



S.M.A.R.T. WORKSHEET

GOAL AND OBJECTIVE SETTING

GOAL

Write your goal in the space below. This should be a big picture goal and does not need to be measurable.

OBJECTIVES

Write your objectives in the space below.

Objectives should be S.M.A.R.T.

Specific – no generalizations

Measurable – what is the result you want?

Achievable – doable, within a realistic timeframe

Relevant – contribute to broader efforts in a meaningful way

Timely – include a completion date, if appropriate

Use the questions below to help improve and refine your objectives:

Is your objective specific?

A specific objective should clearly state what you want to accomplish, why it is important and how you intend to accomplish the goal. No generalizations.

Is your objective measurable?

A measurable objective should include targets or milestones that you can use to make sure you're moving in the right direction. Ask yourself "what is the result I want?" and "how will I measure success?"

Is your objective achievable?

An achievable objective should be realistic and doable. It should clearly break your overall goal into manageable steps that use the time and resources available to you within the timeline you've set.

Is your objective relevant?

A relevant objective should make sense when measured against your municipal priorities / organizational strategy. It should show how the objective will contribute to the municipal strategy in a meaningful way.

Is your objective timely?

A time-based objective includes a specific timeline or completion date. Ask yourself "when will I want to have achieved this objective?"

SAMPLE GOALS AND OBJECTIVES

EXAMPLE 1

Goal: To improve the internal customer service culture of the City of xxx.

Objectives:

1. To see a 15% reduction in service complaints from residents with the first six months of the program.
2. Employees will feel satisfied with the new customer service skills they learned from the program (75% satisfaction rate within 6 months of program launch).

EXAMPLE 2

Goal: To inform residents about the new waste collection system in a way that creates a willingness to participate and diverts waste from the landfill.

Objectives:

1. To divert 65% of waste from landfills between June and December 2011.
2. To inform residents about how to properly sort household waste and integrate the new waste collection system into their daily routines by June 2011. (target: 80% of survey respondents will say they understand how to do this)

EXAMPLE 3

Goal: Attract community participation in the public engagement process, which will result in an updated Community Plan.

Objectives (for phase 1):

1. Primary audience has 85% awareness that the Community Plan process is underway and understand their participation is critical to the planning process
2. Good community participation in the launch event (100+)

WHAT YOU CAN MEASURE?

Focus on outcomes, not outputs.

Opinion
Awareness
Reach
Perception
Recall
Behaviour change

HOW YOU CAN MEASURE?

Combine quantitative and qualitative methods.

Count, monitor, listen, ask, observe, collect.

Web stats: time on page, # of visits, unique views, bounce rate, etc.
Surveys / Telephone surveys
Attendance
Phone calls / queries / anecdotal feedback
Focus groups
Message pick-up / content analysis of media coverage
Social media comments
Social media reach: how many shares, likes, follows, tell-a-friends, connects
Communication audits
Polls
Staff retention
Media relations rating points
Program participation/attendance
Economic development/impact