



## Performance Profile SMARTe Objectives Template

**Define the Objectives of the Job, not the Person – Create SMARTe Performance Objectives**

Position: \_\_\_\_\_ Department: \_\_\_\_\_ Manager: \_\_\_\_\_ Date: \_\_\_\_\_

### Determine Performance Objectives using a Macro Approach

#### Checklist

- 1 **Every job has six to eight major things that need to get done (performance objectives) for the new employee to be successful.**  
*> Do you have them?*
- 2 **Make all objectives SMARTe - Specific, Measurable, Action Oriented, Result-based, Time Bound, describe Environment.**  
*> Are your objectives SMARTe? Have you captured all the details of your Environment?*
- 3 **Ignore job spec. Use macro approach to develop performance objective for each major area of job.**  
*> Do you have a Major Deliverable for the Position? Have you built a timeline of objectives?*
- 4 **Use micro approach (over) to convert traditional experience/skill spec to performance. Find out what's done with each criterion.**  
*> Have you converted all the skills and defined the outcome and end result?*
- 5 **Use benchmark approach by finding traits and capability of people now in the job known to be competent.**  
*> Have you captured the work habits, attitudes, disciplines, thought process etc. of the best internal performers doing the same job?*
- 6 **Prioritize the top 6-8 performance objectives and include on performance-based job description.**  
*> Do you have 6-8 objectives clearly defined and agreed by all the decision makers?*
- 7 **VISUALIZE each SMARTe objective to determine competency- use the Fact-Finding Worksheet Process to help you.**

**Realistic Start Date for this Position:** \_\_\_\_\_ *"Begin with the End in Mind"*  
**What is your 1-year Major Deliverable for this position** (make it Specific, Measurable, Action Oriented, Result-Based and Time Bound)?

JOB FACTOR	Example of HAVING vs. DOING	COMMENTS & DESCRIPTIONS	SMARTe OBJECTIVES
<b>Major Functional Objectives</b>	<u>Misleading:</u> Have 10 years PCO sales experience. <u>BETTER:</u> Increase event sales by 15% in year 1 and build new team.	Objectives need action verb (e.g., increase, change, improve) and measurable objective (e.g., 10% in 90 days).	
<b>Major Subordinate Objectives</b>	<u>Misleading:</u> Have good planning skills. <u>BETTER:</u> In 90 days submit event plan and hire 3 people.	Include the sub-steps necessary to achieve key objectives. Ask for examples.	
<b>Management and Organizational Issues</b>	<u>Misleading:</u> Have good management skills. <u>BETTER:</u> Assess and rebuild the team within 120 days.	Provide measurable objectives to determine quality of management skills needed.	
<b>Changes and Improvements Necessary</b>	<u>Misleading:</u> Be an agent of change. <u>Better:</u> Upgrade the delegate tracking system before the next event.	Be specific regarding the needed changes and upgrades. It's easier to compare applicant's accomplishments this way.	
<b>Problems to Be Solved</b>	<u>Misleading:</u> Be a problem solver. <u>BETTER:</u> Work with IT to eliminate supplier bottleneck before May.	Describe actual problems needing work and then ask applicants how they would solve them.	
<b>Technical Skills in Actual Situation</b>	<u>Misleading:</u> Have good PC skills. <u>BETTER:</u> Develop delegate-based tracking system by June.	Provide specific example of how technical skills will be used. It's better to have open discussion of real work	
<b>Team Skills in Actual Situation</b>	<u>Misleading:</u> Have good team skills. <u>BETTER:</u> Jointly develop sponsorship plan with sales and marketing teams.	Describe situations that demonstrate good interpersonal/team skills and get similar examples from the applicant.	
<b>Long Range, Planning, Strategic and Creative</b>	<u>Misleading:</u> Have good strategic thinking and planning skills. <u>BETTER:</u> Develop a long range event plan.	Cover anything that hasn't been addressed above. Also describe actual examples of creative and strategic projects.	

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