WRITING SMART OBJECTIVES
USMC

DIANNE S. HARDISON

INTRODUCTIONS

- Name, Title
- Key Tasks and Responsibilities
- # of Subordinates/Leads
- Course Expectations
DIANNE S. HARDISON--PROFILE

- Facilitator/Organizational Effectiveness SME—WHS, FF0
- 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 Pod 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

COURSE OBJECTIVES

- Review “SMART” Model
- Provide Sample Writing Models
- Review Sample “SMART” Objectives
- Write One “SMART” Objective
- Critique “SMART” Objective
**SMART MODEL**

<table>
<thead>
<tr>
<th>S</th>
<th>Specific—Provide Detail</th>
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<tbody>
<tr>
<td>M</td>
<td>Measurable—Qualitative, Quantitative, Multiple</td>
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<tr>
<td>A</td>
<td>Aligned with Organization’s Mission/Goals</td>
</tr>
<tr>
<td>R</td>
<td>Realistic/Relevant</td>
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<tr>
<td>T</td>
<td>Time Bound—Specific, Relative, Frequency</td>
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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"
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.

BIG BUCKET MODEL

VERB
Present Tense
Active Voice

BIG BUCKET
Significant Outcome
Major Deliverable
Results Focused

MEASUREMENTS
Deadlines
Qualitative
Frequency

OPTIONAL
+ MILESTONES
+ MILESTONES
+ MILESTONES
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

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
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.

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.
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.

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.
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.

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.
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

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
BIG BUCKET MODEL CONT.

+ ADD
  Significant Outcome
  Major Deliverable
  Results Focused
  BIG BUCKET
  20-40% of What You Do

BIG BUCKET MODEL CONT.

+ ADD MEASUREMENTS
  - Deadlines
  - Qualitative
  - Frequency
BIG BUCKET MODEL CONT.

+ ADD Milestones=Optional but Helpful
  - Processes
  - Procedures
  - Requirements
Help you achieve the “BIG BUCKET”

AVOID

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

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

Too Imprecise, Too Indefinite, Too Ambiguous

INSTEAD OF ENSURE

- Verify
- Validate
- Confirm
- Certify
- Guarantee
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-__.

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_________.
SAMPLE CONTRACTOR OBJECTIVE

Coordinate and provide contractor oversight in the delivery of [insert deliverable] and IAW SOW and applicable policies, procedures and guidelines.

SAMPLE PROGRAMMATIC OBJECTIVE

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

Manage DCN 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.

SAMPLE CO-LATERAL OBJECTIVE

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

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

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.
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.

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.