WRITING SMART OBJECTIVES
USMC

DIANNE S. HARDISON

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INTRODUCTIONS

- Name, Title
- Key Tasks and Responsibilities
- # of Subordinates/Leads
- Course Expectations

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DIANNE S. HARDISON--PROFILE

- Facilitator/Organizational Effectiveness SME—WHS, FFD
- Trainer—American Management Association, 1983
- NSPS Consultant, 2005-2010
  - Wrote SMART Objectives—Seabees in Biloxi, MS
  - Wrote SMART Objectives—Naval Media Center, Washington, DC
  - Pay Pool Training—USMC
- Principal—The Hardison Group, LLC, 2003
- Director, Domestic Marketing—Fairfax County Economic Development Authority
- Director, Technology Assistance Services—Virginia Center for Innovative Technology
- Director, Center for Business & Government Services—Northern Virginia Community College
- Director, Human Resources—Kaaren Johnson Associates
- Coordinator Financial Aid—George Mason University

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COURSE OBJECTIVES

- Review "SMART" Model
- Provide Sample Writing Models
- Review Sample "SMART" Objectives
- Write One "SMART" Objective
- Critique "SMART" Objective

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SMART MODEL

S	Specific—Provide Detail
M	Measurable—Qualitative, Quantitative, Multiple
A	Aligned with Organization's Mission/Goals
R	Realistic/Relevant
T	Time Bound—Specific, Relative, Frequency

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TASKER MODEL

- Cut up your PD or Job Description (taskers) and place into 3 to 5 piles, based on similarity of tasks. Label the piles. These labels will evolve into a "SMART" objective.
- Significant Outcome
- Major Deliverable
- "Big Bucket"

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LINEAR MODEL

I do this_____,
which leads to this_____
and this_____,
and this_____,
and the result/outcome is_____
    Significant Outcome
    Major Deliverable
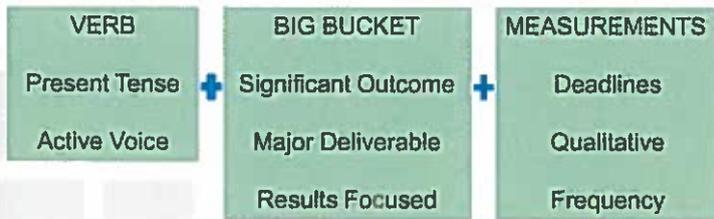   "Big Bucket"
The result/outcome becomes the "SMART" objective.

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BIG BUCKET MODEL

VERB		BIG BUCKET		MEASUREMENTS
Present Tense	+	Significant Outcome	+	Deadlines
Active Voice		Major Deliverable		Qualitative
		Results Focused		Frequency

OPTIONAL

+ MILESTONES

+ MILESTONES

+ MILESTONES

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BIG BUCKET MODEL CONT.

Start with a Verb—Present Tense, Active Voice

- Conveys Action
- Use same verbs, same order in PAST tense and Assessments are Half Written!!!!
- ENSURE=Passive Voice

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MANAGEMENT/LEADERSHIP VERBS

Achieve, administer, arrange, articulate, assign, attain, author, chair, compete, conceive, conduct, contract, convene, coordinate, create, delegate, design, develop, direct, earn, effect, employ execute, facilitate, initiate, institute, instruct, intervene, invent, investigate, manage, master, model, organize, oversee, plan, present, preside, protect, recommend, regulate, resolve, shape, solve, specify, supervise

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RESEARCH AND WRITING VERBS

Analyze, annotate, appraise, assess, author,, brief, calculate, catalogue, categorize, chart, code, collect, compare, compile, compose, compute, conduct, consolidate, contact, correspond, create, critique, define, derive, design, determine, develop, devise, diagnose, direct, discover, dispense, display, draft, edit, elicit, estimate, evaluate, examine, exhibit, expand, experiment, explore, forecast, formulate, identify, illustrate, inquire, inspect, interpret, interview, inventory, investigate, measure, model, observe, outline, predict, present, process, publish, question, record, regulate, report, reproduce, research, review, revise, search, solicit, solve, study, summarize, survey, synthesize, test

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TEAMWORK AND INTERPERSONAL VERBS

Articulate, arrange, brief, clarify, collaborate, communicate, contact, convene, coordinate, delegate, elicit, employ, encourage, enlist, exchange, explain, facilitate, foster, influence, initiate, inquire, instruct, interpret, interview, introduce, mediate, motivate, negotiate, participate, represent, resolve, respond, shape, share, solicit

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FINANCIAL VERBS

Acquire, activate, administer, analyze, apply,
assess, brief, calculate, catalogue, categorize,
code, compile, compute, conduct, define, deliver,
derive, design, develop, devise, draft, formulate,
implement, inspect, install, master, monitor,
operate, process, program, protect, provide,
publish, record, regulate, repair, report, reproduce,
respond, search share, simulate, solve, test, train,
translate, tutor update, write.

