### The FOCUS Cycle

**FOCUS** is Yale’s annual performance review process for staff and it is designed to:
- Support Yale’s commitment to being a high performing organization;
- Provide clear and useful feedback to the employee about his/her performance;
- Elicit the employee’s self-evaluation of performance;
- Focus the employee on being the best that he/she can be; and
- Improve the communication between supervisors and employees

For more information on FOCUS and related documents, visit: [http://www.yale.edu/focus](http://www.yale.edu/focus)

### Setting SMART Goals

Setting performance goals and success measures is the first step in the FOCUS Performance Management cycle. To simplify this process, the **SMART** acronym should be used to develop goal statements:

**Specific**
- Easy to understand
- Specifies desired future results
- Identifies actions to be taken or results to be achieved that will contribute to the achievement of a larger objective within a specified period of time
- Uses concrete action verbs

**Measurable**
- Describes how each goal will be measured (numeric or descriptive)
- Answers the questions:
  - How will I know when the result has been achieved?
  - How will I verify the achievement/performance of this goal?
  - To what level do we need to achieve this result?
- Identifies the qualitative factors involved and sets measures for them

**Achievable**
- The individual has the capabilities (skills, knowledge), tools, or resources to accomplish this goal
- It is appropriate in scope
- The goal is realistic even with all other commitments within the unit
- The goal is within the individual’s/unit’s/team’s control and influence

**Relevant**
- The goal is in alignment with the mission of your department, unit, or work group
- The goal relates to the broader objectives that your department wishes to achieve

**Time-Framed**
- There is a specific time frame to achieve this goal (beginning and end date)
- May include interim steps and a plan to monitor progress
- May establish a time frame for short and long term goals

**SMART Goal Example**
Install EMS in assigned departments by September 2008, including testing of the system for 100% accuracy and training all appropriate staff to be able to use the system to process expenses.