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Supervisors – Evaluating and Supporting Employee Goal Setting

Setting performance goals involves establishing what will be done, why it needs to be done, and how it will be accomplished. Supervisors should ensure that employees have a clear understanding of their goal expectations, how they align to the institution or department, and agreement on how employees will achieve the set expectations.

Criteria for SMART Goals

Employees and supervisors are most likely to achieve understanding, alignment and agreement when they work together to develop SMART goals which should meet the following criteria:

Specific	Defines results to be accomplished within the scope of the job.
Measurable	Defines metrics to determine progress in precise terms.
Achievable	Assesses if the goal(s) is achievable within the stated timeframe or with the existing resources or employee capability.
Relevant	Supports achievement of departmental or institutional goals.
Time-Bound	Specifies due date or frequency of action.

Types of Goals

In setting goals and expectations, there are several types of goals that may be incorporated into the performance evaluation. Examples include:

- **Development goals** – goals established for personal or professional growth.
- **Operational goals** – goals established to support the essential functions of the role or needs of the department/institution.



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- **Improvement goals** – goals established to correct performance that is below minimum expectations and requires performance improvement.
- **Innovation goals** – inspiring goals established for creating a new process, function or program.
- **Stretch goals** – ambitious goals established to challenge an employee to grow particular knowledge or skills.