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TECHNICAL VERBS

Acquire, activate, administer, analyze apply,
assess, brief, calculate, catalogue, categorize,
channel, code, compile, compute, conduct, define,
deliver, derive, design, develop, devise, draft,
formulate, implement, inspect, install, master,
monitor, operate, process, program, protect
provide, publish, record, regulate, repair, report,
reproduce, respond, search, share, simulate,
solve, support, test, train, translate, tutor, update,
write

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FACILITIES MANAGEMENT VERBS

Align, assess, analyze, assemble, build, calibrate, check, construct, design, develop, estimate, evaluate, fabricate, inspect, install, inventory, locate, maintain, master, measure, monitor, operate, prepare, record, re-engineer, regulate, remove, repair, replace, retrieve, review, simulate, stack, test.

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TEACHING/TRAINING VERBS

Adapt, advise, assign, coach, collaborate, communicate, conduct counsel, critique, demonstrate, design, develop, direct, educate, encourage, evaluate, examine, facilitate, guide, implement, inform, inquire, institute, instruct, introduce, investigate, judge, lecture, model, monitor, motivate, organize, outline, participate, perform, persuade, plan, prepare, prescribe, present, program, report, research, respond, review, revise, rewrite, schedule, teach train, tutor

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SALES/PUBLIC RELATIONS VERBS

Articulate, communicate, contact, convene, correspond, deliver, demonstrate, develop, dispense, display, earn, entertain, exhibit, expand, facilitate, formulate, increase, inform, introduce, inventory, locate, maintain, market, promote, publicize, purchase, recommend, recruit, represent, respond, route, schedule, shape, share, solicit, survey

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ADMINISTRATIVE/DETAIL VERBS

Administer, arrange, assemble, brief, catalogue, categorize, code, collect, compile, contact, coordinate, correspond, distribute, edit, execute, group, identify, inventory, locate, monitor, regulate, respond, retrieve, schedule, summarize, update, verify

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BIG BUCKET MODEL CONT.

+ ADD

    Significant Outcome

    Major Deliverable

    Results Focused

    BIG BUCKET

    20-40% of What You Do

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BIG BUCKET MODEL CONT.

+ ADD MEASUREMENTS

- Deadlines
- Qualitative
- Frequency

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BIG BUCKET MODEL CONT.

+ ADD Milestones=Optional but Helpful
- Processes
- Procedures
- Requirements

Help you achieve the "BIG BUCKET"

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AVOID

- 100%
- Each
- Every
- All
- 0 (as in mistakes, re-writes, etc.)
- Ranges—between 3-5, etc.
- Averages (Pick One)

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AVOID

Timely, Accurately, Properly, Thoroughly, Successfully, Appropriate, Quick, Immediate, Effective, Proper, etc.

Too Imprecise, Too Indefinite, Too Ambiguous

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INSTEAD OF ENSURE

- Verify
- Validate
- Confirm
- Certify
- Guarantee

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SAMPLE "SMART" OBJECTIVE

Develop Strategic Plan for DON Succession Planning by 9-30-__ IAW applicable DON policies, procedures and guidelines.

1. Develop framework by 2-1-__.
2. Establish talent pool by 3-1-__.
3. Design database tracking tool by 8-1-__.

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SAMPLE "SMART" OBJECTIVE

Design, test and deploy next generation parachute by 9-30-__, IAW USMC policies, procedures, guidelines and budget and within established deadlines.

1. Work with engineers and contractors and develop prototype by established deadline.
2. Identify parachute materials, by 6-30-__, which meet engineering thresholds IAW_____.

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SAMPLE CONTRACTOR OBJECTIVE

Coordinate and provide contractor oversight in the delivery of _____ and IAW SOW and applicable policies, procedures and guidelines.

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SAMPLE PROGRAMMATIC OBJECTIVE

Interpret policy and conduct financial analyses of Quality of Life programs within designated timeframe and IAW applicable policies, procedures and guidelines.

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SAMPLE "SMART" OBJECTIVE

Manage DON IT Portfolio.
1. Coordinate with staff to delineate inventories.
2. Apprise staff of DOD/DON Portfolio Management Directives and coordinate staff implementation within designated timelines.
3. Serve as DON Spokesperson for PM & T and E Portfolios.

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Catch All

SAMPLE CO-LATERAL OBJECTIVE

Respond to mission-driven, ad-hoc, requests/requirements within designated timelines and IAW applicable Standard Operating Procedures.

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STANDARD SUPERVISORY OBJECTIVE

Supervise Department/Unit staff IAW DOD Implementing Issuances and best practices of HQMC.

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STANDARD SUPERVISORY OBJECTIVE

Execute human resources and fiscal responsibilities within established timelines and in accordance with applicable regulations. Adhere to merit system principles. Develop a vision for and articulate to work unit. Establish goals for contract (GS, Wage Grade) staff and align to organizational goals. Plan and implement administrative services. Participate in long range resource management. Maintain safe work environment and respond to allegations of non-compliance. Verify adherence to EEO/EO principles.

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SAMPLE "SMART" OBJECTIVE

Put out fire on seat of boss' pants as soon as visible smoke is observed, but before open flames can be established.

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INDIVIDUAL EXERCISE

- Draft one "SMART" objective, using any of the Writing Models presented. Start with the most significant aspect of your job. Include 3 milestones.
- Take 15 minutes.
- Volunteers will share their objective with class for "positive" critique.

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