strategy every six months.



**SMART GOAL STATEMENT:** I will intentionally focus on building a psychologically safe environment by doing a pulse check survey twice a year to gain insight if my team feels valued and appreciated. The Teams praise platform will be used to post team accomplishments and set reminders weekly. Success will be reviewed and measured weekly.



# SMART Goal for Leaders

**#2 Goal concept:** Building a skillset to be open to receive feedback while also learning how best to give feedback.

## S.M.A.R.T.

**Specific:** I will intentionally focus on building my skillset in providing constructive feedback and asking for feedback.

**Measurable:** I will set up monthly 1:1 conferences with my staff for performance coaching conversations throughout the year. During these 1:1 conferences, I will provide feedback and ask my staff for feedback on our meeting structures.

**Attainable:** I will set aside time on Thursdays at the end of each month to schedule 45-minute 1:1 conferences with my team. Since I only have 6 direct reports, this timeframe is feasible. WLPD provides professional learning on giving and receiving feedback.

**Relevant:** This goal will assist me in providing consistent performance coaching and feedback aligned with our institutional expectation of frequent and ongoing feedback.

**Time-Bound:** The 1:1 meetings will be conducted monthly for 45-minute sessions from March 2023 to December 2023.

**Leader Competency:** Developing Self and Others  
**Dimension:** Feedback and Motivation



**SMART GOAL STATEMENT:** I will intentionally focus on building my skillset in providing constructive feedback. I will attend the WLPD course on giving and receiving feedback. I will practice my learning by conducting monthly 45-minute 1:1 sessions with my 6 direct reports. My 1:1 conferences will begin in March 2023 to December 2023.

# Things you can do to help your direct reports on Goal Setting

1. Attend the GTHR Performance Management sessions.
2. Bring your questions about the goal setting process. Those who are progressing well, share your best practice strategies for completing goals for your teams.
3. Review your Performance Management Dashboard in PM@Tech. Determine which employees have not drafted goals.
4. Avoid the last-minute rush. Set a deadline in advance of the deadline for your team to submit and have goals approved.
5. Designate one hour for all team members to work on their goals.
6. Offer assistance with the Goal setting process.
  - a) Share the HR Topics for People Leaders Video
  - b) Review PPT Slides on Setting Goals and Review Examples
  - c) Provide sample goals for your department
  - d) Provide Knowledge Articles on how to submit goals via the Performance Management Dashboard
  - e) Direct your team to the performance management website for additional resources <https://hr.gatech.edu/performance-management>



# Sample email template to help employees with goals

Hello:

As you know we are progressing through the goal setting phase which is scheduled to close on April 30, 2024. Hopefully, you participated in at least one of the sessions about the PM @Tech system and the goal setting process. To get a better understanding of the PM @Tech system and review resources on how to create your goals go to [Performance Management | Human Resources \(gatech.edu\)](https://www.gatech.edu/PerformanceManagement/HumanResources).

I would like to have all goals submitted and approved no later than **insert date**. We will meet on **insert timeframe here** to review your goals.

I look forward to our upcoming meeting. If you have any questions about your goals, don't hesitate to reach out to me.

# Applying the Ratings

Rating	Description of Performance
Exceptional	<ul style="list-style-type: none"><li>Both what is produced and how it is produced far exceed expectations of the position.</li><li>The employee is often sought out by others for counsel and assistance and is widely recognized as a role model. Examples of the results and sought-after expertise must be given to receive this rating.</li><li>This rating should be rarely granted and reserved for truly outstanding performance throughout the review period.</li></ul>
Strong	<ul style="list-style-type: none"><li>Both what is produced and how it is produced meet and often exceed expectations of the position.</li><li>Results add value beyond the scope of the current role, often benefiting the division/department. Examples of these results must be given to receive this rating.</li><li>This rating should be reserved for employees with strong, commendable performance.</li></ul>
Satisfactory	<ul style="list-style-type: none"><li>Both what is produced and how it is produced meet expectations of the position.</li><li>The employee is a dependable, competent, knowledgeable individual who meets and occasionally exceeds expectations of the position.</li><li>This rating conveys solid, effective performance.</li></ul>
Needs Improvement	<ul style="list-style-type: none"><li>Either what is produced or how it is produced require improvement in one or more areas to meet expectations of the position.</li><li>Such performance shortfalls may be attributable to newness on the job, missing or undeveloped skills, and/or experience. Regardless, the rating conveys that performance is below expectations in one or more areas and must be improved.</li><li>A performance improvement plan and review by HR is required.</li></ul>
Unsatisfactory	<ul style="list-style-type: none"><li>Both what is produced and how it is produced are below expectations and clearly unacceptable.</li><li>Unless there is obvious and immediate improvement, earning this rating should cause the City and the employee to seriously consider whether continued employment is appropriate.</li><li>A performance improvement plan and review by HR is required.</li></ul>

