**OBJECTIVE SETTING**

The process of objective setting should be as a result of a collaborative conversation between a manager and an employee. Expectations should be understood by both parties.

**Good or SMART objectives are**:

1. **Specific:** what you are expected to achieve e.g. “Complete four construction projects by April 2025”. Specific objectives leave little room for interpretation or misunderstanding.
2. **Measurable:** the success and gives clear indicators of progress. “Become a better communicator” is too vague. Gather 10 pieces of stakeholder feedback” is a more measurable goal
3. **Attainable:** targets are included. Unfeasible goals don’t help anyone. Properly evaluate the steps you need to take, the resources available, and the amount of time required to complete them.
4. **Relevant:** to your role or secondment. They should add value and align to the overall goals of the team and wider department.
5. **Timely:** always set defined milestones and deadlines for your objectives. This provides clarity and a sense of urgency to take action. Avoid using ‘on-going’ instead of a specific timescale.

**Other things to consider:**

* Keep objectives to a manageable number.
* Agree a regular time to review progress against agreed objectives.
* Regularly get feedback from your key stakeholders to see how you are progressing with your objectives.
* For secondments ensure there is regular communication between ‘emplying’ and ‘host’ organisations to track progress and share learnings

**Development Objectives:**

Its important to also have objectives that are directly concerned with developing new skills, awareness, or behaviours. If you are starting in a new role or secondment, learning about your new department, or organisation is a great place to start. Developing your Equality, Diversity and Inclusion awareness or skills is another area everyone can develop more in.

As with performance objectives the SMART framework should be used to structure your development objectives. Ie: what **specifically** do you want to develop, how will you know (**measure**) when this learning has been successful, is it an **attainable** learning goal, and is it **relevant** and finally when (**timely**) will you undertake the learning.

Development does have to be just undertaking a formal piece of learning. Learning on-the-job from taking on new or different responsibilities or learning with a mentor are also highly effective ways of developing. See the [GLA Group Mentoring programme](https://glagroupmentoringhub.com/) for example.