Writing SMART**ER** Objectives

Excerpt from the Defense Civilian Intelligence Personnel System document "SMART Performance Objectives" as developed for the Under Secretary of Defense for Intelligence (USD(I)) - August 2012

Writing SMART performance objectives is a critical component of the performance management cycle. If the objectives adhere to the SMART framework, employees will know exactly what is expected, and their supervisor will be able to accurately assess and rate their performance at the end of the cycle. Below is some helpful information for making SMART objectives even SMART*er*.

Performance Objectives [or Goals]: Ensures alignment with, and support achievement of, the university's mission, goals, and priorities; Used to communicate the major responsibilities that the employee is expected to perform, the related outcomes and accomplishments, as well as how they are to perform them (performance elements); Outline of the specific goals for the year; Conveys WHAT is to be performed.

Performance Elements [or Factors]: The behavioral aspects of the job; Conveys HOW the employee performs all aspects of his or her job, including the aspects covered by performance objectives.

Both the performance objectives and the performance elements contribute to the employee's overall performance rating.

S **Specific**	An observable or verifiable accomplishment is described. Specificity helps ensure that managers, supervisors, and employees share the same expectations. Additionally, the object should be specific about the results, not about the way in which it is achieved.
M **Measurable**	A method or procedure to assess and record the behavior or action on which the objective focuses and the quality of the outcome. When defining the measurability aspect of the performance objective, remember to write it at the successful performance level (i.e. rating of 3).
A **Achievable**	A performance objective is something an employee can do that supports a work unit goal. The performance objective should be sufficiently challenging, but no so complex that it cannot be accomplished. Consider whether the performance objective can be accomplished with the resources, personnel, and time available.
R **Relevant**	The performance objective should be important to the university/organization. Managers/supervisors must clearly understand their own performance objectives before they can effectively work with their employees to establish their performance objectives.
T **Time-Bound**	A performance objective starts and ends at a specific time. Write performance objectives so that they can be accomplished during a single evaluation period. If a project will take multiple years to complete, look for ways to divide the project into smaller accomplishments that can be achieved with the designated evaluation period.

Quick Tips

- Avoid using 100% as a measure unless law or policy dictates the objective or the objective ensures safety/security. Setting a standard of 100% does not five the employee an opportunity to exceed the measure unless another measure (e.g. time, accuracy, cost) is used.

- Because objectives are written to the successful performance level, supervisors should be prepared to explain to employees what employees need to achieve 'highly successful' or 'excellent' ratings.

- Do not confuse Performance Elements and training with performance objectives. The Performance Elements should be used to measure how objectives are accomplished; training activities should be incorporated into the Individual Development Plan.

Example SMART Objective #1	Example SMARTer Objective #1	
Analyze the effects of U.N.-imposed sanctions on the [X country] industrial sector and present the results of that analysis in a finished and appropriately coordinated Intelligence Report for release to the policy-making community. The complete product will reflect engagement with other analysts and stakeholders and will incorporate the coordinated views of other analysts and collectors throughout the IC.	Analyze the effects of U.N.-imposed sanctions on the [X country] industrial sector by 21 July and present the results in a finished and appropriately coordinated Intelligence Report for release to the policy- making community. Completed product will reflect engagement with other analysts and stakeholders; will incorporate the coordinated views of other analysts and collectors throughout the IC; and will be written in accordance with ICD standards	**Time-bound** **Measurable**
Example SMART Objective #2	**Example SMARTer Objective #2**	
Meet prescribed deadlines 100% of the time. Submit weekly standard report entries (e.g., WAR, SAR) every week. Ensure timely delivery of completed correspondence packages. Route program proposals and briefings through appropriate chain of command.	Meet prescribed deadlines for reporting and correspondence at least 95% of the time. Submit weekly standard report entries (e.g., WAR, SAR) by COB Thursday. Ensure delivery of completed correspondence package within designated timeframes. Route program proposals and briefings through appropriate chain of command with appropriate documentation (e.g., SSS, OF041).	**Specific** **Achievable** **Time-bound** **Measurable** **Measurabl** **Specific**
Example SMART Objective #3	**Example SMARTer Objective #3**	
Inventory and maintain accountability for all assigned property, equipment, and telephones. Resolve and document any discrepancies in accordance with current standard operating procedures.	Inventory and maintain accountability for all assigned property, equipment, and telephones. Achieve 95% accuracy of inventories every quarter. Document discrepancies within 24 hours of identification and initiate an investigation in accordance with current standard operating procedures.	**Measurable** **Time-bound**
Example SMART Objective #4	**Example SMARTer Objective #4**	
For all requirements, prepare a project timeline and estimated completion date to clearly identify critical development milestones. Original estimate should be within 98% of actual completion date. Supports your units mission.	For all mission-related requirements that exceed 80 hours, prepare a project timeline and estimated completion date and clearly identify critical development milestones. Coordinate and complete a comprehensive review of all project tasks NLT ten business days after requirement generation. Original estimate should be within three weeks of actual completion date.	**Relevant** **Specific** **Specific** **Time-bound** **Achievable**