# Ratings Definitions

Rating	Definition
Exceptional	Outstanding performance that considerably and <b>consistently exceeds expectations</b> .
Strong	Good, solid performance. <b>Fully meets expectations and may, on occasion, exceed expectations</b> in this area.
MEETS EXPECTATIONS	Performance <b>meets the standard requirements</b> or expectations of the position
Needs Improvement	May <b>partially meet performance expectations but needs improvement</b> . Steps to improve performance must be clearly detailed in the Action Plan section below.
Unsatisfactory	Performance is <b>well below an acceptable level</b> . A formal Performance Improvement Plan must be developed.

# General Competency Matrix

General Competency Matrix				
Exceptional	Strong	Meets Expectations	Needs Improvement	Unsatisfactory
Consistently Exceeds	Consistently Meets/ Occasionally Exceeds	Consistently Meets	Inconsistently Meets	Consistently Fails to Meet
Consistently demonstrates advanced competence in achieving performance objectives	Consistently demonstrates competence in achieving performance objectives and sometimes exceeds	Consistently demonstrates competence in achieving performance objectives	Inconsistently demonstrates competence in achieving performance objectives	Consistently fails to demonstrate competence in achieving performance objectives
Consistently demonstrates advanced competence in subject matter expertise	Consistently demonstrates competence in subject matter expertise and sometimes exceeds	Consistently demonstrates competence in subject matter expertise	Inconsistently demonstrates competence in subject matter expertise	Consistently fails to demonstrate competence in subject matter expertise
Consistently demonstrates advanced competence in strategic agility	Consistently demonstrates competence in strategic agility and sometimes demonstrates advanced strategic agility	Consistently demonstrates competence in strategic agility	Inconsistently demonstrates competence in strategic agility	Consistently fails to demonstrate competence in strategic agility
Consistently demonstrates advanced competence in working independently	Consistently demonstrates competence in working independently and sometimes demonstrates advanced competence	Consistently demonstrates competence in working independently	Inconsistently demonstrates competence in working independently	Consistently fails to demonstrate competence in working independently

# Performance Evaluation Resources

## Self-Assessment

**Resources:**

- [Self-Assessments Step-by-step guide \(Employees & Supervisors\)](#)
- [Self-Assessments & Annual Evaluations Course](#)
- [Self-Assessments Video Demo](#)

**Additional Resources:**

- [The Purpose of Performance Management Self-Assessment](#)
- [Self-Assessment FAQs](#)

## Annual Evaluation

**Resources:**

- [Performance Evaluation Process Overview](#)
- [Annual Evaluations Step-by-Step Overview for Managers](#)
- [Annual Evaluations Step-by-Step Overview for Employees](#)
- [Annual Evaluation Process Demo](#)

# Performance Evaluation Resources

## Goal-Setting

### Resources:

- To assist you in setting and assessing your team's [SMART Goals](#), we have compiled tools and resources you can refer to.
  - Complete the [Goal Setting Training](#) – Log into your Genius account and search for the "Performance Management @Tech: Goal Setting" course.
  - Download the guide on [How to Submit Goals in the Performance Management @Tech System](#).
  - Download the guide on [How to Review and Approve Submitted Goals \(Supervisors\)](#)

[•Complete Goal Setting](#)

## Probationary Period

### Resources:

- [Probationary Period Evaluations Demo](#)
- [Probationary Period Evaluation Course](#)
- [Probationary Period Evaluations – Process Outline](#)
- [Probationary Period Evaluation FAQs](#)