

Smart Objectives

Why have smart objectives, what are they, and samples

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Makes it much easier to understand what is expected of you.

- Provides clarity about what good performance looks like.

Makes it easier and more effective to share feedback.

- Feedback is factual, objective, and meaningful.
- It's a two-way discussion.

Makes monitoring your own performance easier.

- Having effective measures gives life to objectives.

Makes it easier for you to do well.

- Research demonstrates that clear and measurable objectives adds clarity, purpose, and understanding.

Makes you feel better about your job.

- Research also shows that clarity makes for a happier and more satisfying workplace.

Why
have
them?



SMART Objectives

- **Specific**
 - People do what they understand the expectation to be.
 - When drafting your own objectives, use action words eg “To deliver”, “To introduce”, “To build”.
- **Measurable**
 - So you both know if the objective is met, exceeded, or not met.
 - Should not be vague. Numbers are good where possible. Also clear indications of outcome. Or both eg “Complete and sign off 5 departmental audits by 25/10/15”.
- **Agreed**
 - By coming to agreement you’re both signing off that the objective is doable and worthwhile.
- **Realistic**
 - Again confirms that you both agree that the objective can be achieved.
- **Timebound**
 - What’s the deadline? What are the key milestones.
 - Be specific eg “31st May 2016 not Summer 2016”.



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Dialogue

- Objective setting starts with an iterative process, based on dialogue.

Strategy

- manager discuss team's/departments objectives and how these support the organisation's strategy and objectives. And therefore how individuals contribute.

Contribution

- Before staff meet with manager, they should think about what objectives would be useful to help get the most out of the role.



Types of Performance Objectives

Maintenance

maintaining performance in a critical responsibility area which is currently at an acceptable or more than acceptable level.

Problem solving or improvement

solving problems or improving things that are impacting on performance.

Innovation

devising new and better ways of doing things.



Using Action Verbs to make strong objectives

- Activate, address, adjust, apply, arrange, assemble, assess.
- Balance, breakdown, build.
- Calculate, categorize, change, charge, check, choose, cite, classify, clean compare.
- Define, describe, design, detect, determine, develop.
- Estimate, evaluate, examine, explain.
- File, fill, form, formulate, facilitate.
- Group.
- Identify, illustrate, indicate, inspect, install, interpret, investigate, increase, influence.
- Label, lift, list, listen, locate, make, manage, manipulate, measure, modify, minimise.
- Name.
- Order ,organize, outline.
- Perform, plan, predict, prepare, prescribe, produce, purchase.
- Quote.
- Recall, recite, record, reiterate, repeat, reply, reproduce, respond, restate, reduce.
- Select ,serve, solve, specify, support.
- Tell, test, trace, transfer.
- Use.
- Validate, verify.
- Write.



Examples of SMART Objectives

- To achieve attendance of at least 150 guests at the national education conference on 3 November 2018 by sending a promotional email to all relevant Education Professionals within Ireland by 30 March 2018.



Breakdown

Specific

- says what the staff member will do (achieve attendance and send promotional email to all Education Professionals)

Measurable

- states the minimum attendance rate (at least 150 guests)

Achievable

- staff member has a listing of all guests to send invitation and conference is held at a time convenient that does not conflict with other conferences (dependencies)

Relevant

- links into other forums about the Education sector to be conducted later in 2018/9

Timely

- event to be held on 3 November 2018 & all promotional materials to be distributed by 30 March 2018.



Examples of SMART Objectives - Research

- Publish 3 quality research papers in a refereed journal in accordance with approved research criteria by 31 December 2018.



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Breakdown

Specific

- says what the staff member will do (publish research papers in refereed journals)

Measurable

- states the number of papers and quality check

Achievable

- staff member has the necessary resources and support to teach

Relevant

- links in with faculty's goal to improve overall research goals across the school/faculty.

Timely

- to be achieved by end of 2018



More General Examples

Provide accurate and timely information about [specify services] to [number] of customers in accordance with approved EU policy and procedures within [time]. Tie in with service standards.

Provide information technology support for approved applications in accordance with Information Delivery Systems (IDS) procedures for the period [date].

Reduce the average time for resolving customer service issues from [X] minutes to [X] minutes by the end of the calendar year.

Review and deliver an office procedures manual, updating it with relevant and accurate procedural information by [date].



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Thank you.



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