



Worksheet – Developing SMART Objectives

Thinking carefully about what you'd like to accomplish and setting SMART goals will help you develop a successful Evaluation Plan. SMART is a common acronym which describes the characteristics of effective goals or objectives including:

- S – Specific
- M – Measurable
- A – Achievable
- R – Relevant
- T – Time-bound

The tables below show examples of SMART goals for WFP Project Management and for Gap-Closing Strategies:

- **WFP Project Management Objective:** We will use external/contract staff only for WFP Step 1 – developing Strategic Plan; no more than two percent of the overall hours to implement the Workforce Plan will come from external/contract staff. Contract staff will help us complete our Strategic Plan within nine weeks of initiating WFP process.

SMART Characteristic	SMART WFP Project Management Objective	
	No	Yes
S – Specific	We will rely on internal staff for implementing most of the WFP steps.	We will use external/contract staff for WFP Step 1 only.
M – Measurable	We will limit the use of external/contract staff.	No more than 2% of total man hours necessary to implement WFP will come from external/contract staff.
A – Achievable	We will not use/plan for use of contract staff unless necessary and then only on an ad hoc, as-needed basis.	We will (plan to) use contract staff for WFP Strategic Planning.
R – Relevant	HR and upper management will conduct panel interviews to hire contract staff.	We will use external/contract staff only for WFP Step 1 – developing Strategic Plan.
T – Time-bound	The Strategic Planning will be completed first.	The Strategic Plan will be completed within nine months of initiating WFP process.

- **Gap-Closing Objective:** We will reduce frontline staff turnover by ten percent within one year of completing implementation of our workforce plan.

SMART Characteristic	SMART Gap-Closing Objective	
	No	Yes
S – Specific	Reduce turnover.	We will reduce frontline staff turnover.
M – Measurable	Reduce turnover significantly.	We will reduce frontline staff turnover by 10 percent.
A – Achievable	None of the newly-hired workers will leave the agency.	We will reduce overall frontline staff turnover by 10 percent.
R – Relevant	We will lower frontline staff turnover to below that for administrative support workers.	We will reduce frontline staff turnover by ten percent within one year of completing implementation of our workforce plan.
T – Time-bound	Reduce turnover quickly.	We will reduce turnover within 1 year of completing implementation of workforce plan.