**SMART Objectives**

We undertake objectives all day, every day. They are part of our daily lives but we just don’t recognise them. However we all plan to get the car serviced by a certain date, we plan to book a holiday and we plan to get to work by a certain time. They are all objectives.

The difference between objectives in daily life and those within a PDR is that generally the objectives provide an opportunity to obtain or refresh a skill, aid personal development or are task driven to meet an overall team or force goal.

PDR objectives fall into two categories;

**Work related objectives**

“To improve public confidence, each Police Constable and PCSO attached to a neighbourhood policing team will by 31.3.2012, spend at least 75% of working time on duties or tasks directly connected to the day-to-day business of their neighbourhoods, or direct in support of their Neighbourhood Team”.

**Personal Development objectives**

By 30\(^{th}\) June 2011, to improve service to the public and show leading change, update all publications, publicity material and PowerPoint presentations with new corporate force logo and banner.

Work-based objectives are designed specifically to support the achievement of activities to a required standard. Personal development objectives are designed to support an individual to
obtain, use or enhance certain skills in their role or career development.

Personal development objectives should also, but not exclusively, be based on the personal qualities (PQ’s) shown in the Policing Professional Framework (PPF). Whilst it is not necessary to specifically mention in the objective the personal quality being targeted, to do so, provides greater clarity for the individual as to exactly what is being required of them.

Objectives should be agreed not set and as such both the individual and line manager should have an input as to what is being developed and why.

**SMART Objectives.**

**SMART** stands for **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**imely. The may be extended to include **E**valuate and **R**eview but as not all forces use SMARTER, the pneumonic SMART is discussed here.

**Specific** - The objective is specific if:

- everyone involved, including a 3rd party reviewer, can understand what the task is and what the desired developmental outcome is.

- it is clearly set out and remains unambiguous, particularly at the end of the process.

**Measurable** – This is probably the most important part of an objective because its here that the evidence of success (or not) will be found. If you can’t measure it how do you know whether it has been hardly, partially or fully achieved?
Achievable - There’s no point in starting an objective if it can’t be finished in the time available or, more importantly, if the individual already has multiple other objectives, can they find the time to take on another. Objectives should be completed as part of the daily role and not become an addition to it.

Realistic - If it isn’t realistic then it’s not going to be achievable. You need to be realistic as to:

- can they undertake the objective now or do they need other skills first?
- will they have the opportunity (or resources) to achieve the task?
- can they achieve the task without negatively impacting their core role?
- can you or another part of the organisation give them support if it’s required?

Timely - means setting a realistic deadline taking into account personal circumstances, workload, resources (if any) and needs of the service.

Below are examples of ‘personal development’ SMART objectives showing how inclusion of the personal qualities criteria provides both line manager and individual a clear understanding as to the areas being developed.
Example SMART Objectives – Middle Manager

• By end March 2012, in order to show leading change, working with others and serving the public, agree and implement a new process to reduce by 10% abstraction of officers attending Crown Court, but who are not called on the day.

• By end of November 2011, in order to improve professionalism and leadership, review the risk procedures used for Health & Safety evaluation across catering facilities within the command area.

• For the June 2011 Senior Management Team meeting, in order to support leading change and managing performance, prepare and deliver a briefing paper for senior management outlining policy and process devolving responsibility for Attendance Management Service to 1st line managers.

• By 15th December 2011, in order to show managing performance, professionalism and working with others, consult and prepare for Senior Management Team a restructuring plan for staffing within the administration department to support the new senior management structure and changing priorities.

Example SMART Objectives – Administration Officer

• By 30th October 2011, in order to improve professionalism and service delivery, review the departmental information storage system and make recommendations to the departmental head on reducing bureaucracy and storage requirements.
• By 30\textsuperscript{th} June 2011, in order to improve service to the public and leading change, update all publications, publicity material and PowerPoint presentations with new corporate force logo and banner.

• By 30\textsuperscript{th} September 2011, in order to improve service delivery and professionalism, complete Civil Service Financial Awareness computer based training course and deliver short 15 minute presentation to team members on key features.

• By 30\textsuperscript{th} March 2011, in order to improve service delivery and working with others, design a database to record deployment history, welfare requirements and skills profile of FLOs, SOLOs and POLSA trained officers within the Force.

**Example SMART Objectives - Technical Staff**

• By 1\textsuperscript{st} May 2011, in order to improve service delivery and professionalism, check and verify inventory of all computer equipment within command responsibility.

• By 30\textsuperscript{th} June 2011, in order to show professionalism and service delivery, set up a servicing chart for all electronic covert surveillance equipment.

• By 1\textsuperscript{st} November 2011, in order to improve service to the public, set up a database to catalogue digital photographs available for use in corporate events and publications.
• By June 2011, in order to improve service delivery, decision making and professionalism, re-write and present for signing by senior management team, the Health and Safety risk assessment document for the use of new high voltage equipment.

Example SMART Objective – Patrol Constable

• By 31st December 2011, in order to improve working with others, professionalism and provide evidence of working towards career development, research and present three intelligence briefings to officers parading for patrol duty.

• By 1st October 2011, in order to show service professionalism and Public Service, attend four neighborhood watch meetings with local coordinators, identify common community concerns and deliver a briefing to the team to focus patrol activities and planning.

• To show leadership and professionalism by 1st March 2012 undertake research into volume crime hot spot and prepare an operational plan to be reviewed by Operational Inspector.

• By 31st October 2011, within professionalism and working with others, arrange and undertake one day attachment with Accident Collision Unit to identify ‘First Steps’ best practice at scene of fatal / serious injury collisions. Then prepare and brief team on key points.
Example SMART Objective – Supervisory Manager

• By 31\textsuperscript{st} March 2012, in order to show professionalism and managing performance, undertake one day attachment to covert source unit to understand protocols around recruiting and use of CHIS. Then brief team accordingly with a view to introducing three new informants for evaluation by source unit.

• To improve service to the public, professionalism and decision making by 1\textsuperscript{st} November 2012 actively manage three critical incidents and within 48 hours of each incident evaluate own performance with the team Inspector.

• By 31\textsuperscript{st} March 2012, within managing performance, professionalism and working with others, ensure that all staff within the team undertake and pass with a minimum of 80% score, the computer based learning package on Equality Act 2010.

• To improve professionalism, working with others and service to the public, arrange and informally meet once every 3 months, the spokesperson(s) at local authority travelers’ site to establish and maintain contact point for the community.

For further advice on objective setting or the PDR process please contact your HR unit or training and development team.