



HOW TO WRITE S.M.A.R.T. OBJECTIVES

- ✓ An objective is a statement of results to be achieved.
- ✓ Objectives need to be:
 - SPECIFIC** - State exactly what you are responsible for.
 - MEASURABLE** - Decide how performance will be measured and what a good job looks like.
 - ATTAINABLE** - Make sure objectives can reasonably be accomplished, given any and all constraints.
 - RELEVANT** - Make sure that objectives address an activity that makes a difference in overall performance.
 - TIME-BOUNDED** - Give each objective a deadline, so that you can track progress over time.

Examples

- Reduce turnover by 20% by the end of the third quarter.
- Have new building 80% leased by the end of the fourth quarter.
- Prepare upcoming year's budget by end of 3rd quarter, following agreed-upon budget guidelines.

TYPES OF MEASURES

QUANTITY

Get at least two new contracts a month during the coming year.

QUALITY

Develop a leadership development program to equip all managers with the skills of setting direction, aligning constituencies, and engaging staff, so that they are able to anticipate and implement key changes, by . . .

COST

Purchase and install a new software program for paying contractors, for under \$300,000 by . . .

TYPES OF DEADLINES

ABSOLUTE

Prepare proposal for _____ by [date].

RELATIVE

Process all invoices within seven days of receipt.

RECURRING

Visit new residents within two days of move-in to determine if all needs are being met.

