



SMART Objectives

CCAI General Meeting

October 28, 2009

Goals vs. Objectives

- **Goals are broad – Objectives are narrow**
- **Goals are intentions – Objectives are precise**
- **Goals are intangible – Objectives are tangible**
- **Goals are abstract – Objectives are concrete**
- **Goals can't be validated as is – Objectives can be validated**

Goals are warm and fuzzy. They are typically non-specific, non-measurable, and usually cannot be fully attained.

Objectives ...

- Objectives are meant to be **REALISTIC** targets for a program or project. Objectives are usually written in an active tense and use strong verbs like plan, write, conduct, produce; rather than learn, understand, and feel.
- Objectives should answer the following question: **WHO** is going to do **WHAT**, **WHEN**, **WHY** and **TO WHAT STANDARD?**

Typical Problems Encountered When Writing Objectives

Problems	Error Types	Solutions
Vastness Complexity or Earnestness	The objective is too broad in scope or includes more than one objective	Reduce and simplify the objective
False Criteria	The criteria doesn't let the user know explicitly how well they need to do the behavior	Make criteria reasonable, specific, useful
False Givens	Describes instruction, not conditions	Detail what can be used to complete the objective
False Performance	Often simply restating the goal; no true performance stated	Be very specific as to what you want the outcome to be.

SMART ... defined

- **Specific**
- **Measurable**
- **Attainable ... and Ambitious**
- **Relative**
- **Timebound**

Specific

SPECIFICITY of goals vs. objectives

- Goals are general while objectives are specific. Goals are just general intentions towards the attainment of something while objectives are the precise actions for accomplishment of a SPECIFIC task.**
- What EXACTLY are we going to do, with or for whom? The outcome should be stated in numbers, percentages, frequency, reach, scientific outcome, etc.**

Measurable

Goals cannot be measured in most cases while objectives can be measured

- An objective is not SMART if it can't be measured (in theory or otherwise).**
- If the objective cannot be measured, the question of funding non-measurable activities should be discussed and considered relative to the size of the investment.**

Achievable ... and Ambitious

- **Can we get it done in the proposed timeframe ... with the resources available?**
 - **The objective must be realistic given the climate, time period, and resources available.**

Relative

- **The objective should be logical and relate to the program's goals**
 - The outcome or results of the program directly supports the outcomes of the program long range goal.

Timebound

- The objective specifies a time by which the objective will be achieved.

Generally speaking, both goals and objectives have a certain timeframe.

- Objectives generally are set within the timeframe of a goal, i.e. are aimed at occurring in a timeframe that furthers the achievement of the goal.

Types of Objectives

- **Process (or Implementation)**

- Set specific numbers/types of activities to be completed.
- Process objectives tell what you are doing and how you will do it.

- **Impact**

- Tell how you will change attitudes, knowledge, or behavior in the shorter term and describe the degree to which you expect this change.

- **Outcome**

- Tell what the longer-term implications of a program will be by describing the expected outcome ... generally speaking, outcome objectives can be harder to measure because so many factors influence what is being measured.

Current Comp Cancer Strategic Plan Objectives

- **Many of the objectives seem appropriate and follow the model of SMART objectives ...**
- **There are a few examples of objectives that don't seem to follow the SMART model**

Objectives that maybe aren't so SMART

- **Obj. 1.6 (promotion of whole grain)**
- **Obj. 1.8 (PA ... measure and recommendation has changed)**
- **Obj. 1.10 (very difficult to measure ... sort of undefined)**
- **Obj. 1.15 (difficult to measure ... not really measurable, even with the creation of some type of surveillance system ... or rather not feasibly measurable)**

Objectives that maybe aren't so SMART

- **Obj. 1.17 (benzene exposure ... see previous)**
- **Obj. 1.18 (dioxins and furan exposure)**
- **Obj. 1.19 (ag pesticide exposure)**
- **Obj. 1.20 (carcinogenic chemical exposure at worksite)**
- **Obj. 2.1 (two objectives in one ...)**
- **Obj. 3.1 (difficult to measure ...)**

Objectives that maybe aren't so SMART

- Obj. 3.2 (access and referral ... difficult to measure)
- Obj. 3.3 (difficult to measure)
- Obj. 3.4 (not very specific ... hard to measure “access” to treatment and care)
- Obj. 4.1 (not very specific, not very measurable)
- Obj. 4.2 (difficult to measure knowledge ... when it comes to these specific issues)

Objectives that maybe aren't so SMART

- **Obj. 4.3**
- **Obj. 4.4**
- **Obj. 4.5**
- **Obj. 4.6**

The above objectives are difficult if not impossible to measure ... they could be more specific, and a bit less broad)

Look to the strategies ...

It may be helpful when crafting objectives to look at the strategies that are planned ... objectives could address many of the strategies, which tend to be more specific, identify exactly what needs to be done to help achieve the goal, and better defines what explicitly needs to be done in order to accomplish something that will lead to accomplishing the goal.