



Performance Management Quick Reference Sheet

Developing SMART Work Objectives – Setting your Employees up for Success

Coaching employees in developing S.M.A.R.T. work objectives for their Performance Agreements (PA) will set clear expectations at the outset. It will allow them to self-assess their progress throughout the year and will provide an objective framework for discussions, evaluation and rating performance.

A **S.M.A.R.T.** objective is:

- **SPECIFIC:** a clear, observable action or achievement.
- **MEASURABLE:** describes the quantity of effort to be invested and the quality of results once the objective is achieved.
- **ATTAINABLE:** challenging but realistic.
- **RELEVANT:** meaningful and consistent with your employee's role in the workplace.
- **TRACKABLE/TIME-BOUND:** a time limit is set for achievement.

In addition to defining work objectives, it is important to set clear expectations with your employees on the behaviors you expect them to demonstrate in relation to competencies. Both work objectives and competencies will form the basis of the rating your employees will receive.

For detailed instructions on developing S.M.A.R.T. objectives as well as examples of behavioral indicators for the four core competencies, please consult the [Treasury Board of Canada Secretariat website](#).

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