SMART OBJECTIVES DEFINED

**Specific** –
- Specific enough so that the supervisor and employee can understand what’s involved and agree on it
  - What do you think the expectation means?
  - Are we in agreement on that understanding or does the expectation needs to be clarified?

**Measurable** –
- The supervisor and employee need to discuss and agree on measures that indicate success toward achievement of job responsibilities
  - Question to answer...
    - “How will I/we know that the goal has been achieved?
    - How will I/we know that progress is being made?”

**Attainable** -
- Is the expectation something that can be attained?
  - Can the employee, given the environment, be expected to accomplish the goal?”
    - If “yes”, then you’re OK.
    - If “maybe” or “no”, then it’s time to go back to the drawing board and make adjustments until the answer, through collaboration is “yes”.

**Relevant** –
- Understanding that relevance is important to managers and employees and relevant expectations relates to the goals of the department and/or W&M...
  - Does the objective clearly reflect how the employee will spend their time?
  - Does the weighting reflect how much of the employee’s time will be spent on that objective?
  - Does the objective relate to the mission and goals of the department and/or W&M?

**Time-Frames** –
- Time-frames and measurability go hand in hand
  - How often does this goal need to be reviewed? Discussed?
    - Daily . . . Weekly...Monthly . . . ?
  - If time-frames are not discussed
    - How will the supervisor know when to check for progress?
    - How will the employee know when to report progress or ask for help?