

Checklist: Agreeing SMART objectives

As outlined in the [CIPD guide on effective performance management](#), agreeing objectives is an important part of clarifying performance expectations. The SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) framework can help provide structure to the development of the goal and help to ensure all elements of an effective goal are included. Use this checklist to agree SMART objectives.

	Complete (tick)	Notes
Specific Is the objective clear? Will it improve the staff member's performance and ability?		
Measurable Can you see clearly the extent to which the staff member has achieved the objective?		
Achievable Can it be done? Does the staff member agree with you?		
Relevant When achieved, will it have a positive effect on the job purpose? What will you do to monitor progress and help the staff member succeed?		
Time-bound Is there an end date? Can you monitor progress during the duration of the objective to help the staff member succeed? After all, their performance is your performance too.		

Performance management and appraisal tools

Examples of good and bad objectives

Bad example	Good example
To get more customers to take out service agreements.	To increase sales of service agreements by 15% by the end of the third quarter. We will review marketing plans and sales figures together each month to monitor progress and the implementation of your negotiating-skills course
To get better at achieving deadlines.	To achieve all deadlines within your control from now on. Where a deadline is likely to be missed, the reasons, revised estimate and any contingency plans are to be discussed and agreed within 24 hours of it becoming known that a deadline is unlikely to be achieved.
To attend a health and safety course.	As a result of attending a health and safety course, to produce a risk analysis and recommendations for the department, verified by the course trainer as likely to reduce days lost due to accidents by 20% by the end of the year.

Access practical guidance and links to more tools to support your performance management processes in the [CIPD's guide](#)