



**DE MONTFORT
UNIVERSITY
LEICESTER**

DEVELOPING SMART OBJECTIVES



WHAT IS A WORK RELATED OBJECTIVE?

It is.....

- A mutually understood agreement about a specific work outcome that a staff member/appraisee is expected to achieve within the Appraisal Cycle
- Linked to faculty/department/organisational strategic goals

It isn't.....

- A list of activities or responsibilities of the staff member/appraisee's role
- The same as a goal

SMART PRINCIPLES

- Specific: It states what the appraisee will do. This must be clear and well defined
- Measurable: How will you know when the outcome is achieved? What does success looks like?
- Achievable: Is it realistic? It should be stretching but not impossible
- Relevant: Linking to the job role and the aims of the faculty
- Time Bound: Supports planning and monitoring progress. Again should be specific

BENEFITS FOR THE APPRAISEE

- Provides the opportunity to state how and what work is undertaken, to raise ideas and concerns over what will be accomplished
- Clarifies priorities and supports planning of workloads
- Provides a clear understanding of how work will be measured, allowing individuals to assess their success
- Opportunity for Appraisees to ensure their personal development needs can be met through work objectives.



BENEFITS FOR THE APPRAISER

- Jointly agreed objectives support ownership and understanding of work to be achieved
- Ensures individual objectives link to team/faculty objectives
- Information can be used for planning purposes



EXAMPLES OF NON-SMART OBJECTIVES

- 'Increase methods of teaching materials for students'
- 'Lead the faculty'
- 'Improve student employability'
- 'Email contact details to all faculty managers by 1st October'
- 'Be more receptive to student feedback'
- 'To continue working as well as I do now'



EXAMPLES OF SMART OBJECTIVES

1. Develop and implement on-line lectures for two teaching modules by January 2014

- **Specific**
 - It says what the staff member will do – “develop and implement on-line lectures”
- **Measurable**
 - 2 Teaching Modules
- **Achievable**
 - Have the capacity and resources to achieve 2 out of 6 modules
- **Relevant**
 - Supports key aims for faculty to increase access points for student experience
- **Time Bound**
 - To be achieved by January 2014

EXAMPLES OF SMART OBJECTIVES

2. Develop 1 additional assessment method for two student assignments by March 2014

- **Specific**
 - It says what the staff member will do – “develop additional assessment methods”
- **Measurable**
 - 1 new method for two assignments
- **Achievable**
 - Have sufficient resources and capacity to complete
- **Relevant**
 - Faculty undertaking project to develop ‘Inclusive Assessment Processes’
- **Time Bound**
 - By March 2014

EXAMPLES OF SMART OBJECTIVES

3. Network with Academic staff in Faculty 'X' to collaborate on research for publication by May 2014

- **Specific**
 - Working in partnership with academics in another faculty for undertaking research
- **Measurable**
 - Partnership created, Research published
- **Achievable**
 - Capacity, resources agreed
- **Relevant**
 - Important area of research for the faculty and of national interest. (Supports the organisation)
- **Time Bound**
 - By May 2014

PREPARING TO WRITE SMART OBJECTIVES

- Read your faculty strategic and/or operational plan
- Speak to your line manager appraiser about the key priorities for the next 12 months
- Think about how your continued development can also support the development of the faculty and organisation
- Consider acceptable levels of performance when determining measures of success

